



Mountain Line

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NOTICE AND AGENDA OF PUBLIC MEETING AND POSSIBLE EXECUTIVE SESSION OF THE BOARD OF DIRECTORS (BOD) OF THE NORTHERN ARIZONA INTERGOVERNMENTAL PUBLIC TRANSPORTATION AUTHORITY

Pursuant to A.R.S. §38-431.02, notice is hereby given to the members of the Board of Directors (BOD) of the Northern Arizona Intergovernmental Public Transportation Authority ("NAIPTA") and to the general public that the Board will hold a meeting on:

Wednesday, August 18, 2021
10:00am
Mountain Line Training Room
3773 N. Kaspar Dr.
Flagstaff, AZ 86004

Due to the current public health emergency related to the Coronavirus, this meeting held in the Training Room will not be open to the public. This is a WEB BASED meeting. Members of the Board of Directors may attend by telephone or internet conferencing. Members of the public may submit comments related to agenda items before 9am on the day of the meeting to transportation@naipta.az.gov and observe the meeting by following the instructions at <https://mountainline.az.gov/about-us/board-of-directors/>.

The Board of Directors may vote to hold an executive session for the purpose of obtaining legal advice from NAIPTA's attorney on any matter listed on the agenda pursuant to A.R.S. § 38-431.03(A)(3). The executive session may be held at any time during the meeting. Executive sessions are not open to the public, pursuant to Arizona Open Meeting Law.

Pursuant to the Americans with Disabilities Act, persons with a disability may request a reasonable accommodation, such as a sign language interpreter, by contacting the Clerk of the Board of Directors at 928-679-8922 (TTY Service 800.367.8939). Requests should be made as early as possible to allow time to arrange the accommodation.

The agenda for the meeting is as follows:

-pages 1-4

1. CALL TO ORDER
2. ROLL CALL
3. SAFETY MINUTE
-Sam Short, Safety Manager
4. APPROVAL OF MINUTES 6/16/2021

-pages 5-13

CONSENT AGENDA:

Getting you where you want to go





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All matters under Consent Agenda are considered by the Board of Directors to be routine and will be enacted by a single motion APPROVING THE CONSENT AGENDA. If discussion is desired on any particular consent item, that item will be removed from the consent agenda and will be considered separately. All items on the Consent Agenda with financial impact have been budgeted.

5. ADOPT THE UPDATED PERSONNEL POLICY MANUAL -pages 14-18
-Danelle Knight, Human Resources Manager
Staff recommends the Board of Directors adopt various updates to Mountain Line policies to incorporate changes that reflect both regulatory requirements and Mountain Line's actual practices.
6. ADOPT MOUNTAIN LINE'S UPDATED EQUAL EMPLOYMENT OPPORTUNITY (EEO) PROGRAM AND WORKFORCE GOALS -pages 19-21
-Danelle Knight, Human Resources Manager
Staff recommends the Board of Directors adopt the proposed update to the three-year Equal Employment Opportunity (EEO) Program and Workforce Goals; authorizing the CEO and General Manager to make future changes as suggested upon legal review. Adoption of a three-year EEO Program and Workforce Goals is required for compliance with Federal Transit Administration (FTA) regulations

DISCUSSION / ACTION ITEMS:

7. FLAGSTAFF IN MOTION -pages 22-27
-Bizzy Collins, Transit Planner
The Board may provide direction, but there is no recommendation from staff at this time.
8. FY2020 TRIENNIAL REVIEW REPORT -pages 28-29
-Heather Dalmolin, CEO and General Manager
The Board may provide direction, but there is no recommendation from staff at this time.
9. REVIEW FY2022 MEETING DATES -pages 30-32
-Rhonda Cashman, Executive Assistant and Clerk of the Board
Staff recommends the Board of Directors review the FY2022 meeting dates and consider changing the November Board meeting date to Monday, November 22nd, 10am-12pm, due to a conflict with the Arizona Transit Association (AzTA)/Arizona Department of Transportation (ADOT) Annual Conference being held November 15-19, 2021.

PROGRESS REPORTS:

10. CAMPUS BUS STORAGE FACILITY UPDATE -pages 33-40
-Anne Dunno, Capital Project Manager





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11. ANNUAL BUS STOP REHABILITATION UPDATE -pages 41-43
-Anne Dunno, Capital Project Manager
12. DOWNTOWN CONNECTION CENTER UPDATE -pages 44-45
-Kate Morley, Deputy General Manager
13. ANNUAL SAFETY REPORT -pages 46-47
-Samuel Short, Safety Manager
14. ANNUAL FLEET REPORT -pages 48-49
-James Wagner, Operations Director
15. 2020 ANNUAL CYBERSECURITY REPORT -pages 50-57
-Jon Matthies, IT Manager
16. NEW REAL-TIME ARRIVAL APP -pages 58-59
-Jon Matthies, IT Manager
17. SUMMARY OF CURRENT EVENTS -pages 60-62
-Heather Dalmolin, CEO and General Manager

EXECUTIVE SESSION

Executive sessions are closed to the public.

The Board will consider a motion to convene an executive session pursuant to A.R.S. § 38-431.03(A)(3) and (4) for the following purpose:

1. Discussion and consultation with Mountain Line's attorney for legal advice and with Mountain Line's attorney and designated representatives, regarding the Papanastasopoulos v. NAIPTA litigations. ARS § 38-431.03(A)(3) and (4).

Following the conclusion of the Executive Session, the Board will reconvene the public meeting.

ITEMS FROM COMMITTEE AND STAFF:

SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

September/October Working Agenda

-page 63

The next Board meeting will be September 15, 2021 and will be a Zoom meeting based in Flagstaff in the Mountain Line Training Room, 3773 N. Kaspar Dr., Flagstaff, AZ 86004 at 10am. The public is invited to attend. September agenda items will include but not be limited to the Mountain Line Annual Report, Flagstaff in Motion, Strategic Investment Plan, Transit to Northern





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Arizona Healthcare (NAH)/Airport/Fort Tuthill Update, Safety Plan Implementation, Fee Schedule Review/Discussion, Fare Update, Human Trafficking Prevention Program Update, Milton Corridor Master Plan (CMP), AECOM Update, Reallocation of Grant Funds, and Delegation of Authority Updates. The September agenda will be available for review on Mountain Line's website and at Mountain Line's public posting places (listed on the Mountain Line website) at least 24 hours prior to the meeting and should be consulted for a list of items that will come before the Board.

18. ADJOURNMENT

Getting you where you want to go





Board of Directors Minutes for Wednesday, June 16, 2021

NOTE: IN ACCORDANCE WITH PROVISIONS OF THE ARIZONA REVISED STATUTES THE SUMMARIZED MINUTES OF NAIPTA BOARD MEETINGS ARE NOT VERBATIM TRANSCRIPTS. ONLY THE ACTIONS TAKEN AND DISCUSSION APPEARING WITHIN QUOTATION MARKS ARE VERBATIM.

The Board of Directors met in Regular Session on Wednesday, June 16, 2021 at 10am in the Mountain Line Training Room, 3773 N. Kaspar Dr., Flagstaff, AZ 86004.

This was a WEB BASED meeting. Members of the Board attended by telephone or internet conferencing only. The public was invited to observe by electronic means only, due to the current public health emergency related to the Coronavirus.

BOARD MEMBERS PRESENT:

Adam Shimoni, (Chair), City Councilor, City of Flagstaff, (Zoom);
Jeronimo Vasquez, Board of Supervisors, Coconino County, (Zoom);
Tony Williams, Dean of Student Affairs, CCC, designee, (Zoom);
Josh Maher, Associate VP for Community Relations, NAU, alternate, (Zoom);
Paul Deasy, Mayor, City of Flagstaff, alternate, (Zoom), joined at approximately 10:24am

**Three of our five Board member seats must be present to constitute a quorum.*

***The City of Flagstaff holds two seats.*

BOARD MEMBERS EXCUSED:

Miranda Sweet, City Councilor, City of Flagstaff;
Dan Okoli, (Vice Chair) VP of Capital Planning and Campus Operations, NAU, designee

MOUNTAIN LINE STAFF IN ATTENDANCE:

Heather Dalmolin, CEO and General Manager, (Zoom);
Kate Morley, Deputy General Manager, (Zoom), left at approximately 11:45am;
Jim Wagner, Operations Director, (Zoom), joined at approximately 10:05am and left at approximately 11:45am;
Danelle Knight, Human Resource Manager, (Zoom);
Sam Short, Safety Manager, (Zoom), left at approximately 11:45am;
Anne Dunno, Capital Project Manager, (Zoom), joined at approximately 10:01am and left at approximately 11:45am;
Bizzy Collins, Transit Planner, (Zoom), left at approximately 11:45am;
Estella Hollander, Mobility Planner, (Zoom), left at approximately 11:45am;
Heather Higgins, Purchasing and Contract Specialist, joined at approximately 10:07am and left at approximately 11:45am;
Jon Matthies, IT Manager, left at approximately 11:47am and returned at approximately 11:57am;
Rhonda Cashman, Executive Assistant and Clerk of the Board;
Scott Holcomb, Mountain Line Attorney, (Zoom), left at approximately 11:45am





GUESTS PRESENT:

Steve Eiss, VP of Construction & Real Estate Development, Northern Arizona Healthcare, (Zoom), joined at approximately 10:21am and left at approximately 10:49am;
Monica Hernandez, AECOM, (Zoom), left at approximately 11:45am;
Deron Lozano, AECOM, (Zoom), left at approximately 11:45am;
Robert Peskin, AECOM, (Zoom), left at approximately 11:45am;
Cheryl Barlow, District Director for District 4 Supervisor Judy Begay, (Zoom), joined at approximately 10:09am and left at approximately 10:57am;
Naomi Yazzie-Sloan, Community Liaison for District 4 Supervisor Judy Begay, (Zoom), joined at approximately 10:27am and left at approximately 11:45am

1. CALL TO ORDER -Chair Shimoni called the meeting to order at approximately 10:00am.
2. ROLL CALL
3. SAFETY MINUTE
-Sam Short, Safety Manager

Mr. Short reported on bicycle safety. He noted the intersections in Flagstaff that experience the most bicycle accidents. Safety tips were offered related to sharing the road with bicycles.

Chair Shimoni thanked Mr. Short for that safety message, and he asked that we observe a moment of silence in recognition of the bicycle tragedy that occurred on May 28th in which Joanna Wheaton lost her life and several others were severely injured.

4. APPROVAL OF THE JOINT MEETING MINUTES 5/19/2021:

Director Williams moved to approve the May 19, 2021 minutes. Director Vasquez seconded. There was no discussion. All approved, none opposed. Motion carried.

NAME	YES VOTE	NO VOTE
Adam Shimoni	X	
Josh Maher	X	
Jeronimo Vasquez	X	
Tony Williams	X	

DISCUSSION / ACTION ITEMS:

5. MICROTRANSIT PILOT IN THE HUNTINGTON AND INDUSTRIAL CORRIDOR
-Estella Hollander, Mobility Planner
Staff recommends the Board of Directors: 1) Review the public comments received to date, 2) Close the public comment period effective June 16th, and 3) Approve the proposed microtransit pilot in the Huntington and Industrial Corridor.

Ms. Hollander reported Mountain Line received a grant from the Community Transportation Association of America (CTAA) to fund this pilot program. She noted it is intended to reduce





the geographic gap. It is a low density area, but home to many clinics, the homeless shelter, and the food bank. She explained Mobility On-Demand. She stated paratransit vehicles will be used during their down time, much like Uber or Lyft, and the service will be available to the public. The proposed service area map was shown. She noted there may be slight changes once staff have had a chance to review the service area with the software vendor. Ms. Hollander communicated the service hours will coincide with peak times for the human service agencies. She explained the fare will be \$1 per trip with an estimated 30 trips per day, and cash or app payment will be accepted. She stated nine responses to the Request for Proposal (RFP) were received and Spare Labs was the vendor selected. She reviewed a cost comparison between the microtransit pilot and what it would cost to have fixed route service in the area; microtransit is less than half the cost. She reported five positive comments were received during the public comment period and they were shared. Chair Shimoni asked if the hours of operation were sufficient for those going to the food kitchen. Ms. Hollander replied that dinner is usually served 4:30-6:00pm, but they are currently still offering drop off meals. Director Maher made a motion to close the comment period effective today. Director Williams seconded. There was no further discussion. All approved, none opposed. Motion carried.

NAME	YES VOTE	NO VOTE
Adam Shimoni	X	
Josh Maher	X	
Jeronimo Vasquez	X	
Tony Williams	X	

Director Vasquez moved to approve the proposed microtransit pilot program. Director Maher seconded. There was no further discussion. All approved, none opposed. Motion carried.

NAME	YES VOTE	NO VOTE
Adam Shimoni	X	
Josh Maher	X	
Jeronimo Vasquez	X	
Tony Williams	X	

6. FY2022 PROPOSED BUDGET

-Heather Dalmolin, CEO and General Manager

Staff recommends the Board of Directors approve the FY2022 Proposed Budget for a total expense budget of \$39,409,945, operating of \$9,984,966 and capital of \$29,424,978.

Ms. Dalmolin stated staff are seeking Board approval of the FY2022 budget. She noted budget presentations and discussions have taken place over the last couple months. She reviewed the budget request with changes to operating and capital; noting there is some carryover from FY2021 within capital programs. The fund balance is higher than usual pending the results of the battery-electric bus pilot prior to potential fleet electrification and results of the Flagstaff in Motion: Five-Year Transit Plan regarding any route or service changes. Chair Shimoni asked for a breakdown of the marketing budget. Ms. Dalmolin provided the information requested. Director Maher moved to approve the FY2022 budget as recommended. Director Vasquez seconded. There was no further discussion. All approved, none opposed. Motion carried.





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NAME	YES VOTE	NO VOTE
Adam Shimoni	X	
Josh Maher	X	
Jeronimo Vasquez	X	
Tony Williams	X	
Paul Deasy	X	

Chair Shimoni requested to renumber the agenda and move up the Northern Arizona Healthcare item to allow Board members to ask questions of Mr. Eiss.

7. SERVICE TO PROPOSED NORTHERN ARIZONA HEALTHCARD CAMPUS

-Kate Morley, Deputy General Manager

The Board may provide direction, but there is no recommendation from staff at this time.

Ms. Morley stated she wanted to initiate a discussion with the Board regarding the Northern Arizona Healthcare (NAH) proposed relocation and development. She noted the NAH development has the potential to change that area and be a significant trip generator. She explained the importance of transit to the area for access to vital services; equity and climate goals; staff use of the ecoPASS program; potential increased paratransit cost, especially if there is no fixed route; and that this will be viewed as a Mountain Line issue in the future, if not addressed upfront. She stated the route is currently estimated to be 45 minutes; with three buses they would likely receive 20-minute frequency at approximately \$1.5 million per year in operating cost, plus paratransit and capital costs. She reviewed the next steps with the goal of exploring how transit can be provided and how it will be paid for, potentially through a development agreement with the City. There was some discussion regarding the phasing of the development, the vision of public transit in the area, NAH being a driver to that area, suggested discussion with the Arizona Department of Transportation (ADOT) due to concern about congestion on Milton leading to the area, whether funds could be reallocated from the old area to the new, and the route to potentially include the airport and Fort Tuthill. Ms. Morley noted Mountain Line wants to be a good partner and she appreciated being included early in the conversations. Chair Shimoni agreed and he thanked Mr. Eiss for making transit a priority in the NAH development process. There was no further discussion.

8. COVID-19 REOPENING PLAN

-Kate Morley, Deputy General Manager

Staff recommends the Board of Directors adopt revisions to the COVID-19 Reopening Plan.

Ms. Morley explained there have been some changing conditions in Phase 3 for Mountain Line and the City. She reviewed the proposed revisions allowing some travel and professional visitors on-site, encourage staff to come back to the office, the federal mask mandate, and less stringent cleaning practices. There was discussion regarding the importance of local control and continuing to follow best practices. Clarification on the federal mask mandate was requested and a response was provided. Ms. Dalmolin voiced some concern over being out of sync with the City's potential move to phase 4 reopening of their plan when the federal mask mandate is lifted if waiting for a Board meeting to happen. She suggested the mask requirement be moved to Phase 4, as the plan states Mountain Line would follow the City's





move to Phase 4, even though Mountain Line is held to the federal mask mandate until it is lifted. The Board decided a modification of the recommendation was needed. Ms. Dalmolin offered the following language, "The Board of Directors adopt revisions to the COVID-19 Reopening Plan as recommended, except the lifting of the mask mandate is moved to Phase 4 of the plan or it is brought back to the Board." Chair Shimoni so moved. Director Williams seconded. There was no further discussion. All approved, none opposed. Motion carried.

NAME	YES VOTE	NO VOTE
Adam Shimoni	X	
Josh Maher	X	
Jeronimo Vasquez	X	
Tony Williams	X	
Paul Deasy	X	

9. FY2022 TASK ORDERS TO AECOM TECHNICAL SERVICES, INC.

-Kate Morley, Deputy General Manager

Staff recommends the Board of Directors authorize the CEO and General Manager to redistribute prior approved Task Order valuations as FY2022 carry forward in value of \$860,456 for AECOM Technical Services, Inc. contract.

Ms. Morley explained there is a need to carryover some of the task orders with AECOM to FY2022 to complete projects. Director Vasquez moved to authorize the CEO and General Manager to redistribute prior task order valuations. Director Maher seconded. There was no discussion. All approved, none opposed. Motion carried.

NAME	YES VOTE	NO VOTE
Adam Shimoni	X	
Josh Maher	X	
Jeronimo Vasquez	X	
Tony Williams	X	
Paul Deasy	X	

10. FLAGSTAFF IN MOTION SERVICE PRIORITIES

-Bizzy Collins, Transit Planner

The Board may provide direction, but there is no recommendation from staff at this time.

Ms. Collins introduced the AECOM team members present. Mr. Lozano noted the new plan is going to further the planning process of the 2017 plan with goals, objectives, and key performance indicators. He proposed some SMART goals related to: Ridership Experience, Accessibility, Mobility, Sustainability, Investment, and Living Affordability. There was a discussion about what Mountain Line's primary goal should be. Board members were able to narrow it to two primary goals: Ridership Experience and Sustainability, but members noted they are all interrelated. Mr. Peskin explained the commitment to these goals will require additional funding. He reviewed some broad-based transit funding options, for example the Bed, Board, and Booze (BBB) Tax, Property Tax, marijuana sales, etc. He noted the level of reliance would need to be considered. Director Deasy stated the BBB Tax is not an option due





to the passing of a State 2018 ballot initiative that limits changes to existing taxes. Chair Shimoni asked about the NAU piece of Proposition 421 that did not pass in 2018. Ms. Collins responded that if it passed, NAU would have contributed \$1 million annually for a UPass for all students. There was further discussion about potential ballot measures in 2022 and 2024. All members voiced concern over voter fatigue and collaboration was recommended. Ms. Dalmolin clarified that NAU had agreed to pay \$1.5 million annually, an increase of \$1 million over the current \$500,000 for all students to ride all routes versus just Route 10, if the 2018 ballot measure would have passed. Mr. Lozano explained there is an education component to the plan. A website has been developed: FlagstaffInMotion.com, along with a dedicated email and phone number. The website is anticipated to be live through December. Board members suggested outreach to students as they are significant users of transit, as well as a tutorial video on the website. There was no further discussion.

11. KASPAR HEADQUARTERS MASTER PLAN

-Anne Dunno, Capital Project Manager

The Board may provide direction, but there is no recommendation from staff at this time.

This item was skipped due to timing. Further updates will be provided in the coming months.

CONSENT AGENDA:

All matters under Consent Agenda are considered by the Board of Directors to be routine and will be enacted by a single motion APPROVING THE CONSENT AGENDA. If discussion is desired on any particular consent item, that item will be removed from the consent agenda and will be considered separately. All items on the Consent Agenda with financial impact have been budgeted.

12. RESOLUTION 2022-100: FY2022 COLLECTIVE GRANT RESOLUTION AND THE FY2021-FY2025 TRANSIT PROGRAM FROM THE TRANSPORTATION IMPROVEMENT PROGRAM

-Heather Dalmolin, CEO and General Manager

Staff recommends the Board of Directors: 1) Approve Resolution 2022-100: FY2022 Collective Grant Resolution for federal and state transit grant applications and subsequent executions as necessary to support transit programs within the 10-year financial plan; and 2) Approve the amended Transit Program from the FY2021-FY2025 regional Transportation Improvement Program.

13. RESOLUTION 2022-110: FY2022 PROCUREMENT RESOLUTION

-Heather Dalmolin, CEO and General Manager

Staff recommends the Board of Directors approve Resolution 2022-110: FY2022 Procurement Resolution to authorize the CEO and General Manager to 1) approve and award procurements and 2) execute contracts that support projects that are within the approved fiscal year budget, the 10-year financial plan, and which may be related to the approved annual Collective Grant Resolution.

14. LINE OF CREDIT RENEWAL FROM WELLS FARGO FOR \$500,000

-Heather Dalmolin, CEO and General Manager





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Staff recommends the Board of Directors authorize Mountain Line CEO and General Manager to renew and activate the Wells Fargo credit line in an amount of up to \$500,000 to provide cash flow assistance, if necessary, to meet cash flow commitments during fiscal year 2021-2022.

Director Maher moved to approve Consent Agenda items 12-14 as recommended. Director Vasquez seconded. There was no discussion. All approved, none opposed. Motion carried.

NAME	YES VOTE	NO VOTE
Adam Shimoni	X	
Josh Maher	X	
Jeronimo Vasquez	X	
Tony Williams	X	
Paul Deasy	X	

PROGRESS REPORTS:

There were no questions regarding the progress reports.

15. MOBILE TICKETING

-Jon Matthies, Information Technology Manager

16. FARE STRATEGIES: PHASE II OF THE FARE STUDY

-Heather Dalmolin, CEO and General Manager

17. EQUAL EMPLOYMENT OPPORTUNITY (EEO) WORKFORCE UTILIZATION ANALYSIS, FEDERAL FISCAL YEAR 2021

-Danelle Knight, Human Resource Manager

18. DELEGATION OF AUTHORITY

-Heather Dalmolin, CEO and General Manager

19. SUMMARY OF CURRENT EVENTS

-Heather Dalmolin, CEO and General Manager

Ms. Dalmolin noted the complete list is in the agenda packet and she shared the following highlights:

- Staff are working on a Welcome Back Rider Campaign; video filmed earlier this week.
- Staff learned the House Transportation and Infrastructure Committee has earmarked approximately \$1.4 million for electrification infrastructure at the Mountain Line Kaspar facility to support our previously two awarded electric buses to be ordered.
- Please congratulate Rhonda Cashman, Clerk of the Board, on her 10-year anniversary, yesterday. Others are listed in the written report.
- Due to the federal mask mandate in force through September 13, 2021, she recommended continuing virtual meetings until the mandate is lifted.





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- The mobile ticketing soft launch has not happened yet, due to some items still in progress. It is now expected to start on July 6th.

At approximately 11:45am, Director Vasquez made a motion to move into an executive session. Director Williams seconded. There was no discussion. All approved, none opposed. Motion carried.

NAME	YES VOTE	NO VOTE
Adam Shimoni	X	
Josh Maher	X	
Jeronimo Vasquez	X	
Tony Williams	X	
Paul Deasy	X	

EXECUTIVE SESSION

Executive sessions are closed to the public.

The Board considered a motion to convene an executive session pursuant to A.R.S. § 38-431.03 (A)(1) for the following purpose:

1. CEO and General Manager's Evaluation Process

Following the conclusion of the Executive Session, the Board reconvened the public meeting at approximately 11:57am.

ITEMS FROM COMMITTEE AND STAFF:

SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

July/August/September Working Agenda

The next Board meeting will be August 18, 2021 and will be a Zoom meeting based in Flagstaff in the Mountain Line Training Room, 3773 N. Kaspar Dr., Flagstaff, AZ 86004 at 10am. The public is invited to attend. August agenda items will include but not be limited to Personnel Policy Manual Updates, Downtown Connection Center (DCC) Update, Flagstaff in Motion, Equal Employment Opportunity (EEO) Program Review, Campus Bus Storage Update, Annual Safety Report, Annual Cybersecurity Report, Annual Maintenance Report, and Delegation of Authority Updates. The August agenda will be available for review on Mountain Line's website and at Mountain Line's public posting places (listed on the Mountain Line website) at least 24 hours prior to the meeting and should be consulted for a list of items that will come before the Board.

20. ADJOURNMENT -Chair Shimoni adjourned the meeting at approximately 11:57am.

Adam Shimoni, Chair of the Mountain Line Board of Directors

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ATTEST:

Rhonda Cashman, Executive Assistant and Clerk of the Board

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DATE PREPARED: July 16, 2021

MEETING DATE: August 18, 2021

TO: Honorable Chair and Members of the Board

FROM: Danelle Knight, Human Resources Manager

SUBJECT: Adopt the Updated Personnel Policy Manual

RECOMMENDATION:

Staff recommends the Board of Directors adopt various updates to Mountain Line policies to incorporate changes that reflect both regulatory requirements and Mountain Line's actual practices.

RELATED STRATEGIC PLAN OBJECTIVE

- ❖ Personnel policies support all staff in implementing all aspects of the Strategic Plan.
- ❖ Goal: Investing in Mountain Line Workforce
 - Expand and enhance employee Training and Development.
 - Develop a workplace culture that supports employee development and work-life balance.

BACKGROUND:

On a regular and reoccurring basis, staff review, monitor, and update Mountain Line's personnel policies to ensure that the policies reflect current regulations and Mountain Line practices. As has been the practice for the last several years, Human Resources staff have been making the necessary updates throughout the year, along with providing adequate information to staff on changes, and the updated Personnel Policy Manual and the related supplementary policies are now being presented to the Board for annual acknowledgement and adoption.

Since the Board's last approval in June 2020, staff have added two new and updated ten existing policies in the Personnel Policy Manual. All staff were presented an updated Manual along with a memo detailing the changes on July 1, 2021. Staff are required to acknowledge the updated Manual at least once annually.

Staff members continue to look for opportunities to refine and simplify work rules while keeping policies up to date with regulatory and legal requirements.

FISCAL IMPACT:

There is no fiscal impact to updating the Mountain Line Personnel Policy Manual; however, failure to update some policies could result in fines and/or loss of federal funding.





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ALTERNATIVES:

- 1) Approve the proposed changes to the Mountain Line Personnel Policy Manual and the related supplemental policies (**recommended**): The changes are necessary to reflect both regulatory language and actual Mountain Line practices, including corrections identified during Mountain Line's Triennial Review with the Federal Transit Administration.
- 2) Do not approve the proposed changes (**not recommended**): If not approved, staff will need to redraft policies and this delay has the potential for confusing employees while exposing Mountain Line to unnecessary risks with policies that don't reflect current regulations.

TAC DISCUSSION:

Consent Agenda items were not discussed at the TAC meeting.

SUBMITTED BY:

Danelle Knight
Human Resources Manager

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

- | | |
|--------------------------------|-------------------------|
| 1. Personnel Policy Staff Memo | -pages 16-18 |
| 2. Personnel Policy Manual | -available upon request |





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MOUNTAIN LINE MEMORANDUM

TO: ALL STAFF
FROM: DANELLE KNIGHT, HR MANAGER
SUBJECT: UPDATE TO PERSONNEL POLICY MANUAL
DATE: JULY 1, 2021

Effective immediately, Mountain Line has added 2 new policies and updated 10 policies within the Personnel Policy Manual. The entire policy manual has been updated with the correct reference for Division and Department. In addition, the entire manual was changed from Administrative Director to the correct position responsibility such as Management Services Director or HR Manager.

- 1.1 Equal Employment Opportunity and Unlawful Harassment
 - The Americans with Disabilities Act is now a separate policy.
- 1.3 Americans with Disabilities Act (ADA) and Amendments (ADAAA)
 - New policy that outlines Mountain Lines commitment to ADA. Addition of the ADA Coordinator duties to the HR Manager.
- 2.4 Hours of Work
 - Updated flextime trial period to 1 year for consistency with the Telecommuting Policy.
 - Exempt employee's timesheet will be auto submitted to Department Manager for approval in HRMS. Exempt employees should submit paid time off requests to Department Manager by Friday at 5pm.
- 2.5 Attendance
 - Transit Operators Only must provide notice of leave during regular hours of operation (5am-10pm) by contacting the Operations Supervisors directly when they are unable to report for their scheduled shift.
 - When requesting any leave such as vacation, anniversary, volunteer, a minimum of two week notice in advance whenever possible so that the employee's manager can move schedules to cover Mountain Line's needs.
- 3.1 Electric Vehicle Charging Station
 - Mountain Line has introduced a pilot program that will enable employees to charge their vehicle on a first come first serve basis.
 - There will be an Electric Charging Vehicle SOP available to provide specifics about how to use the equipment.
- 4.1 Code of Ethics
 - The following phrase has been changed from "should" to "expects."
 - Mountain Line expects employees to be: honest, trustworthy in what you say, do, and write in all correspondence.
 - There is additional language in this section of the policy that Mountain Line expects all employees to follow.

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- 4.6 Dress Code-Appearance
 - Uniform staff includes Transit Operators, Operations Supervisors, Trainers, Bus Detailers, Mechanics, Fleet Supervisor, Facilities Technicians, and Facilities Coordinator.
 - Uniform staff should be dressed and ready for work prior to scheduled shift start time and at all times while on shift.
 - Updated approved uniform categories to include Personal Protective equipment (PPE)-Snow/ice traction footwear.
 - Upon termination of employment and per the payroll deduction authorization form, employees are required to return all uniform pieces including jackets or will be held responsible for cost of unreturned items.
- 4.10 Drug Free Workplace Act
 - The Policy name was changed from Alcohol and Drug.
 - The following has been added to policy:
 - Employees must abide by the terms of the policy statement as a condition of employment.
 - Updated org chart that shows Safety Manager is the Drug and Alcohol Program Manager
- 4.16 Workplace Monitoring, Body Cameras, and Surveillance
 - Added Body Cameras to the name of the policy.
 - Identified how body cameras would be used as part of Mountain Line Operations Supervisors documentation during the investigative process.
 - Identified Non-recordable and Recordable incidents.
- 4.22 Telecommuting
 - Policy has been updated to reflect Mountain Line's current telecommuting practices.
 - Updated Telecommuting SOP has been created and available.
- 5.5 Grievance
 - Policy name changed from Grievance Procedures.
 - Entire policy has been changed from working days to business days.
 - CEO and General Manager will make final decisions about any adverse actions.
 - CEO and General Manager may affirm, modify, or reject the employment decision.
 - Human Resource Manager has replaced Administrative Director.
- 7.1 Workers Compensation
 - Policy has been updated with the statement: all employees are required to wear the assigned PPE (goggles, snow/ice traction footwear, boots, etc.) when reporting to work, if applicable and during shift to reduce workplace injuries.
 - Update to the injury reporting process. Each step is listed in order of required action.
 - Employee is required to see Workplace injury provider for their first visit.
 - Updated section regarding compensation by the Workplace injury provider along with examples.
 - Returning an employee to a light duty assignment is required if work is available.





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- If an employee is released to light duty and Mountain Line can accommodate restrictions, the employee is required to return to work unless the employee is eligible for, and applies for, and granted FMLA.
- If the employee does not accept this position, and does not qualify for FMLA, the employee will be terminated.

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Board Agenda Packet
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DATE PREPARED: July 23, 2021

MEETING DATE: August 18, 2021

TO: Honorable Chair and Members of the Board

FROM: Danelle Knight, Human Resources Manager

SUBJECT: Adopt Mountain Line's updated EEO Program and Workforce Goals

RECOMMENDATION:

Staff recommends the Board of Directors adopt the proposed update to the three-year Equal Employment Opportunity (EEO) Program and Workforce Goals; authorizing the CEO and General Manager to make future changes as suggested upon legal review. Adoption of a three-year EEO Program and Workforce Goals is required for compliance with Federal Transit Administration (FTA) regulations

RELATED STRATEGIC PLAN OBJECTIVE

- ❖ The Equal Employment Opportunity (EEO) Program support all staff in implementing all aspects of the Strategic Plan.
- ❖ Goal: Investing in Mountain Line Workforce
 - Expand and enhance employee Training and Development.
 - Develop a workplace culture that supports employee development and work-life balance.

BACKGROUND:

In June 2015, the Board of Directors adopted the updated Civil Rights program, including Equal Employment Opportunity policies.

As part of ongoing compliance efforts, Mountain Line must review and adopt every three years the EEO Program, EEO Statement, and EEO Workforce Goals. Staff made minor changes to the EEO Program since the last Board approval including updates to the policies referenced. The policy and strategies are reviewed annually with programs and strategies updated as needed to address identified problems and underutilization. Staff continues with the commitment to evaluate recruitment methods to ensure opportunities are available throughout the community.

A recent work force analysis demonstrates there have been no significant changes in Mountain Line workforce usage over the last year.

The program as proposed is pending review by Mountain Line's counsel. Staff do not anticipate any significant changes and are requesting the Board adopt the Program to remain compliant with federal regulations. By taking the action as recommended, the Board also authorizes the CEO to update the

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Program for grammar and language that does not alter commitments of the program. Any change to the Program that alters the intent will be brought back for additional action by the Board.

FISCAL IMPACT:

There is no fiscal impact to updating the Mountain Line EEO Program; however, failure to update could result in fines and/or loss of federal funding. Identified action steps, including recruitment, are part of the adopted Mountain Line FY2022 budget.

ALTERNATIVES:

- 1) Approve the updated three-year EEO Program (**recommended**): The program is required by the Federal Transit Administration and ensures hiring actions are completed in full consideration of keeping a diverse workforce throughout organization.
- 2) Do not approve the EEO Program (**not recommended**): If the program is not approved, Mountain Line will not be compliant with federal regulations and non-compliance means risking federal funding.

TAC DISCUSSION:

Consent Agenda items were not discussed at the TAC meeting.

SUBMITTED BY:

Danelle Knight
Human Resources Manager

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

- | | |
|-----------------------------|----------------------|
| 1. Updated EEO Statement | -page 21 |
| 2. EEO Program and Policies | -separate attachment |





NORTHERN ARIZONA INTERGOVERNMENTAL PUBLIC TRANSPORTATION AUTHORITY (NAIPTA)

EQUAL EMPLOYMENT OPPORTUNITY STATEMENT

NAIPTA dba as Mountain Line is an equal opportunity employer committed to applying the principles of state and federal anti-discrimination laws to give equal opportunity for all persons employed or seeking employment without regard to race, age, sex, national origin, religion, color, sexual preference, or disability except in the case of a bona-fide occupational qualification.

Decisions on employment are based solely upon an individual's qualifications for the position being filled. Promotion decisions are made only on an individual's qualifications as related to the requirements of the position for which the person is being considered. Personnel actions such as compensation, promotions, disciplinary actions, benefits, transfers, layoffs, return from layoffs, and training are administered without regard to race, age, sex, national origin, religion, color, sexual preference, or disability except in the case of a bona-fide occupational qualification.

Mountain Line makes reasonable accommodations for qualified individuals with known disabilities unless doing so would result in an undue hardship. This policy governs all aspects of employment, including selection, job assignment, compensation, discipline, termination and access to benefits and training.

Mountain Line operates within the principles of equal employment opportunity guidelines as set forth in applicable federal, state, and local laws and regulations. Mountain Line will cooperate fully with all organizations and commissions organized to promote fair practices and equal employment opportunity.

Any employees with questions or concerns about any type of discrimination in the workplace are encouraged to bring these issues to the attention of their immediate supervisor, human resources, or the Human Resources Manager (EEO Officer). Employees can raise concerns and make reports without fear of reprisal. Anyone found to be engaging in any type of unlawful discrimination will be subject to disciplinary action, up to and including termination of employment.

Danelle Knight

Danelle Knight, EEO Officer

Updated: July 1, 2021





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DATE PREPARED: July 23, 2021

MEETING DATE: August 18, 2021

TO Honorable Chair and Members of the Board

FROM: Bizzy Collins, Transit Planner

SUBJECT: Flagstaff in Motion

RECOMMENDATION:

The Board may provide direction, but there is no recommendation from staff at this time.

RELATED STRATEGIC PLAN OBJECTIVE

- ❖ Goal: Service Excellence
- ❖ Objective: Deliver service enhancements that are in line with our Five-Year Transit Plan and make transit an attractive mode choice.

BACKGROUND:

Flagstaff in Motion is the brand name for Mountain Line's Five-Year Transit Plan update. This month, staff are seeking guidance on two aspects of the project. First, goals, objectives, and performance measures are drafted and available for review as an attachment. The goals and objectives are intended to reflect community and Board values for transit service and aid in prioritization of service scenarios that will be presented next month. Performance measures will give the community and the Board a way to distinguish between scenarios with a scoresheet of how well they move the needle towards our goals.

The second item staff are seeking feedback on are draft peer agencies. Mountain Line has used many different peer agencies in past planning efforts, including the 2017 Five-Year Transit Plan and Transit Guidelines. For Flagstaff in Motion, a variety of peer agencies will be identified to reflect the unique aspects of Flagstaff and Mountain Line. Some categories the project team has identified include paratransit service area and ridership, college towns, states that do not have transit funding, and cities that have similar minimum wage requirements. Peer agencies may not check all the categories we are interested in, but we will have agencies identified for every category. Staff is seeking ideas from the Board on what categories make sense and additions that are needed.

Peer agencies are helpful to define what success looks like, to rate our performance against similar agencies, and for information sharing with peer agencies on practices, policies, and funding sources that Mountain Line could replicate. This compilation will help in development of Flagstaff in Motion and be available as a future resource when Mountain Line seeks best practices on a topic.





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FISCAL IMPACT:

The AECOM contract cost for Flagstaff in Motion is \$210,798, with 80% covered by Federal Transit Administration funds through a 5305e grant awarded by ADOT. The identification of the items in this report have no additional fiscal impact.

TAC DISCUSSION:

The TAC agreed with the recommended peer agencies based on measures currently identified. Feedback was provided to clarify and refine recommended goals, objectives, and performance measures for presentation to the Board of Directors.

SUBMITTED BY:

Bizzy Collins
Transit Planner

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

- | | |
|--|--------------|
| 1. Draft Goals, Objectives, and Performance Measures | -pages 24-25 |
| 2. Draft Recommendations for Peer Agencies | -page 26 |
| 3. Key Information for Flagstaff in Motion | -page 27 |

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GOALS, OBJECTIVES, AND PERFORMANCE MEASURES (draft)

Goals	Objectives	Performance Measures
RIDER EXPERIENCE <i>Continue to improve the efficiency and reliability of transit services in northern Arizona</i>	<ul style="list-style-type: none"> Design transit service to have competitive travel times with cars Increase the distance people can travel on transit in 30 minutes Provide transit options which responds to community needs Improve transit amenities 	<ul style="list-style-type: none"> Percent of trips arriving on-time to scheduled bus stop (not early and within five minutes after) Number of rider complaints/comments Number of online/app ticket purchases Customer satisfaction with overall service based on Customer Survey Customer satisfaction with on-time performance, ease of making connections, safety and security, hours of service, and proximity of bus stops to passengers' starting point based on Customer Survey Add amenities based on the criteria from Mountain Line's Transit Guidelines—including level of ridership activity at stops, exposure to elements, proximity to activity centers, and senior/low-income populations—and track improvements
ACCESSIBILITY & MOBILITY <i>Enhance accessibility and connectivity, and continue to improve mobility through transit</i>	<ul style="list-style-type: none"> Improve transit service coverage to better serve the residents Provide access to employment opportunities through transit Ensure safe and efficient connectivity of modes throughout the service area Improve pedestrian and bicycle connections to transit 	<ul style="list-style-type: none"> Percent of residents who live within a ¼-mile from a transit stop Percent of jobs within a ¼-mile from a transit stop Number of major activity centers within ¼-mile of transit routes Number of pedestrian crossings within a ¼-mile from transit stops Number of bus stops with accessible connections to sidewalks and bike lanes
EQUITY <i>Provide transit service for people of all ages, abilities, and backgrounds</i>	<ul style="list-style-type: none"> Provide transit service that accommodates ADA riders Improve access to transit for transit dependent populations Make concerted efforts to engage underrepresented communities in the decision-making process Continue to engage the Citizen's Advisory Committee in the decision-making process 	<ul style="list-style-type: none"> Number of paratransit free bus pass riders on fixed route Percent of transit dependent residents living within ¼-mile of transit stops Number of essential services and grocery stores within ¼-mile of transit stops

SUSTAINABILITY <i>Continue to provide attractive and convenient transit services to promote a healthier and more sustainable community</i>	<ul style="list-style-type: none"> Encourage drivers to shift to transit to reduce greenhouse gas emissions Support the community's sustainability goals 	<ul style="list-style-type: none"> Mode share of residents who use transit Implement electrification of transit vehicle fleet Collaborate with Flagstaff to meet the "Decreased Dependence on Cars" goal identified in the City of Flagstaff's Carbon Neutrality Plan
INVESTMENT <i>Integrate transit services with land use planning policies to support economic development and community growth</i>	<ul style="list-style-type: none"> Improve transit service for areas with high ridership propensity Collaborate with the City of Flagstaff and developers on high-density developments 	<ul style="list-style-type: none"> Average passengers per hour per route Distance riders can travel in 10, 30, and 60 minutes
LIVING AFFORDABILITY <i>Continue to reduce the cost of living in Northern Arizona by providing affordable transportation options</i>	<ul style="list-style-type: none"> Mitigate the rising cost of living by providing safe, affordable alternatives to car ownership Maintain affordable fares for persons with low incomes 	<ul style="list-style-type: none"> Fare capping program available to persons living below local poverty level Percentage of household income that is spent on transportation

Recommended Peer Agencies

Agency	Similarities to Mountain Line	Shared Learning Opportunities
Missoula Urban Transportation District Missoula, MT	<ul style="list-style-type: none"> Service area population of 71,975 College town Serves 23.1 passengers per hour Overlays local transit service with university-operated bus service Implemented CAD/AVL and APCs Receives STIC funding Directly operated service 	<ul style="list-style-type: none"> Fare-free system necessitates different forms of local funding Conducting study on implementing a transit impact fee for new developments Electrifying transit fleet Partnership with University of Montana on Zero-Fare program
Connect Transit Bloomington-Normal, IL	<ul style="list-style-type: none"> 2019 ridership of 2.5 million 2019 fare revenue of \$1.3 million College town Implemented fare collection system, CAD/AVL, and APCs Receives STIC funding Directly operated service 	<ul style="list-style-type: none"> Electrifying transit fleet Implemented real-time arrival signs at bus stations
Valley Regional Transit Meridian, ID	<ul style="list-style-type: none"> College town Does not receive state funding Operates a combination of fixed-route, paratransit, and on demand microtransit services Implemented fare collection system, CAD/AVL, and APCs Directly operated service 	<ul style="list-style-type: none"> Lack of state funding necessitates different forms of local funding Electrifying transit fleet Relationship between operational on demand microtransit service and fixed-route system
Cache Valley Transit District Logan, UT	<ul style="list-style-type: none"> Service area population of 95,500 Serves 22.3 passengers per hour College town Overlays local transit service with university-operated bus service Receives STIC funding Directly operated service 	<ul style="list-style-type: none"> Fare-free system necessitates different forms of local funding 2017 study recommended that CVTD partner with Utah State University to pursue new sources of local funding
Sun Tran Tucson, AZ	<ul style="list-style-type: none"> College town Located in Arizona Does not receive state funding Operates a combination of fixed-route, paratransit, and on demand microtransit services Implemented fare collection system, CAD/AVL, and APCs Directly operated service 	<ul style="list-style-type: none"> Lack of state funding necessitates different forms of local funding Electrifying transit fleet Relationship between operational on demand microtransit service and fixed-route system
Citibus Lubbock Lubbock, TX	<ul style="list-style-type: none"> College town 2019 ridership of 3.5 million Does not receive state funding Operates a combination of fixed-route, paratransit, and on demand microtransit services Implemented fare collection system, CAD/AVL, and APCs Directly operated service 	<ul style="list-style-type: none"> Lack of state funding necessitates different forms of local funding Electrifying transit fleet Relationship between on demand microtransit pilot program and fixed-route system

Flagstaff in Motion – Key Information and Messages

About Flagstaff in Motion	<ul style="list-style-type: none"> Flagstaff in Motion addresses how to best provide and fund Mountain Line transit services. Amongst the key outcomes that will be generated as part of this effort is a prioritized list of service growth scenarios and recommendations to support the region's current and future transit needs. The framework for this plan will be based on the results from a comprehensive technical evaluation and community feedback.
Public Information Resources	<ul style="list-style-type: none"> Project Website: FlagstaffInMotion.com Email: FlagstaffInMotion@mountainline.az.gov Phone Line: (928) 851-3888
Timeline	<ul style="list-style-type: none"> Efforts to update the current transit plan were initiated during the Spring of 2021. The process to develop this plan is anticipated to conclude in December 2021.
Decision Making Process	<ul style="list-style-type: none"> The plan will ultimately be presented to the Mountain Line Board of Directors for approval. The plan will be developed based on the results from a comprehensive technical evaluation and community feedback.
Public Involvement	<ul style="list-style-type: none"> Mountain Line is committed to an open and inclusive public involvement process. Public involvement is a key component of the decision-making process for Flagstaff in Motion to ensure the development of the plan responds to region's transit needs and priorities. Various strategies will be utilized to raise awareness about the project and ensure all community members are afforded the opportunity to inform the plan. The project webpage (FlagstaffInMotion.com) serves as the flagship strategy to support online public involvement efforts. The website is available in English and Spanish and features key project information, poll questions, and an interactive map that allows pins to be placed on the map to make suggestions and provide comments. Engaging Title VI Communities <ul style="list-style-type: none"> A key priority for this project includes involving under-represented communities such as low-income, minority, and limited English proficient (LEP) populations in the decision-making process. The project team will adhere to Mountain Line's Title VI policy on public participation to engage and consider input from these communities. Examples of strategies to engage Title VI communities includes utilizing survey by text to solicit input and providing a bilingual (English/Spanish) phone line that features prerecorded project information with a voice mail option for submitting input. The public involvement program will be carried out in four phases to support the technical stages for the development of the plan. <ul style="list-style-type: none"> Phase 1: Define the Vision & Determine Future Needs Public input will help develop a range of possible transit service scenarios. Phase 2: Analyze Options / Prioritize Implementation Public input will help develop tiered funding options for scenarios. Phase 3: Establish Financial Plan Public input will help finalize the package of network scenarios with corresponding funding measures. Phase 4: Complete Transit Plan / Vision Public input will help produce a final plan that is informed and supported by the community.



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DATE PREPARED: July 26, 2021

MEETING DATE: August 18, 2021

TO: Honorable Chair and Members of the Board

FROM: Heather Dalmolin, CEO and General Manager

SUBJECT: FY2020 Triennial Review Report

RECOMMENDATION:

The Board may provide direction, but there is no recommendation from staff at this time.

RELATED STRATEGIC PLAN OBJECTIVE

- ❖ The requirements of the Federal Transit Administration regarding providing public transit and receiving federal funds, as reviewed during the Triennial Review, are included and supported by all aspects of the Strategic Plan.

BACKGROUND:

Every three years, the Federal Transit Administration completes a review of NAIPTA programs and policies for compliance with regulations. The review was initiated in December of 2019 with a desk review (completion of questionnaire and submission of supporting documentation) and the site review was completed in July of 2021 (virtually) due to impacts of COVID-19 on calendar year 2020 when appointment for a site visit was originally scheduled. Although the review was completed in 2021, the review period was limited to period since last review (April 2017) thru January 2020.

The following are the sixteen areas reviewed during a typical Triennial Review:

- Legal
- Financial Management and Capacity
- Technical Capacity – Award Management, Program Management, and Project Management
- Transit Asset Management
- Satisfactory Continuing Control
- Maintenance
- Procurement
- Disadvantaged Business Enterprise
- Title VI
- Americans with Disabilities Act – General, Complementary Paratransit
- Equal Employment Opportunity
- School Bus
- Charter Bus

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- Drug-Free Workplace Act
- Drug and Alcohol Awareness
- Section 5307 Program Requirements
- Section 5310 Program Requirements
- Section 5311 Program Requirements

During the review, minor corrections were necessary to policies and procedures. Staff were able to make the necessary changes before completion of the review.

While the final report from the Federal Transit Administration is still pending, both the Review and FTA have confirmed that there are no unresolved issues or findings for this review. In comparison the 2017 Triennial Review report contained 11 deficiencies.

I want to acknowledge and thank the many staff at Mountain Line that participated in the review process and that work daily to ensure compliance with these requirements: Randy Biles (Operations Manager), Lisa Connor (Eligibility Specialist), Jacki Lenner (Marketing and Communications Manager), Lauree Battice (Management Services Director), Josh Stone (Financial Analyst), Danelle Knight (HR Manager), Lynn Hill (HR Specialist), Sam Short (Safety Manager), Jim Wagner (Operations Director), Mark Attenberger (Fleet Supervisor), Robert Hilbers (Facilities Coordinator), Kate Morley (Deputy General Manager), Anne Dunno (Capital Project Manager), Bizzy Collins (Transit Planner), and Estella Hollander (Mobility Manager).

Typically, the Board adopts the Triennial Review report corrective action plan. As there is no corrective action plan, there is no requirement the Board adopt the report. Additional information is available if requested.

TAC DISCUSSION:

The Transit Advisory Committee complimented staff on efforts to remain compliant with these rules and regulations. There was no other discussion.

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

None.

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DATE PREPARED: July 21, 2021

MEETING DATE: August 18, 2021

TO: Honorable Chair and Members of the Board

FROM: Rhonda Cashman, Executive Assistant and Clerk of the Board

SUBJECT: Review FY2022 Meeting Dates

RECOMMENDATION:

Staff recommends the Board of Directors review the FY2022 meeting dates and consider changing the November Board meeting date to Monday, November 22nd, 10am-12pm, due to a conflict with the Arizona Transit Association (AzTA)/Arizona Department of Transportation (ADOT) Annual Conference being held November 15-19, 2021.

BACKGROUND:

Pursuant to Board practice, staff offers a calendar review twice each year. This allows all Board, TAC and staff members to plan and have meetings marked on their calendars.

Typically, the AzTA/ADOT Annual Conference is held in April. Due to the pandemic, the conference was postponed with the hope of offering attendance in person later in the year. Several staff members are usually involved with this conference, and it will be held in Mesa, Arizona this year.

FISCAL IMPACT:

The Board and TAC meeting schedule has no fiscal impact.

TAC DISCUSSION:

The TAC did not request any recommended changes to the Board and TAC meeting schedule.

SUBMITTED BY:

APPROVED BY:

Rhonda Cashman
Executive Assistant and Clerk of the Board

Heather Dalmolin
CEO and General Manager

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ATTACHMENTS:

1. Current FY2022 Meeting Dates

-page 32

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MOUNTAIN LINE FY2022 REGULAR MEETINGS

Transit Advisory Committee (TAC) - First Thursday of each Month
Board of Directors (BOD) – Third Wednesday of each Month

Date	Meeting	Location	Time
7/2021	Recess	-----	-----
8/5/2021	TAC	Zoom Mountain Line Based	10am
8/18/2021	BOD	Zoom Mountain Line Based	10am
9/2/2021	TAC	Zoom Mountain Line Based	10am
9/15/2021	BOD	Zoom Mountain Line Based	10am
10/20/2021	BOD/TAC Advance	Zoom Mountain Line Based	9am-2pm
11/4/2021	TAC	Zoom Mountain Line Based	10am
11/17/2021	BOD	Zoom Mountain Line Based	10am
12/2021	Recess	-----	-----
1/6/2022	TAC	Zoom Mountain Line Based	10am
1/19/2022	BOD	Zoom Mountain Line Based	10am
2/3/2022	TAC	Zoom Mountain Line Based	10am
2/16/2022	BOD	Zoom Mountain Line Based	10am
3/3/2022	TAC	Zoom Mountain Line Based	10am
3/23/2022 (4 th Wed)	BOD	Zoom Mountain Line Based	10am
4/7/2022	TAC	Zoom Mountain Line Based	10am
4/20/2022	BOD	Zoom Mountain Line Based	10am
5/18/2022	TAC/BOD Joint Meeting	Zoom Mountain Line Based	10am-2pm
6/2/2022	TAC	Zoom Mountain Line Based	10am
6/15/2022	BOD	Zoom Mountain Line Based	10am

Subject to change up until 24 hours before meeting

Approved 1.20.2021



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MOUNTAIN LINE MEMORANDUM

DATE: August 18, 2021

TO: Honorable Chairman and Members of the Board

FROM: Anne Dunno, Capital Project Manager

SUBJECT: Campus Bus Storage Facility Update

BACKGROUND:

This project is for the design of a joint use facility with Northern Arizona University Campus Shuttle for a bus storage, maintenance, and Commercial Driver's License (CDL) training course. The objectives of the project are to maximize useful life of fleet assets by increasing indoor fleet storage capacity, incorporate capacity for zero emissions fuel technology and create access to operator training facilities.

PROGRESS:

- Issued Notice to Proceed to HDR Engineering in November 2020 and Task Order 1 for preliminary engineering and NEPA. Procurement was conducted by NAU with Mountain Line oversight per the design IGA executed September 2020.
- Completed site selection on NAU Campus. The site is located off Lone Tree Road on south Campus with connection to Pine Knoll Drive. See concept plan attached.
- Completed Title VI facilities equity analysis per Mountain Line's Title VI policy.
- Completed programming. Key Mountain Line components include bus storage for a maximum of 10 articulated buses, materials storage, and space for operations supervisors. Shared spaces with NAU include restrooms, operator break room/kitchen, lockers, training/conference room, employee parking, and CDL course.
- Completed concept and phasing plans with construction timelines pending future funding availability:
 - Phase 1: CDL and Access Road
 - Phase 2: Bus Storage/Bus Wash/Administrative Building
 - Phase 3: Maintenance Facility
 - Phase 4: Electrification Charging Infrastructure

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FUNDING & GRANT STATUS:

Mountain Line was awarded a Section 5307/5339 grant through ADOT for \$1,421,390 at an 80/20 split for the design of the Campus Bus Storage Facility. NAU is responsible for 100% of the \$284,278 in local match required.

Grant budget is tracking with approximately \$550,000 remaining unencumbered for a portion of final design with completion of HDR's Task Order 1 in September 2021.

In spring 2021, Mountain Line submitted competitive grant applications for Phase 1 in amount of \$4.3M for both FTA 2021 Low-No grant and ADOT FY2021 5307/5339 competitive grants and Congressionally Directed Spending (CDS). Mountain Line did not receive the FTA Low-No grant and while we had support from Senators, the Senate is not moving forward with a qualifying program in congressionally directed spending options. Mountain Line is waiting outcome of the ADOT funding opportunities at the time of writing this report with anticipated award notices in July.

NEXT STEPS:

- Coordination with FTA Region IX is ongoing for NEPA submittal with anticipated completion of NEPA by September 2021.
- Schematic design is underway with focus on mechanical and electrical systems, utilities, building elevations, resilience planning for emergency power back-up to electric grid and City of Flagstaff traffic impact analysis.
- Mountain Line and NAU are currently developing draft construction and O&M IGAs to support future phases.
- NAU will submit the project to the Arizona Board of Regents (ABOR) for inclusion with NAU's Capital Improvement Plan (CIP) in September 2021.
- Pending grant award, Mountain Line and NAU will be prepared to issue Task Order 2 with HDR for final design for Phase 1.

ATTACHMENTS:

1. Concept Plan -pages 35-40

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HDR Architecture
20 E THOMAS RD
SUITE 2500
PHOENIX, AZ - 85012



7878 N 16TH ST
SUITE 300
PHOENIX, AZ - 85020

NAU / MOUNTAIN LINE
BUS STORAGE &
MAINTENANCE
FACILITY
175 E Pine Knoll Dr
Flagstaff, AZ 86001

Project Manager	Torsten Schmudde
Project Designer	Kate Diamond
Project Architect	Janet Bogenrief
Landscape Architect	Vu Nguyen
Civil Engineer	Structural Engineer
Mechanical Engineer	Mechanical Engineer
Electrical Engineer	Electrical Engineer
Plumbing Engineer	Plumbing Engineer
Interior Designer	Jessie Levin
Equipment Planner	Equipment Planner
Wayfinding	Wayfinding

Sheet Reviewer	Author
----------------	--------

CONCEPTUAL DESIGN
(NOT FOR
CONSTRUCTION)

Project Number	10261627
Original Issue	04/16/2021

PRELIMINARY
(NOT FOR CONSTRUCTION)

Sheet Name
PRELIMINARY
OVERALL SITE PLAN

Sheet Number
C1.1

Project Status
Conceptual Design

AP-010

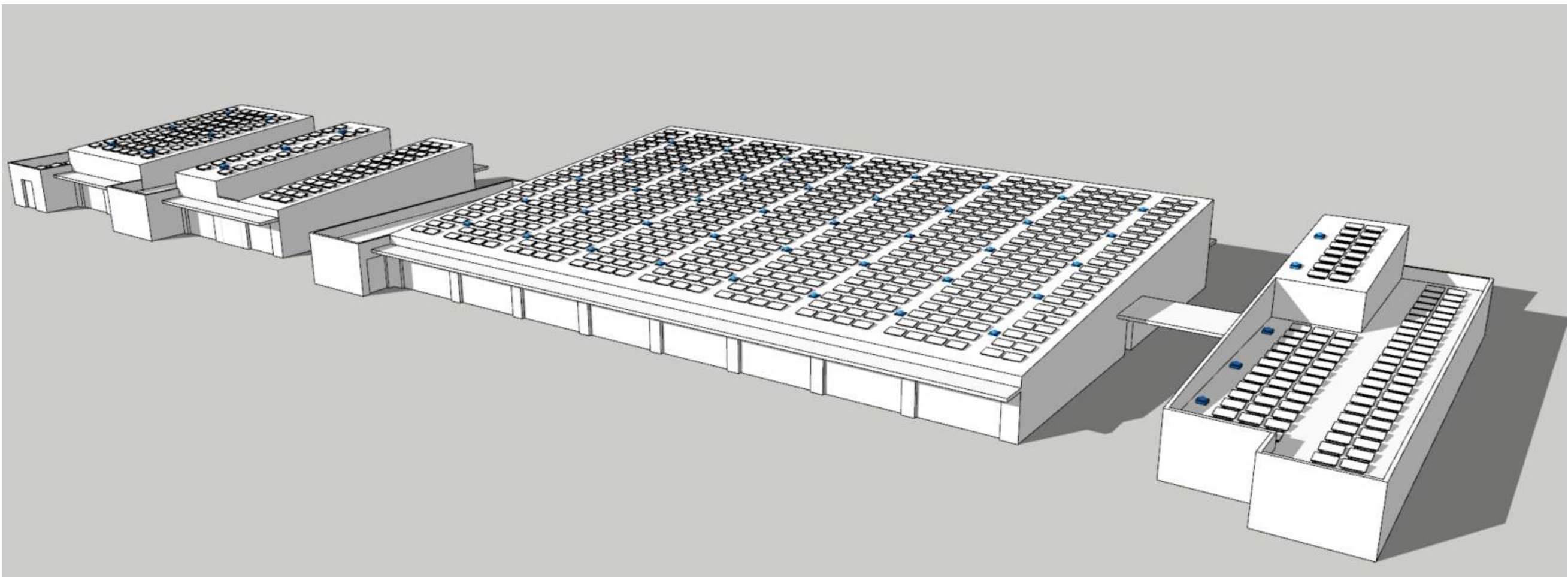
Conceptual
Design

J:\2020\1020129 NAU BUS\CAD\20129-C1.1-PRM-SITE.DWG

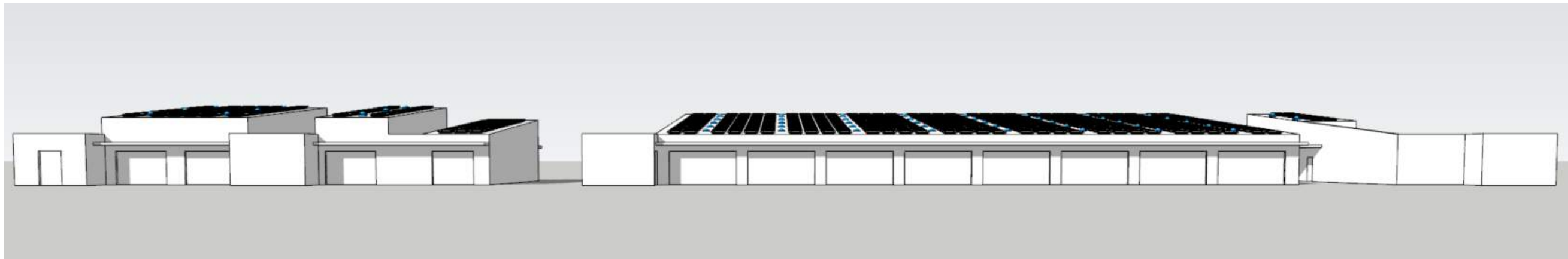


CIVIL - OVERALL SITE PLAN





VIEW 1: SOUTH EAST

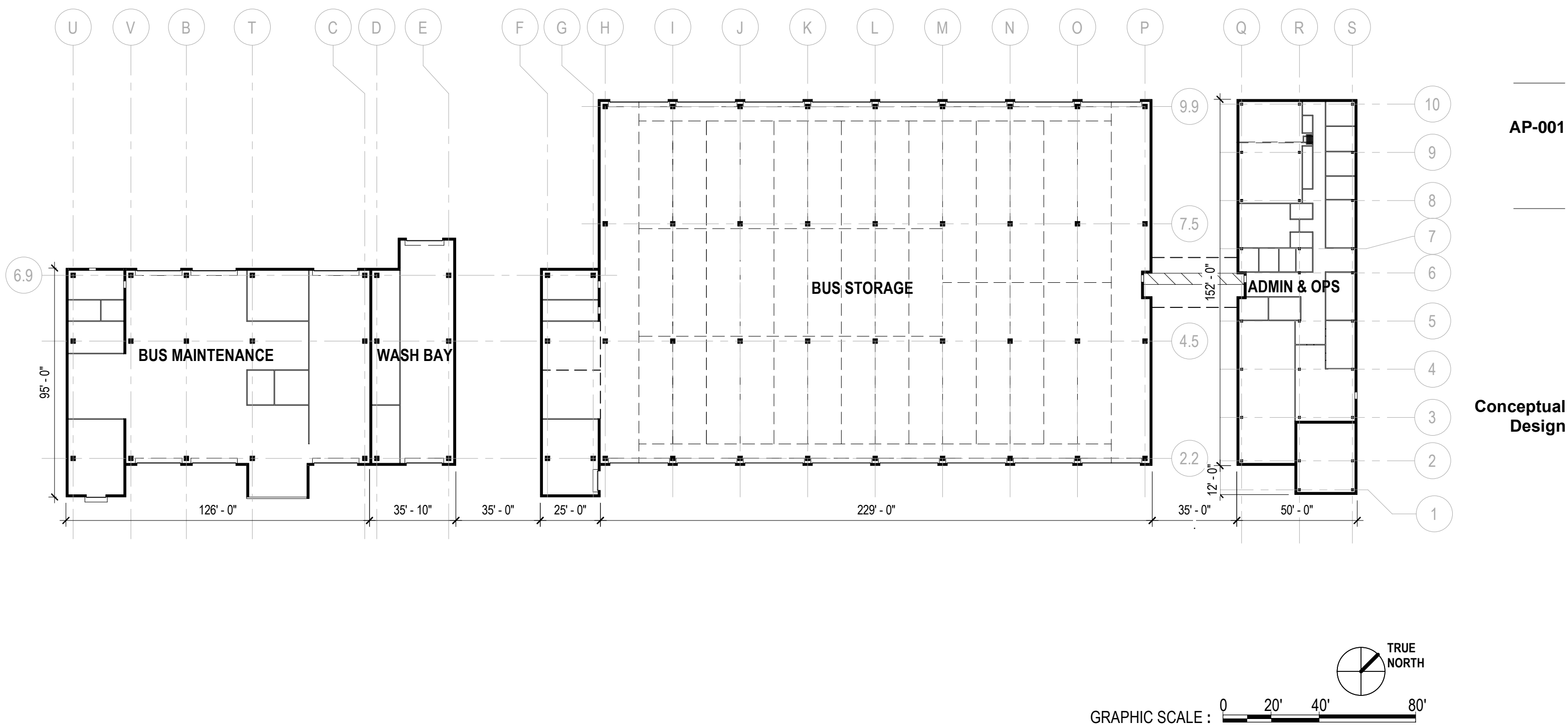


VIEW 2: SOUTH

AP-007

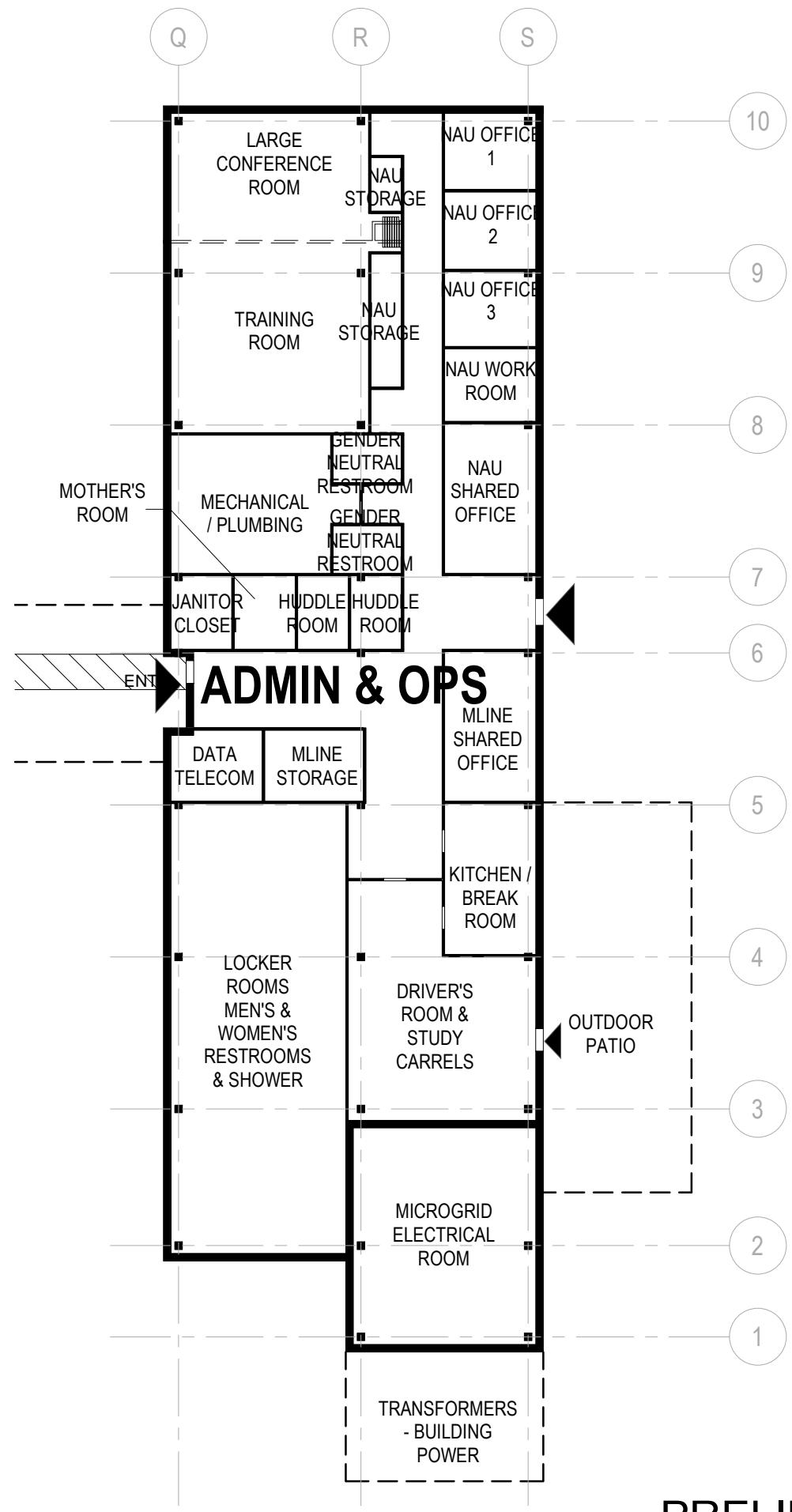
Conceptual
Design

NOT TO SCALE
OPTION 2 - CONCEPTUAL MASSING STUDY



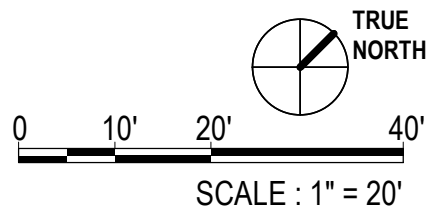
PRELIMINARY OVERALL FLOOR PLAN



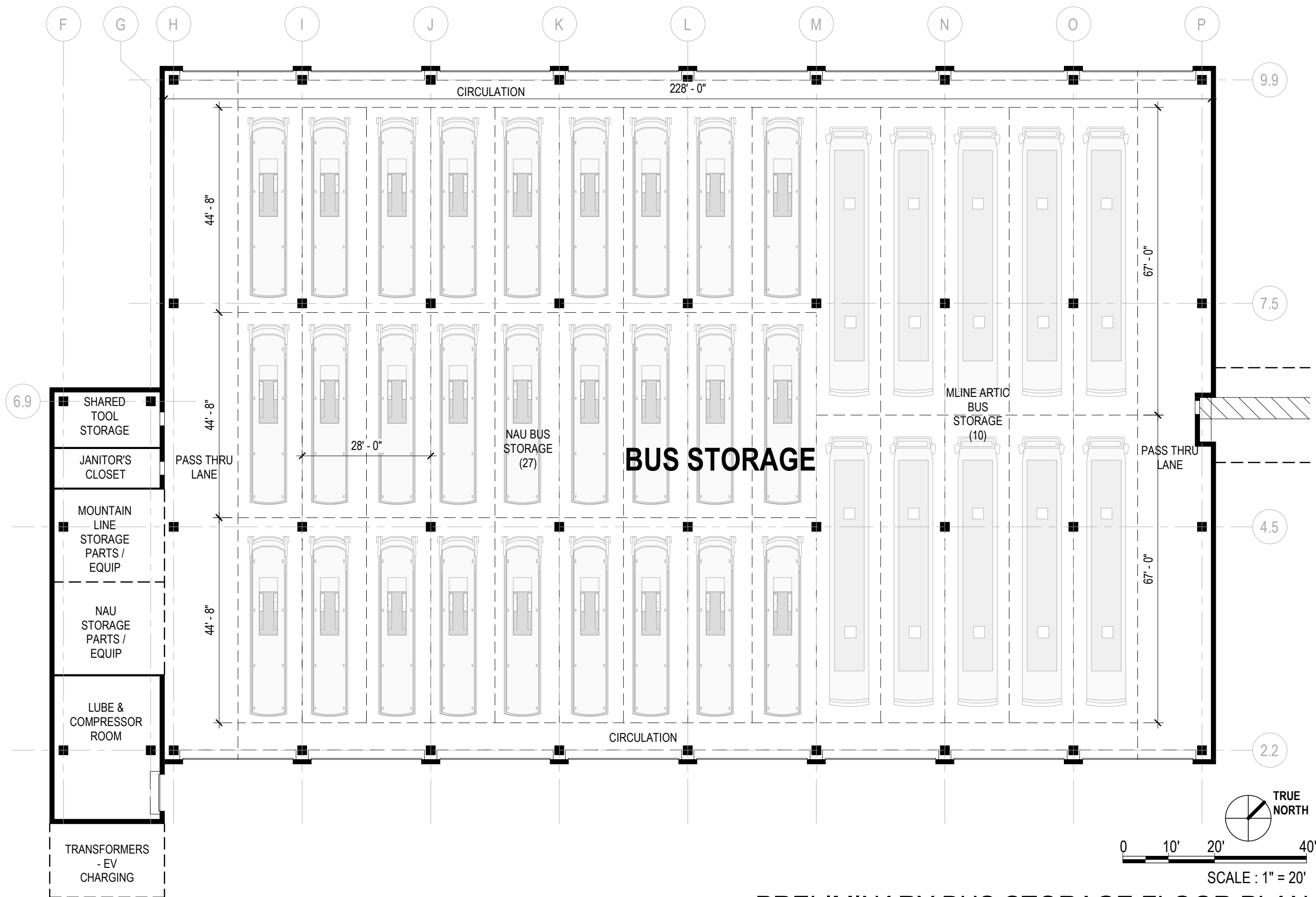


AP-002

Conceptual Design



PRELIMINARY ADMIN & OPERATIONS BUILDING

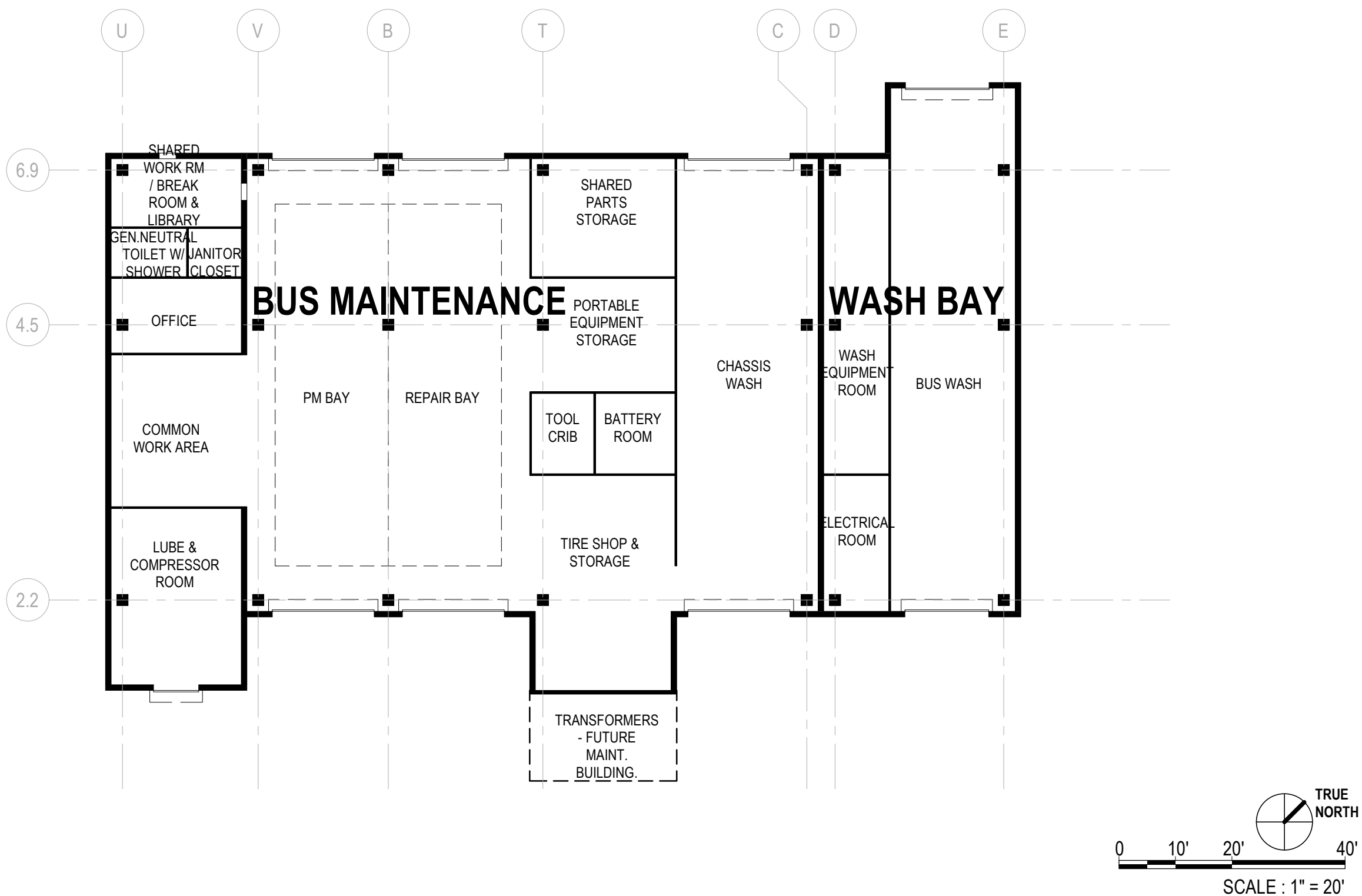


AP-003

Conceptual
Design

PRELIMINARY BUS STORAGE FLOOR PLAN





AP-004

Conceptual
Design

PRELIMINARY BUS MAINTENANCE FLOOR PLAN



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MOUNTAIN LINE MEMORANDUM

DATE: August 18, 2021
TO: Honorable Chairman and Members of the Board
FROM: Anne Dunno, Capital Project Manager
SUBJECT: Annual Bus Stop Rehabilitation Update

BACKGROUND:

This is an update on the close-out of the FY2021 Bus Stop Rehabilitation Program outlined in the March 2021 Board progress report.

The annual Bus Stop Rehabilitation Program repairs or replaces bus stop infrastructure, including shelter amenities, to maximize useful life and maintain a state of good repair. Bus stops are prioritized based on asset condition and the annual rehabilitation list is finalized based on budget capacity. Budget capacity for bus stop rehabilitation is typically \$125,000 annually. For FY2021, Mountain Line received additional Section 5310 capital funding in the amount of \$60,000 federal for ADA related improvements to provide total budget for the FY2021 shelter rehabilitation program of \$185,000.

Mountain Line utilizes two contracts to implement the annual bus stop rehabilitation program:

- **RFP 2019-106 awarded in April 2019 is for job order contracting services for horizontal construction of transit facilities associated with bus stops.**
 - Term of the master contract is effective through October 1, 2021, with option to renew contract for up to (2) additional (12) month periods. Master contracts were awarded to SWP Contracting & Paving (SWP) and Kinney Construction Services (KCS).
 - For each individual job order request, Mountain Line procurement requires formal proposals from both JOCs and selection of the JOC based on best value.
 - Mountain Line anticipates renewal of both JOC contracts for terms ending October 1, 2023.





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- **RFP 2016-108 was awarded on June 15, 2016 for bus stop amenity fabrication, installation and rehabilitation to Southwest Fabrication, LLC for a 5-year term which expired on June 15, 2021.**
 - A new procurement is being conducted to determine next contract award and vendor selection.

FY2021 BUS STOP REHABILITATION PROGRAM:

Mountain Line rehabilitated the following 8 bus stops:

- Route 3: Soliere & Country Club (Inbound) – New ADA bus stop pad and shelter replacement.
- Route 2: Lockett & Fanning (Inbound) – New ADA bus stop pad and shelter replacement
- Route 5: Thorpe Rd. (Clark Homes) – New ADA bus stop pad and shelter replacement
- Route 4: Lake Mary/High Country Trails – New ADA bus stop pad and shelter replacement
- Route 7: West/Felice – Shelter replacement and trash receptable pad.
- Route 66: Switzer/Fry's (Outbound) – New ADA bus stop pad and shelter replacement
- Route 3: Soliere/Butterfield (Inbound) – Shelter replacement
- Route 3: Soliere/Elk Run (Inbound) – Shelter replacement

Mountain Line received two JOC proposals: 1) KCS for \$75,335 and 2) SWP for \$107,839. Both proposals had comparable scope and schedule. As such, to provide best value to Mountain Line, the CEO awarded KCS the Job Order No. 2 in the amount of \$75,335. During spring implementation, a change order of \$9,276 was approved by the Management Services Director to address unforeseen conditions for storm drainage resulting in revised KCS Job Order No 2 value of \$84,611.

For FY2021 bus stop amenities, Southwest Fabrication scope included removal of existing shelters and installation of 8 new shelters for Task Order value of \$106,642.

KCS completed the bus stop horizontal work by July 2, 2021; SWF will complete final installation of remaining three shelters on Soliere Drive by end of July 2021.

FISCAL IMPACT:

Funding available for Mountain Line's FY2021 bus stop rehabilitation program is \$185,000 which includes \$125,000 local and Surface Transportation Block Grant (STBG) federal funds, and Section 5310 capital grant funding in amount of \$60,000 federal.

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The FY2021 program was over budget by \$12,705 based on the following expenses:

- KCS Job Order 2: \$84,611
- Southwest Fabrication Task Order: \$106,642
- City Permitting: \$6,452

The FY2021 overage will reduce the available funds for FY2022 bus stop rehabilitation program budget.

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MOUNTAIN LINE MEMORANDUM

DATE: August 18, 2021
TO: Honorable Chair and Members of the Board
FROM: Kate Morley, Deputy General Manager
SUBJECT: Downtown Connection Center Update

As design of the new Downtown Connection Center (DCC) continues, Mountain Line continues to design a project that meets the vision of creating an inviting and welcoming space for customers, with a focus on safety and sustainable design. The new DCC will provide basic necessities including restrooms, customer service, operations and dispatch spaces, and administration offices. It will be a multimodal connection center and provide for long-term service expansion, regional transportation services, and be a hub of bike and pedestrian activity.

Over the past few months, a concept plan has been submitted for review by the City and site plan work has begun. Attached to this report are the latest renderings. A phase approach to develop the building, followed by bus bays and civic space has also been developed to best align with the Rio de Flag project. Public plan sets will also show a future parking garage to be delivered by the City.

The design team is also working on Traffic Impact Analysis with both the City and ADOT for a proposed light at Phoenix Ave and Milton. This light will assist in the safe maneuvering of buses, allow increased routing options for detours and emergencies, and help on time performance by creating breaks in traffic to allow buses to enter and exit from Phoenix Ave.

The stakeholders committee convened to discuss design of civic space and meet with the arts team Haddad Drugan. Staff are now coordinating future stakeholders' meetings, as well as required public notice and meetings for the CUP.

The Downtown Connection Center is paid for by several grants from the Federal Transit Administration (FTA) with a total project value of \$34.9 million, including land value.

ATTACHMENTS:

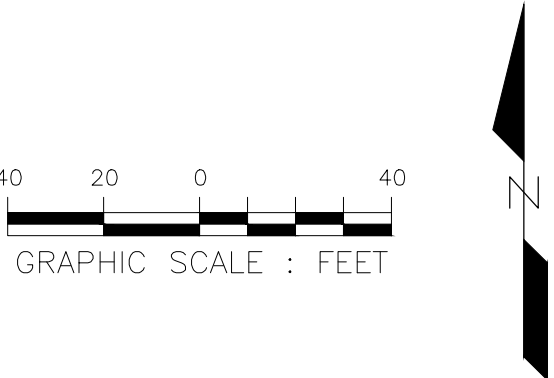
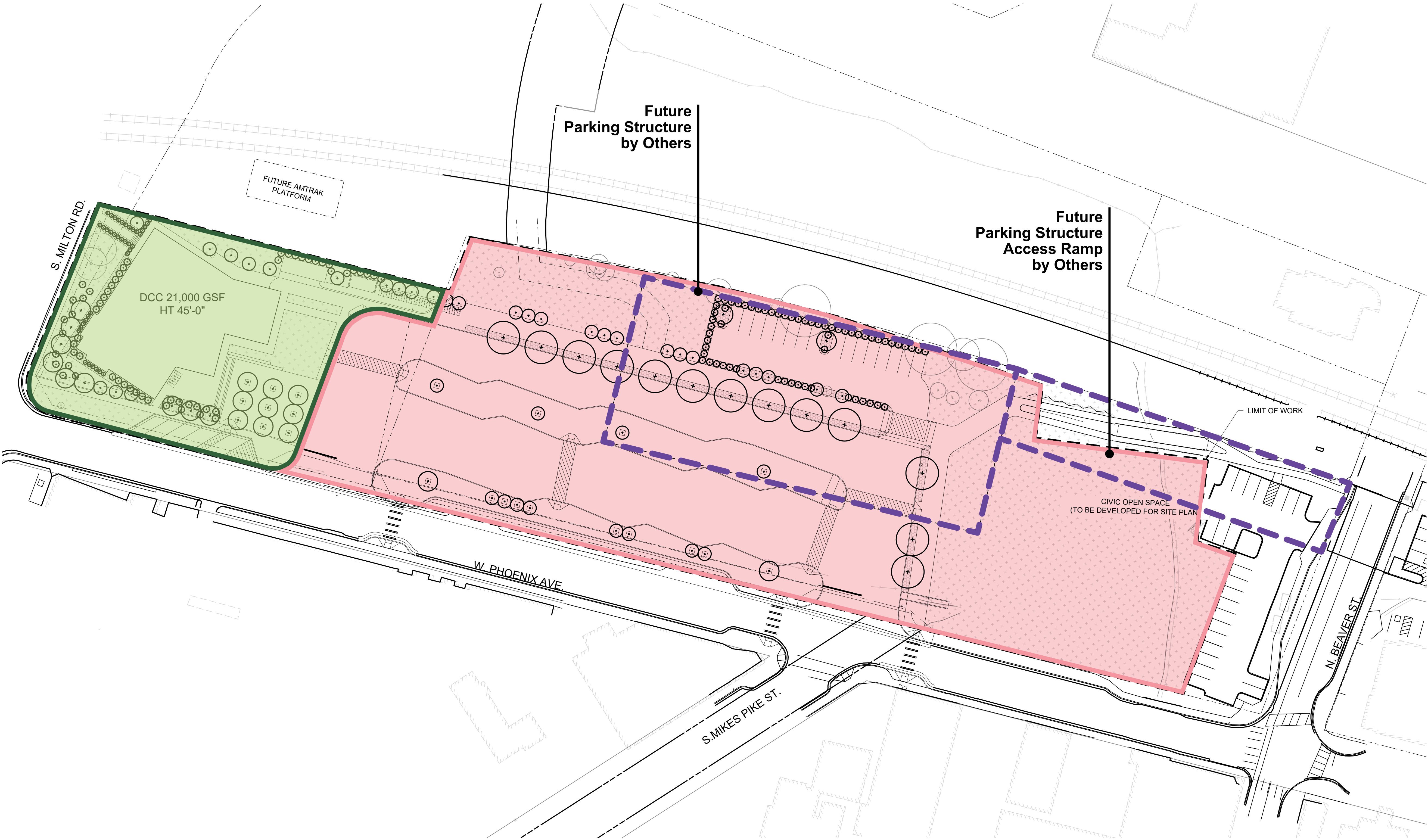
1. DCC Site Plan -page 45

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Legend

- Phase 1
- Phase 2
- Phase 3



			Submittal:	Seal:	Consultant:	Client:	Designed By:	NAIPTA DOWNTOWN CONNECTION CENTER	@ 24X36	
			PHASING PLAN	PRELIMINARY NOT FOR CONSTRUCTION	AECOM 7720 North 16th Street Suite 100 Phoenix, AZ 85020 Phone: (602) 371-1100	 	Drawn By:		216 W. PHOENIX AVENUE, FLAGSTAFF, AZ 86001 ASSESSOR'S PARCEL NUMBER (APN): 1004405A, 10043003B, 10043001D	CADD Filename: 60595394_DCC_Concept_Plan.dwg
							Checked By:		PROPERTY OWNER: BRYCE DOTY, CITY OF FLAGSTAFF, (928) 637-8384 DEVELOPER: KATE MORLEY, MOUNTAIN LINE, (928) 679-8903 PREPARER: JENNIFER LOVE, AECOM, (602) 648-2423	Submittal Date: 6/24/2021
							Approved By:			Contract No.: TBD
REV	DATE	DESCRIPTION				Submitted By: _____	Approved By: _____		Sheet No.: 7	



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MOUNTAIN LINE MEMORANDUM

DATE: August 18, 2021
TO: Honorable Chair and Members of the Board
FROM: Samuel Short, Safety Manager
SUBJECT: Annual Safety Report

Mountain Line's annual Safety Report for Fiscal Year (FY)2021 outlines Mountain Line's motor vehicle accidents, motor vehicle accident near misses, and workplace injuries. It also gives a status update on the Mountain Line Agency Safety Plan.

During FY2021 Mountain Line motor vehicles were involved in the following:

- Mountain Line had 55 motor vehicle accidents, while traveling approximately 935,594 service miles. This equates to an accident every 17,010 miles traveled.
 - 22 of these accidents were classified as "chargeable" which is an accident in which the operator of the vehicle could have done something to prevent the accident, or when we are culpable in the accident. We experienced a chargeable accident every 42,527 service miles traveled on average.
 - 33 of these accidents were classified as "non-chargeable" which is an accident in which the operator of the vehicle did everything they could to prevent the accident, or when we are not culpable in the accident. We have a non-chargeable accident every 28,351 service miles traveled.
 - 54 of the 55 accidents were considered minor and were not reportable to the Federal Transit Administration (FTA) as they did not meet the FTA reporting thresholds. Most of these accidents consisted of circumstances such as a side mirror striking a sign or minor bumper contact. These accidents are a combination of chargeable and non-chargeable events.
 - 1 of the 55 accidents was considered major, in which it met the FTA reporting thresholds. The accident was a non-chargeable event.
- 38% of all motor vehicle accidents occurred during the construction season months, May through September.
- We received 6 additional "Near Miss" reports, which is an occurrence where the operator of a vehicle avoids having an accident due to taking a defensive action to

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avoid the accident. An example of this would be a bus operator notices a car about to run a red light, the bus operator takes defensive action and stops suddenly to avoid being struck by the person running the red light. The bus operator then reports the near miss to their supervisor.

During FY2021 Mountain Line received 9 Workplace Injury Reports:

- All injuries were minor and time lost was negligible; and
- Injuries included: four back muscle strain injuries, two knee strain injuries, one hyperextension of hand and fingers injury, one head injury, and one laceration injury.

Since the Board adoption of Mountain Line's "Public Transportation Agency Safety Plan" (the Safety Plan) in November 2020, staff have been working on the implementation process of the plan. Some things we have done, and are continuing to do are:

- Introduce the Safety Plan to our Safety Committee, including the Risk Assessment Matrix
- Attend FTA Trainings on Safety Plan implementation
- Begin introducing the Safety Plan to key staff that are responsible for some of the deliverables in the plan
- The Safety Plan was reviewed and approved by staff conducting Mountain Line's Triennial Audit
- Identify gaps in current processes as they relate to the Safety Plan
- Renewed contract with our safety reporting app, ELERTS/See Say Now for FY2022

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MOUNTAIN LINE MEMORANDUM

DATE: August 18, 2021
TO: Honorable Chair and Members of the Board
FROM: James Wagner, Operations Director
SUBJECT: Annual Fleet Report

Mountain Line's annual Fleet Report contains a brief overview of revenue vehicle maintenance and fuel consumption for Fiscal Year (FY)2021. During this period, the Fleet division consisted of eleven staff members, a Fleet Supervisor, four Mechanics, two vehicle detailers and four limited appointment vehicle detailers. Fleet staff are charged with ensuring safety, security, maintenance, proper utilization, appearance, and cleanliness (sanitizing) of Mountain Line's rolling stock, including revenue vehicles, service vehicles, and support vehicles. Mountain Line has twenty-nine hybrid electric buses, twenty-three 35-foot (Gillig) buses and six 60-foot (New Flyer) articulated buses, available for bus service. Mountain Line paratransit consists of eight cutaway bus units and we also service and maintain seventeen support vehicles.

The below information is the total and average of various FY2021 maintenance metrics and fuel data.

Bus:

- 947,671 miles driven
- 188,501 gallons of fuel
- Average fuel consumption: 5.0 mpg for 35-foot and 3.5 mpg for 60-foot buses
- Average age of the bus fleet is 8 years old
 - The two oldest units are 14 years old
 - The five newest units at 4 years old
- Average lifetime cost of maintenance is \$0.23 per mile
 - The highest cost is \$0.46 per mile (attributable to our oldest unit)
 - The lowest cost is \$0.10 per mile
 - Lifetime maintenance cost excludes cost of tires and fuel

Paratransit:

- 42,097 miles driven
- 11,857 gallons of fuel
- Average fuel consumption: 5.1 mpg

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- Average age of the paratransit fleet is 8 years old
 - The oldest unit is 11 years old
 - We recently added two new vehicles in May of 2021
- Average lifetime cost of maintenance cost is \$0.14 per mile
 - The highest cost is \$0.15 per mile (attributable to our oldest unit)
 - The lowest cost is \$0.10 per mile
 - Lifetime maintenance cost excludes cost of tires and fuel

Information on our support vehicles is available upon request.

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MOUNTAIN LINE MEMORANDUM

DATE: August 18, 2021

TO: Honorable Chair and Members of the Board

FROM: Jon Matthies, IT Manager

SUBJECT: 2020 Annual Cybersecurity Report

Mountain Line's reliance on technology continues to increase, and more technology translates to increased cyber security risk. This report will highlight Mountain Line's current cybersecurity program, our primary risks and related mitigations, and next steps.

Mountain Line participates in the Nationwide Cybersecurity Review (NCSR), a confidential, annual self-assessment survey that is based on the National Institute of Standards and Technology Cybersecurity Framework (NIST CSF). The NCSR is sponsored by the Department of Homeland Security (DHS) and the Multi-State Information Sharing & Analysis Center (MS-ISAC). The NCSR allows us to receive metrics specific to our organization, develop a benchmark to gauge our year-to-year progress, and anonymously measure our results against our peers. Mountain Line's 2020 NCSR scores for the program maturity level in five different functional areas range from 1.13 to 2.17 on a scale of 6—please see details provided in the attached report. The recommended minimum maturity level is 5. Clearly, we have areas that need improvement, and the NCSR scores provide direction for those efforts.

While Mountain Line aligns with the NIST CSF, we also use the Center for Internet Security (CIS) Controls, which are an industry reviewed set of prioritized actions designed to defend against cyber-attacks. These actions focus our efforts on initiatives that are proven to reduce risk.

The most prevalent cybersecurity risk today is ransomware. Mountain Line mitigates this risk via our endpoint protection software--which includes specific anti-ransomware measures--cyber insurance, and by storing backups offline.

Phishing is a prevalent risk as well, as it is often the vector used by ransomware to gain a foothold. Mountain Line mitigates this risk by requiring cybersecurity training for all new staff

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and bi-monthly refresher training for all staff, as well as performing monthly phishing tests to assess the effectiveness of our training program.

Last year, Mountain Line deployed Malicious Domain Blocking and Reporting (MDBR). MDBR blocks computers from connecting to harmful web sites, which helps prevent infections related to known malware, ransomware, and phishing.

Inter-organizational relationships play an important role both in ongoing cybersecurity programs and when responding to major cybersecurity incidents. Mountain Line is a member of MS-ISAC, which is a collaborative cyber security organization that provides a variety of cybersecurity services to State, Local, Tribal, and Territorial (SLTT) governments. Should an incident response be needed, we have established contacts with other organizations, including the City of Flagstaff, Coconino County, Northern Arizona University, Flagstaff Unified School District, Coconino Community College, and the Federal Bureau of Investigations.

Lastly, Mountain Line continues to purchase cybersecurity insurance coverage as part of its annual liability insurance strategies.

In 2020, Mountain Line had planned to improve the following areas. Unfortunately, due resource shortages and the pandemic, we made little progress. A brief update for each area is provided below:

- Response and recovery planning and testing—Not accomplished.
- Audit log monitoring and review—Done manually but needs to be automated to be efficient.
- Collecting and correlating event data—Done manually but needs to be automated to be efficient.
- Monitoring for events, unauthorized personnel, connections, devices, and software—Done manually, but needs to be automated to be efficient.
- Developing policies related to communication of event detection, roles and responsibilities, restriction of removable media, and coordination with stakeholders—Not accomplished.

Next Steps:

In the current year, Mountain Line is focusing on the following areas to improve our cybersecurity posture:

- Deploying a managed network monitoring solution specifically tailored to SLTT government agencies, managed by MS-ISAC. This new resource will help improve our posture in the following areas: Collecting and correlating event data, and Monitoring for events, unauthorized personnel, connections, devices, and software.

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- Automating audit log monitoring and review.
- Developing policies related to communication of event detection, roles and responsibilities, restriction of removable media, and coordination with stakeholders. The development of policies has the greatest potential to improve our NCSR scores, as it forms the foundation for other initiatives.

Fiscal Impact:

Cyber-attacks can be both fiscally and operationally devastating for organizations. As Mountain Line continues to make incremental improvements to our cybersecurity program, and we also continue to seek options and resources that would enable us to make more significant advances.

Attachments:

1. 2020 Nationwide Cybersecurity Review (NCSR) -pages 53-57

Glossary:

BEC – Business Email Compromise

CIS - Center for Internet Security

CSF - Cybersecurity Framework

DHS - Department of Homeland Security

DNS – Domain Name System

MS-ISAC - Multi-State Information Sharing & Analysis Center

NCSR - Nationwide Cybersecurity Review

NIST - National Institute of Standards and Technology

Phishing – an attempt to gain access or steal sensitive information through some form of electronic communication (emails, websites, text messages, etc.) that often looks to be official communication from legitimate companies or individuals.

Ransomware - malware that threatens to publish the victim's data or perpetually block access to it unless a ransom is paid.

SLTT – State, Local, Tribal, and Territorial governments





National Cyber Security Review

MOUNTAIN LINE

JON MATTHIES

NCSR Structure

The NCSR question set was built upon the NIST CSF with some minor alterations. The questions set consists of a collection of cybersecurity-related activities organized into five main functions: Identify, Protect, Detect, Respond, and Recover. These five main functions are broken down into 108 sub-categories which the NCSR uses as a basis for the questions in the NCSR self-assessment.

Overview of the NIST CSF Functions:

Identify Function: The activities under this functional area are key for an organization's understanding of their current internal culture, infrastructure, and risk tolerance. By incorporating sound risk management principles into cybersecurity programs, organizations will be able to continuously align their efforts towards protecting their most valuable assets against the most relevant risks.

Protect Function: The activities under the Protect Function pertain to different methods and activities that reduce the likelihood of cybersecurity events from happening and ensure that the appropriate controls are in place to deliver critical services. These controls are focused on preventing cybersecurity events from occurring.

Detect Function: The activities under the Detect Function pertain to an organization's ability to identify incidents.

Respond Function: The activities within the Respond Function examine how an organization plans, analyzes, communicates, mitigates, and improves its response capabilities.

Recover Function: The activities within the Recover Function pertain to an organization's ability to return to its baseline after an incident has occurred. Such controls are focused not only on activities to recover from the incident, but also on many of the components dedicated to managing response plans throughout their lifecycle.

NCSR Maturity Scale

The NCSR utilizes a maturity scale that assesses how an organization is addressing the different activities within the NIST CSF. The maturity scale allows participants to indicate how formalized these cybersecurity activities are within their organization.

Following risk management principles, the response framework includes allowing organizations to identify which activities they have formally acknowledged and chosen not to implement because of their own risk assessment.

In order to provide a target for the SLTT community, a team of SLTT cybersecurity professionals developed a recommended minimum maturity level as a common baseline for the NCSR. The maturity level uses Implementation in Process as the recommended minimum maturity level. The below figure provides a full breakdown of the NCSR Maturity Level response scale along with the scores associated with each maturity level.

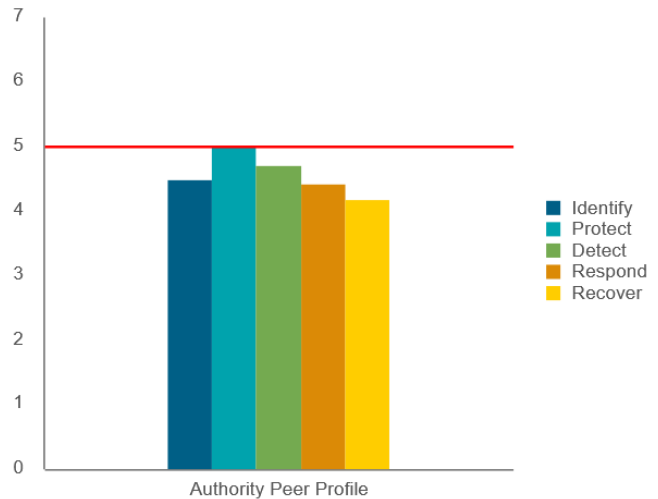
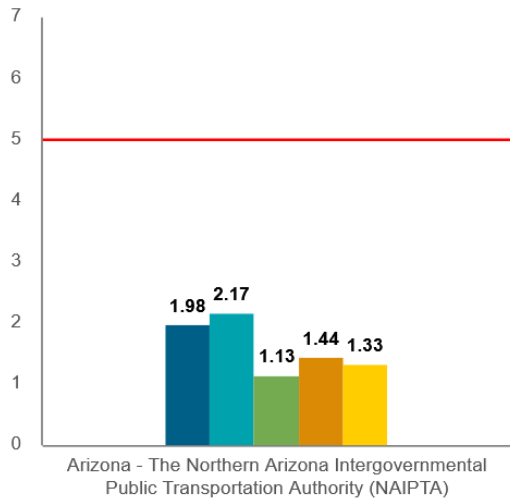
Score	Maturity Level
The recommended maturity level is set at a score of 5 and higher	
7	Optimized: Your organization has formally documented policies, standards, and procedures. Implementation is tested, verified, and reviewed regularly to ensure continued effectiveness.
6	Tested and Verified: Your organization has formally documented policies, standards, and procedures. Implementation is tested and verified.
5	Implementation in Process: Your organization has formally documented policies, standards, and procedures and are in the process of implementation.
5	Risk Formally Accepted: Your organization has chosen not to implement based on a risk assessment.
4	Partially Documented Standards and/or Procedures: Your organization has a formal policy in place and begun the process of developing documented standards and/or procedures to support the policy.
3	Documented Policy: Your organization has a formal policy in place.
2	Informally Performed: Activities and processes may be substantially performed and technologies may be available to achieve this objective, but they are undocumented and/or not formally approved by management.
1	Not Performed: Activities, processes and technologies are not in place to achieve the referenced objective

Mountain Line's Year-to-Year Function Averages



The red line indicates an average score of 5, which is designated as the recommended minimum maturity level

2020 Peer (Authorities, Local Government) Function Averages



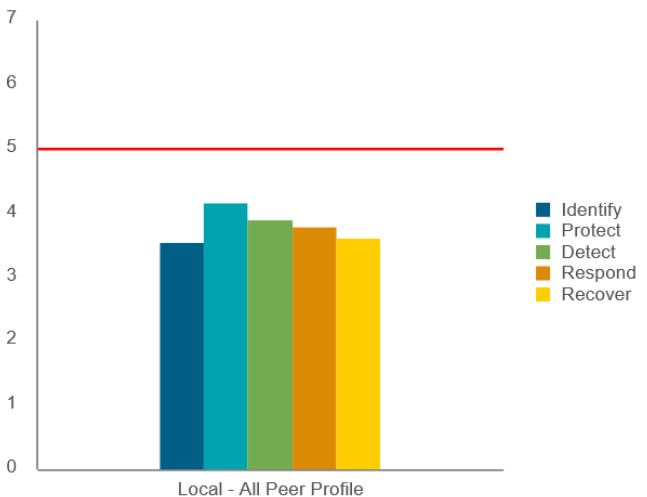
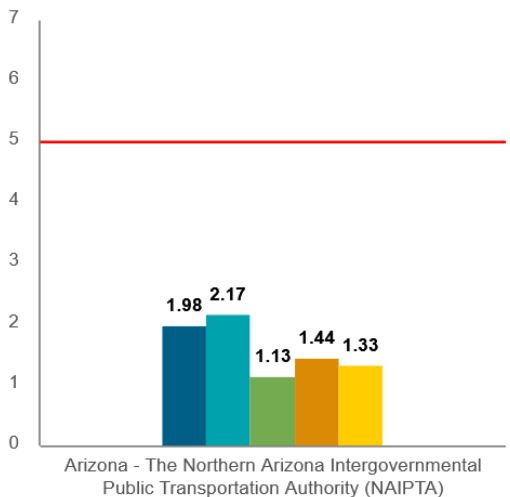
The red line indicates an average score of 5, which is designated as the recommended minimum maturity level

Arizona - The Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA) NCSR Scores

Name	Average-Identify	Average-Protect	Average-Detect	Average-Respond	Average-Recover
Arizona - The Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA)	1.98	2.17	1.13	1.44	1.33

Peer Profile NCSR Scores

Peer Profile	Average-Identify	Average-Protect	Average-Detect	Average-Respond	Average-Recover
Authority Peer Profile	4.48	5.02	4.72	4.43	4.18



The red line indicates an average score of 5, which is designated as the recommended minimum maturity level

Arizona - The Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA) NCSR Scores

Name	Average-Identify	Average-Protect	Average-Detect	Average-Respond	Average-Recover
Arizona - The Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA)	1.98	2.17	1.13	1.44	1.33

Peer Profile NCSR Scores

Peer Profile	Average-Identify	Average-Protect	Average-Detect	Average-Respond	Average-Recover
Local - All Peer Profile	3.55	4.16	3.89	3.79	3.61



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MOUNTAIN LINE MEMORANDUM

DATE: August 18, 2021

TO: Honorable Chair and Members of the Board

FROM: Jon Matthies, Information Technology Manager

SUBJECT: New Real-Time Arrival App

Mountain Line's real-time arrival app, FLGRide, has served our riders well for the past 5 years. However, as technologies and standards have changed, FLGRide was due to be replaced with a modern solution. Over the past year, staff worked to make our real-time data available in the Transit app. Transit is a company that provides a single universal app that riders can use in cities across the US. Mountain Line won't see savings from discontinuing FLGRide, but Transit app does not charge for baseline features so there will be no change in cost to Mountain Line. Transit app offers additional paid services that we could opt into in the future if we choose.

The Transit app features many upgraded features compared to FLGRide. In addition to showing when the next bus will arrive, it allows riders to plan their trip, receive "turn-by-turn" directions while they travel, set favorite routes, and see which bus stops are Americans with Disabilities Act (ADA) accessible. The Transit app will also enable riders to purchase mobile tickets directly in the app.

Moving to a more modern real-time arrival app also brings new opportunities. As an example, Mountain Line staff recently coordinated between Transit app and Coconino County's GIS department to display current COVID vaccination sites in the app, as indicated by the blue syringe icons in the screenshot below.

FLGRide is scheduled to be removed from app stores mid-August. Existing FLGRide users will receive a message letting them know that Transit is the new app for Mountain Line riders. The Transit app is available to download here: <https://transitapp.com>

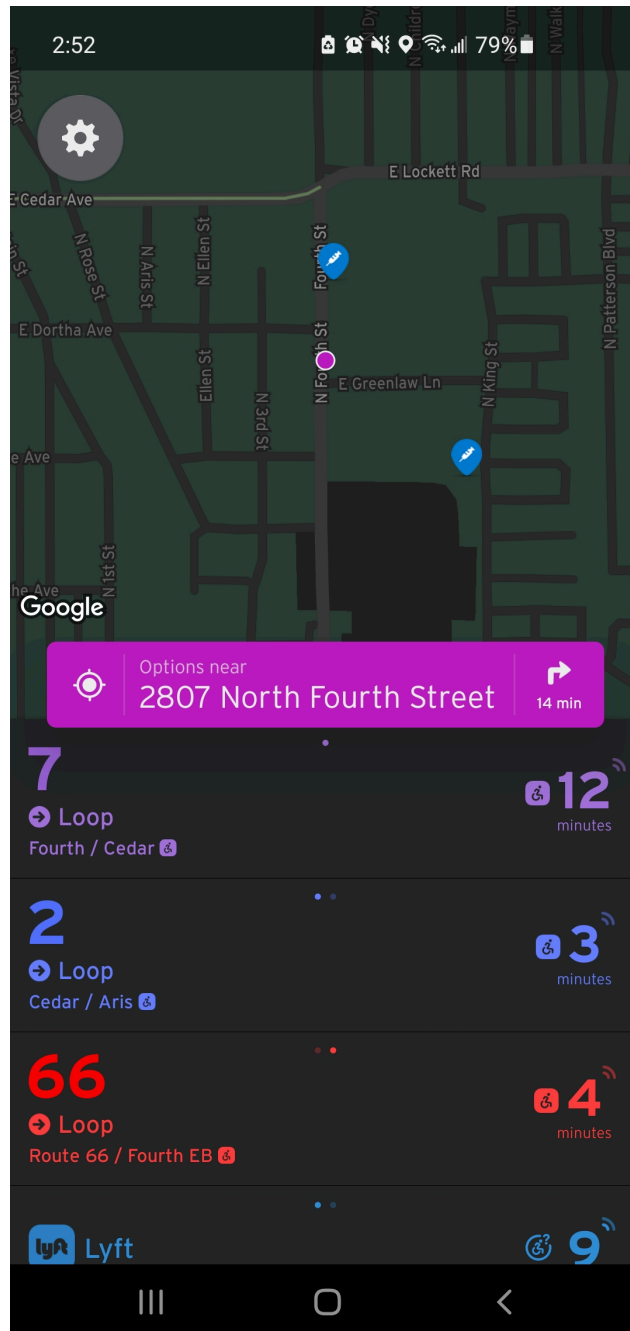
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MOUNTAIN LINE MEMORANDUM

DATE: August 18, 2021
TO: Honorable Chair and Members of the Board
FROM: Heather Dalmolin, CEO and General Manager
SUBJECT: Current Events

The monthly Transit Voice is available with highlights of news to know, job well done, note-worthy events, and updates on projects. Some of these were also noted in the Mountain Line Minute.

Operations

- Microtransit is moving towards implementation as we finalize details on fares, fare collection, and staff. We look forward to bringing an update on that service soon.
- Mountain Line has implemented new and innovative passenger alert lights at some stops. The alert is a small red light at the front of the shelter that provides a visual alert to the approaching bus operator that a passenger is waiting. The light is automatically triggered when a passenger enters the waiting area at the stop.

Partnerships and Outreach

- We participated in 6 back to school events and sold 19 passes. The events were hosted by FALA, NPA, and Basis. We have sold a total of 114 K-12 student passes this year and 9 college passes. These sales are in line with fall pass sales in 2019, pre-COVID. We also renewed our pass program with CCC to provide discounted passes to students that are receiving financial aid.
- We launched online reloading as part of monthly pass program. In order to take advantage of the reloading option, riders must register their pass and staff are currently raising awareness about this new option. We have received positive feedback and hope to see reloading activity as the newest passes sold are renewed in 30 days.
- After several delays to get staff trained, mobile ticking is going live on August 10. We are excited to offer this new option to our riders.
- I presented to Northern Arizona Leadership Alliance (NALA) on July 29 and shared the benefits of transit as related to economic impact, employment opportunities, and climate action.
- Kate and I met with Greyhound at the proposed site of the new DCC to talk about potential multimodal function and partnership opportunities. Greyhound expressed interest in potential collocating with Mountain Line and we will continue to explore options as we finalize design of the facility.
- Gillig was in Flagstaff in early July with a battery electric bus. We spent several days testing the vehicle on our routes and were impressed with the results. We hope to have procurement decision in the near future so we can advance our commitment to transition to zero emission fleet.

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- Meetings with Northern Arizona Healthcare continue. We recently met with City staff and NAH, as well as staff from the Airport and Coconino County Parks and Rec. Our goal is to identify an efficient and frequent route that serves several partners through funding from these same partners. We meet again next week.

Finance, Compliance, and Procurement

- Mountain Line received the final copy of the FY2021 audit and are happy to confirm that there were no findings or deficiencies as reported in March. Fester and Chapman have submitted the FY2021 Financial Audit report as required, and copies of the report have been sent to our partners and the State of Arizona.
- Mountain Line participated with the City of Flagstaff and MetroPlan in the development and submission of the RAISE grant application for the Milton Bridge and downtown corridor improvements. We are excited about this opportunity that has positive potential for our new DCC.
- We opened three new vehicle charging stations at the Mountain Line main office. The charging stations were made possible through the Take Charge Arizona campaign by APS and charging is available to staff without a fee.

Employees and Morale

- Our planning team, led by Bizzy Collins, was recognized for Mountain Line's Zero Emission Bus Transition Plan by the Arizona Planning Association. The award was for the Best Transportation Plan. Congratulations Bizzy, job well done and recognition well deserved.
- July brought our annual Summer Employee luncheon. On July 23 we offered sack lunches to all staff and encouraged staff to gather to share time and friendship as we look forward to the next year.
- Our IT Technical Specialist Robert Martinez has announced his retirement. Robert has been with the agency 16 years, starting out as a Transit Bus Operator. Robert was instrumental in creating and launching NAIPTA's first webpage in 2006 and has been a key member in our IT department. Join me in thanking Robert for his many years of service and wishing him much happiness in his retirement.
- July and August Anniversaries:



Jon Matthies, 15 years



Donovan Walker, 1 year



Al Chief, 9 years



Lauree Battice, 6 years



Andy Brown, 9 years



Jeremiah McVicker, 4 years

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Alyssa Lane, 1 year



Russell Beck, 4 years



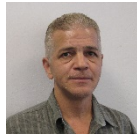
Mark Attenberger, 13 years



Randy Biles, 18 years



Greg Lyons, 10 years



Robert Martinez, 16 years



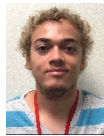
Jerry Holzworth, 3 years



David Slack, 1 year



Patrick Bozman, 3 years



Devin Dwyer, 1 year



Danelle Knight, 5 years



Elliot Jim, 1 year



Frank Loskota, 7 years

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September: TAC Meeting is Thurs, 9/2

Board Meeting is Wed, 9/15

ITEMS:	WHO & WHAT:
Safety Minute	
Mountain Line Annual Report	Lauree - D/A
Flagstaff in Motion	Bizzy - D/A
Strategic Investment Plan (SIP) Adoption	Estella - D/A
Transit to NAH/Airport/Fort Tuthill Update	Kate - D/A
Safety Plan Implementation	Sam - D/A
Fee Schedule Review/Discussion	Heather/Lauree - D/A
Fare Update	Heather - PR
Human Trafficking Prevention Program Update	Sam - PR
Milton Corridor Master Plan (CMP)	Kate - PR
AECOM Update	Kate - PR
Reallocation of Grant Funds	Anne - PR
Delegation of Authority Update – Agreements, Grants, and Procurements: Technology Grant, 5305 Grant, 5310 Grant, 5311 Grant, 5307/5339 Grants, SW Fabrication Contract Award-Sole Source, Temporary DCC Utility Procurement, Temporary DCC Modular Facility Procurement, and Electric Bus Purchase	
Executive Session: CEO and General Manager Evaluation	Chair Shimoni/Danelle
October/November Agenda Calendar	

October: No TAC Meeting Board and TAC Advance is Wed, 10/20

ITEMS:	WHO & WHAT:
Safety Minute	
Financial Update	Lauree - D/A
Flagstaff in Motion	Bizzy - D/A
November/January Agenda Calendar	