



## 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 ("Mountain Line") and to the general public that the Board will hold a meeting on:

Wednesday, February 16, 2022

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](mailto: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 Mountain Line'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 1-3

1. CALL TO ORDER
2. ROLL CALL
3. SAFETY MINUTE  
-Sam Short, Safety Manager
4. APPROVAL OF MINUTES 1/19/2022

-pages 4-10

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### **DISCUSSION / ACTION ITEMS:**

5. APPOINTMENT TO THE METROPLAN EXECUTIVE BOARD -pages 11-12  
-Heather Dalmolin, CEO and General Manager  
Staff recommends the Board of Directors appoint a Mountain Line Board member to fill the MetroPlan Executive Board seat vacancy.
6. FY2023 WORKFORCE BUDGET AND STRATEGIES -pages 13-18  
-Heather Dalmolin, CEO and General Manager  
The Board may provide direction, but there is no recommendation from staff at this time.
7. REOPENING PLAN UPDATE -pages 19-20  
-Samuel Short, Safety Manager  
The Board may provide direction, but there is no recommendation from staff at this time.
8. ANNUAL UPDATE ON THE BUS STOP PROGRAM -pages 21-27  
-Anne Dunno, Capital Project Manager and Jeremiah McVicker, Maintenance Manager  
The Board may provide direction, but there is no recommendation from staff at this time.
9. MOUNTAIN LINE GO! QUARTERLY UPDATE -pages 28-30  
-Estella Hollander, Mobility Planner  
The Board may provide direction, but there is no recommendation from staff at this time.
10. FY2022 2<sup>ND</sup> QUARTER PERFORMANCE REPORT -pages 31-39  
-Brody Smith, Associate Transit Planner  
The Board may provide direction, but there is no recommendation from staff at this time.
11. FLAGSTAFF IN MOTION, A COMMUNITY TRANSIT PLAN -pages 40-45  
-Bizzy Collins, Transit Planner  
The Board may provide direction, but there is no recommendation from staff at this time.

### **PROGRESS REPORTS:**

12. UPDATE ON THE STRATEGIC PLAN -pages 46-56  
-Heather Dalmolin, CEO and General Manager
13. SUMMARY OF CURRENT EVENTS  
-Heather Dalmolin, CEO and General Manager

### **ITEMS FROM COMMITTEE AND STAFF:**

#### SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

March/April Working Agenda

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The next Board meeting will be March 23, 2022 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. March agenda items will include but not be limited to User Fees Update, FY2021 Financial Audit, Downtown Connection Center (DCC) Construction Manager At Risk (CMAR) Procurement, FY2023 Budget – Operating, Kaspar Headquarters Master Plan, Service Changes/Planning, Flagstaff in Motion, Operations Status Report, and Delegation of Authority Updates. The March 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.

### **14. ADJOURNMENT**

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## Board of Directors Minutes for Wednesday, January 19, 2022

**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, January 19, 2022, 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 and staff 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);  
Miranda Sweet, 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)  
*\*Three of our five Board member seats must be present to constitute a quorum.*  
*\*\*The City of Flagstaff holds two seats.*

***BOARD MEMBERS EXCUSED:***

None.

***MOUNTAIN LINE STAFF IN ATTENDANCE:***

Heather Dalmolin, CEO and General Manager, (Zoom);  
Kate Morley, Deputy General Manager, (Zoom);  
James Wagner, Operations Director, (Zoom);  
Joshua Stone, Interim Management Services Director and Financial Analyst, (Zoom);  
Jacki Lenner, Marketing and Communications Manager, (Zoom);  
Samuel Short, Safety Manager, (Zoom);  
Jon Matthies, Information Technology Manager;  
Jeremiah McVicker, Maintenance Manager, (Zoom);  
Danelle Knight, Human Resources Manager, (Zoom);  
Anne Dunno, Capital Project Manager, (Zoom);  
Estella Hollander, Mobility Planner, (Zoom), joined at approximately 10:04am;  
Heather Higgins, Purchasing and Contracts Officer, (Zoom);  
James Olson, Information Technology Technician;  
Rhonda Cashman, Executive Assistant and Clerk of the Board;  
Scott Holcomb, Mountain Line Attorney, (Zoom)

***GUESTS PRESENT:***

Barney Helmick, Airport Director, City of Flagstaff, (Zoom)





1. CALL TO ORDER -Chair Shimoni called the meeting to order at approximately 10:02am.
2. ROLL CALL
3. SAFETY MINUTE  
-Samuel Short, Safety Manager

Mr. Short reported on fire extinguisher issues. He noted they will only work if they are functioning properly. He explained fire extinguishers should be inspected by employees regularly and need to be inspected and certified annually by professionals. He reminded everyone that fire extinguishers can lose pressure over time and if one is partially deployed, it should be replaced immediately. Mr. Short stated it is important to store them in a dry location away from other metal objects.

4. APPROVAL OF MINUTES 11/22/2021:

Director Maher moved to approve the minutes for November 22, 2021. Director Vasquez seconded. There was no discussion. All approved, none opposed. Motion carried.

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

#### DISCUSSION / ACTION ITEMS:

5. ELECTION OF VICE CHAIR OF THE BOARD OF DIRECTORS  
-Rhonda Cashman, Executive Assistant and Clerk of the Board  
Staff recommends the Board of Directors elect a Vice Chair for the remainder of FY2022, effective immediately.

Ms. Cashman stated per the Rules of Procedure adopted by the Board in March 2020 that Directors Sweet and Maher are not currently eligible to serve as the Vice Chair, leaving Directors Vasquez and Williams eligible for the position. Director Vasquez communicated some recent commitments he has taken on with MetroPlan as Vice Chair and the Northern Arizona Council of Governments (NACOG) Transportation Board. He said he would like to defer to Director Williams. Director Williams said he would be open to serving as Vice Chair; he is taking on a new role at Coconino Community College (CCC), but it is not much different. He said he is not currently serving on any other Boards or Committees. Chair Shimoni thanked them for sharing their commitments and he nominated Director Williams. Director Sweet seconded. Director Williams accepted the nomination. There was no discussion. All approved, none opposed. Motion carried.





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

**6. UPDATE USER FEES AND ADOPT FARE CAPPING**

-Heather Dalmolin, CEO and General Manager

Staff recommends the Board of Directors update the adopted User Fees and approve Fare Capping as a fare payment measure to increase equitable access to reduced monthly fares as available with pre-paid period passes.

Ms. Dalmolin explained the need to update the user fees and how fare capping works. She noted Mountain Line student passes and the ecoPASS program are already deeply discounted and fare capping would not apply to them. She stated Mountain Line is looking to restore ridership and the pay as you go fare capping option should be helpful for passengers as an equitable solution when using mobile ticketing or a stored value card. Director Vasquez moved to approve the updated User Fees and Fare Capping. Director Sweet seconded. There was no discussion. All approved, none opposed. Motion carried.

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

**7. STATE FUNDING UPDATE**

-Kate Morley, Deputy General Manager

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

Ms. Morley reported that Arizona is one of five states that does not have any dedicated transit funding; therefore, transit agencies are not able to leverage federal funds in Arizona. For many years Mountain Line has tried to partner with other transit agencies to gain state funding without success. She communicated she and Ms. Dalmolin determined seeking state funding for a single capital project would be a good start versus ongoing funding. She stated The Kruse Group has been retained as a legislative liaison in this process. She noted a recent evaluation of the Downtown Connection Center (DCC) budget found a shortfall of approximately \$6 million due to rising construction costs and supply chain issues related to COVID-19. She said there are several options to address the budget shortfall, but there was agreement this would be an opportunity to diversify our funding sources, which is an objective in our Strategic Plan. Representative Blackman has sponsored a bill, HB2576, which stipulates







the funds flow through the Arizona Department of Transportation (ADOT) which is fine with Mountain Line staff. She stated three trips to the State capitol to meet with State legislators have been completed with several online opportunities as well. Ms. Morley reported the response has been positive, with no negative reception or resistance; staff are hopeful it will make it through the process and be a matter of final budget negotiations. She noted written materials have been developed and the plan is to stay the course. She suggested the Board consider signing a thank you letter to Representative Blackman for sponsoring this bill. She noted member agencies of the Alliance have also been asked to write letters of support. Ms. Morley stated if Board members were willing to sign the sample letter found in the agenda packet, then Ms. Cashman could circulate the letter for their signatures. All members were supportive of signing the letter. There was one question about following the bill's public comment period. Ms. Morley responded that staff plan to be available directly or through The Kruse Group to answer any questions. Chair Shimoni asked for the letter to be emailed for signatures.

**8. REVIEW AND APPROVE FEDERAL AND STATE LEGISLATIVE PRIORITIES**

-Heather Dalmolin, CEO and General Manager

Staff recommends the Board of Directors approve the Federal and State Legislative Priorities for 2022.

Ms. Dalmolin stated Federal and State Legislative Priorities were first pursued in 2021. She noted the document shared on screen was prepared last year. The reauthorization of transit funding was part of the Infrastructure Investment and Jobs Act (IIJA) which increased federal funding for transit by about 30 percent. She explained Mountain Line's current priorities and noted that federal funds are still subject to annual appropriations. She clarified that the 5307-5339 competitive grant program as managed by ADOT is redistribution of Federal Transit Administration (FTA) funds. She reviewed State and Local Priorities as well. Ms. Dalmolin also noted that COVID-19 continues to have an impact on transit agencies and the request is to keep funding at FY2020 levels despite census underreporting. Ms. Dalmolin then shared a new list of federal, state, local, and other priorities proposed for 2022. While some priorities focused on funding efforts, some priorities are around policies needed to advance transit as a priority. All Board members were supportive of the list of legislative priorities. Ms. Dalmolin stated she would share the list with our marketing firm to develop current materials. Director Maher moved to approve the Federal and State Legislative Priorities for 2022. Director Vasquez seconded. There was no discussion. All approved, none opposed. Motion carried.

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

**9. EXEMPT STAFF PAY DISPARITY**

-Heather Dalmolin, CEO and General Manager





Staff requests the Board of Directors approve a \$3 per hour pay increase for exempt staff, including the CEO and General Manager, retroactive to October 1, 2021, at the cost of \$68,515 to correct a pay disparity identified when implementing the recruitment and retention pay plan for non-exempt (hourly) staff approved at the October 13, 2021 Board meeting.

Ms. Dalmolin shared a segment of the Mountain Line Pay Plan to demonstrate the pay disparity. She communicated that as it stands, new hires could make more than incumbents. There was a question about wage compression and if this change is not made, how many staff could we lose. Ms. Dalmolin stated it is hard to say, recognizing the effort is also about maintaining the integrity of our Pay Plan. There was another question about why this item was added to the agenda late. Ms. Dalmolin explained this is the first time in several years we have two exempt staff positions open for recruitment and this problem was recently realized by our Human Resources Manager. She credited Ms. Knight and Mr. Stone, Interim Management Services Director, for their work on this report. Chair Shimoni stated his appreciation for bringing this item to the Board. Director Vasquez moved to approve the \$3 per hour pay increase for exempt staff retroactive to October 1, 2021. Director Sweet seconded. There was no discussion. All approved, none opposed. Motion carried.

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

**PROGRESS REPORTS:**

There were no questions regarding the progress reports.

10. FY2023 MEETING DATES  
-Rhonda Cashman, Executive Assistant and Clerk of the Board
11. BUS RAPID TRANSIT GRANT UPDATE  
-Kate Morley, Deputy General Manager
12. GENERAL CONSULTING SERVICES CONTRACT UPDATE  
-Kate Morley, Deputy General Manager
13. MILTON AND US 180 CORRIDOR MASTER PLANS UPDATE  
-Kate Morley, Deputy General Manager
14. DELEGATIONS OF AUTHORITY  
-Heather Dalmolin, CEO and General Manager







**15. SUMMARY OF CURRENT EVENTS**

-Heather Dalmolin, CEO and General Manager

Ms. Dalmolin shared the following highlights:

- She made an appeal to Board members as the Mountain Line TAC has volunteer openings for City and County Citizen Representatives. She is hoping Board members may know of individuals who may want to engage in transit. Chair Shimoni asked for an email to be sent to Board members providing more information.
- New Year's Eve extended service was cancelled after learning the Pinecone Drop was cancelled. Regular service was still free fare all day.
- Mountain Express service was delivered daily between Christmas and New Years and now service is offered on weekends through January and February. A ridership report will be shared at a later date.
- Due to the Supreme Court stay on the vaccine or testing mandate, our Employee Choice policy is on hold for now.
- There are several one-year anniversaries and she mentioned Jed Davis, Trainer – 9 years, Kate Morley, Deputy General Manager – 6 years, and Gavin Holzer, Fleet Detailer and Fueler – 4 years. She noted her hope is that when we are meeting in-person again, some of our employees with milestone anniversaries will be invited to our meetings. Ms. Morley recognized Heather Dalmolin for her 20<sup>th</sup> anniversary with Mountain Line on January 16<sup>th</sup>. Board members congratulated her. Ms. Dalmolin responded that it has been an adventure and she looks forward to everyday.

**ITEMS FROM COMMITTEE AND STAFF:**

Upcoming agenda items were reviewed with no comments.

Chair Shimoni wished everyone a Happy New Year and suggested being careful out there with COVID-19 spreading. He recommended wearing N95 masks to stay safe.

Director Vasquez reported that a free testing site has been set up at the Elks Lodge and it is expected to take about three days to get results. The vaccine clinics are continuing at the mall on Wednesdays and Fridays.

**SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS**

February/March Working Agenda

The next Board meeting will be February 16, 2022 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. January agenda items will include but not be limited to Reopening Plan Update, FY2023 Budget – Staffing, Bus Stop Program Update, Mountain Line Go! Quarterly Update, Flagstaff in Motion, Service Changes/Planning, Strategic Plan Review, Quarterly Performance Report, and Delegation of Authority Updates. The February 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.





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16. ADJOURNMENT -Chair Shimoni adjourned the meeting at approximately 10:53am.

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Adam Shimoni, Chair of the Mountain Line Board of Directors

ATTEST:

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Rhonda Cashman, Executive Assistant and Clerk of the Board

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**DATE PREPARED:** February 7, 2022

**DATE:** February 16, 2022

**TO:** Honorable Chair and Members of the Board

**FROM:** Heather Dalmolin, CEO and General Manager

**SUBJECT:** Appointment to the MetroPlan Executive Board

### **RECOMMENDATION:**

Staff recommends the Board of Directors appoint a Mountain Line Board member to fill the MetroPlan Executive Board seat vacancy.

### **RELATED STRATEGIC PLAN OBJECTIVE:**

- ❖ Guiding Principle: Collaborate to enhance service delivery
- ❖ Guiding Principle: Strive for continuous improvement in all we do
- ❖ Goal: Service Excellence
- ❖ Objective: Develop and improve community partnerships and interagency relationships to enhance transit and improve our ability to meet community needs and deliver public transit services.

### **BACKGROUND:**

As per the FMPO, d.b.a. MetroPlan, Amended and Restated IGA signed in June 2018 (Master IGA), MetroPlan updated the Operating Procedures that govern how business is conducted resulting in an invitation to Mountain Line in the Spring of 2020 to serve on the MetroPlan Executive Board. Mountain Line historically has served on MetroPlan's Technical Advisory Committee (TAC) and as of fall of 2020 joined the Management Committee.

Of specific importance is the relationship between MetroPlan and Mountain Line related to joint efforts which include planning, funding, safety plans, asset management, and performance measure goal setting. Coordinated federal funding and regional transit/transportation planning is supported through the following established planning documents, including but not limited to, the Regional Transportation Plan (RTP), NACOG's Regional Transit Plan, the Transportation Improvement Plan (TIP), and the 5310 program – Coordinated Mobility efforts.

One concern in deciding on an assignment to the MetroPlan Executive Board was that MetroPlan already has three City Councilmembers and two County Supervisors on the Board. To avoid potential quorum issues for these respective bodies, MetroPlan has expressed a preference to have either NAU or CCC members of the Mountain Line Board be appointed.





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In May of 2021, Mountain Line Board of Directors appoint Director Okoli from NAU and since his departure in November, the MetroPlan assignment has been vacant. In addition to the above consideration of quorum concerns, Supervisor Vasquez already holds a seat on the MetroPlan Board representing Coconino County; therefore, he is not eligible to hold Mountain Line's seat. Additionally, NAU has not appointed a new Delegate and continues to have Alternate Josh Maher attend the Board of Director meetings; as an alternate, Mr. Maher is not eligible to serve in this role.

Staff did reach out to Director Williams at CCC to confirm if he was willing to accept nomination and appointment as part of preparing this report. Staff is recommending the Board consider a nomination to appoint Mountain Line Board member from CCC to aid MetroPlan in completing their quorum needs and fulfill their Board membership.

### **ALTERNATIVES:**

- 1) Nominate and appoint a Mountain Line Board member from NAU or CCC to fill the MetroPlan Executive Board seat (**recommended**): This appointment will allow for Mountain Line and MetroPlan coordinated efforts in transit/transportation planning and funding.
- 2) Do not nominate and appoint a Mountain Line Board member from NAU or CCC to fill the MetroPlan Executive Board seat (**not recommended**): Appointment of a City Councilmember or County Supervisor could cause quorum issues for their respective organizations.
- 3) Do not nominate and appoint a Mountain Line Board member at all and leave the MetroPlan Executive Board seat vacant (**not recommended**): This would violate the ADOT directive and FTA rulings for MPOs to formulate a stronger relationship with local transit providers.

### **FISCAL IMPACT:**

There is no immediate financial impact by appointing a Mountain Line Board member to the MetroPlan Executive Board.

### **TAC DISCUSSION:**

The Transit Advisory Committee heard the report and there was no discussion or comments.

### **SUBMITTED BY:**

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Heather Dalmolin  
CEO and General Manager

### **ATTACHMENTS:**

None.

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TAC Agenda Packet  
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**DATE PREPARED:** February 7, 2022

**DATE:** February 16, 2023

**TO:** Honorable Chair and Members of the Board

**FROM:** Heather Dalmolin, CEO and General Manager

**SUBJECT:** FY2023 Workforce Budget and Strategies

### **RECOMMENDATION:**

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

### **RELATED GUIDING PRINCIPLES**

- ❖ Strive for continuous improvement in all we do
- ❖ Be trustworthy and dependable

### **BACKGROUND:**

The goal of this report is to provide detailed information on the proposed FY2023 Workforce Budget as related to salaries, benefits, and our strategies to develop and retain staff.

Our FY2023 Workforce Budget includes:

- Employee wages
- Benefits: taxes, retirement, health insurance, dental insurance, vision insurance, life insurance, unemployment, workers compensation insurance
- Leave: 13-30 days of vacation leave after 6 months of employment, 12 days of sick leave including up to 8 hours for wellness, 8 hours of volunteer time after 6 months of employment, up to 16 hours of anniversary leave after 1 year of employment
- Conversion of unused sick to vacation: Once annual conversion of up to 48 hours after five years of employment
- Payout of leave: once annual vacation sellback option of up to 40 hours, payout of all vacation remaining on the books at time of termination, payout of 25% of sick leave on the books at the time of termination after 20 years of employment
- Anniversary recognition: a gift is made available at each 5-year anniversary worth roughly \$100 per 5-year increment of service.

Additional programs available:

- Education and Training opportunities both through Mountain Line and through external education institutions. Support includes financial assistance as well as schedule flexibility to attend courses.
- Employee Assistance Program that provides 12 1-hour counseling appointments on personal matters including financial well-being.

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- Referral Program encourages employee to refer friends and community members for open operator positions with Mountain Line. Employees may receive as much as \$800 in bonuses for a referral that results in a hire.
- New employees have an opportunity to earn a stay on bonus of up to \$1500 for staying on with Mountain Line after completing the training program.
- Reward time can be granted by any supervisor to authorize an employee to take up to one additional day off as recognition for work above and beyond expectations.
- Recognition cards and movie tickets are available to express thanks and appreciation for staff that step up to help or perform work above and beyond. These cards range in value from \$5 to \$25 and are available to managers and supervisors.
- Assistance with CDL permit and physical costs during employment.
- Tool allowance is provided to maintenance staff members as well as assistance for steel toed boots and safety glasses.
- Uniforms are rented or purchased for many of our positions to ensure quality laundry and good repair conditions.
- Wellness room and equipment are provided to promote employee health and wellness, at main office and in our Downtown Connection Center breakroom.
- Employee computer stations are available at main office and in our Downtown Connection Center breakroom.

The draft budget for FY2023 includes the pay plan as adopted in March of 2020 and allows for the increase to premiums to be shared by Mountain Line and the employee as in prior year.

### **FISCAL IMPACT:**

Staff are not recommending any action and there is no expected fiscal impact to this education effort.

### **ALTERNATIVES:**

No action is recommended; however, the Board may provide direction on additional information needed or on budget items as presented.

### **TAC DISCUSSION:**

The Transit Advisory Committee had no questions for staff after the information was presented by staff.

### **SUBMITTED BY:**

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Heather Dalmolin  
CEO and General Manager

### **ATTACHMENTS:**

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TAC Agenda Packet  
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1. FY2023 Draft Workforce Budget
2. Description of Benefits
3. 2.2 Benefit Eligibility

-available at the meeting  
-page 16  
-pages 17-18

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## DESCRIPTION OF BENEFIT PROGRAMS

ASRS: All employees that are full time or that are scheduled to work more than 20 hours a week are enrolled in ASRS and ASRS Long Term Disability plans. NAIPTA and employees contribute matching amounts into the employees account.

Health: Employees are offered 3 plan options with 3 tiers per plan through the Northern Arizona Public Employee Benefit Trust (NAPEBT). All regular employees in full time positions and variable hour employees that work an average of 30 hours or more (ACA rules), must enroll in health insurance unless they can provide proof of other coverage. The 3 plans are: Base plan with \$1,000 deductible, Buy Up plan with \$750 deductible, and High Deductible Health Plan (HDHP) with \$2,000 Deductible. The HDHP plan is accompanied by a Health Savings Account (HSA).

- Employees can also choose which tier they would like: employee coverage, employee plus one family member (spouse or child), or employee plus family.
- NAIPTA pays 95% of employee only coverage for Base plan and 100% of HDHP with a deposit of the difference of the NAIPTA contribution to the Base plan premium to the employee's HSA. HDHP premium is less than the Base plan premium.
- An employee electing the Buy Up plan will pay the difference in cost between Base and Buy Up plans.
- All regular employees and variable hour employees that meet the ACA rules are able to earn an incentive towards their health premium from the NAPEBT Wellness Program.
- NAIPTA shares in additional cost for family plans. NAIPTA pays between 50% (base) and 65% (HDHP) of family cost depending on plan elected by employee.

Dental: Employees are offered 1 plan option with 3 tiers through the Northern Arizona Public Employee Benefit Trust (NAPEBT). Employees can waive dental coverage.

- Employees can also choose which tier they would like: employee coverage, employee plus one family member (spouse or child), or employee plus family.
- NAIPTA pays 100% of employee only coverage and employees are responsible for additional cost of family plans, if elected.

Vision: Employees are offered 2 plan options with 3 tiers per plan through the Northern Arizona Public Employee Benefit Trust (NAPEBT). Employees can waive vision coverage.

- The 2 plans are: Base Plan (exams only) and Buy Up (comprehensive) coverage.
- Employees can also choose which tier they would like: employee coverage, employee plus one family member (spouse or child), or employee plus family.
- NAIPTA pays 100% of employee only coverage for the Base plan and employees are responsible for 100% of additional cost of family coverage or Buy Up plans.

Life: Employees receive a \$40,000 Term life insurance policy and \$40,000 AD&D policy that is 100% paid for by NAIPTA. Employees can buy additional coverage for self, spouse, and children at 100% cost to the employee. Life Insurance plans are portable if employees wish to continue the plan after leaving their role at NAIPTA.

Additional benefits available: There are additional elected benefits NAIPTA employees can select. The employee is responsible for 100% of the cost: Flexible Spending Account (FSA), Deferred Compensation, Short Term Disability Insurance, Accidental Insurance, and Cancer Insurance.

## **2.2 BENEFIT ELIGIBILITY**

It is the policy of Mountain Line to adopt eligibility standards for employees based on status of position and scheduled hours of work. The following benefits are currently offered to employees of Mountain Line. Some of the following benefits are more fully described in a Summary Plan Description and/or formal plan document. This section of this Manual is not a Summary Plan Description for any benefit. Where Summary Plan Descriptions are required by federal law, they are available to you. In those cases, the summary in this section is designed only to introduce you generally to the benefit, not to contradict or vary the terms of the Summary Plan Description and/or formal plan document. You should refer to any applicable Summary Plan Description and/or formal plan document for the complete details on such benefits. Mountain Line reserves the right to modify or discontinue any benefits at any time and for any reason, including without limitation, budgetary concerns that necessitate, in Mountain Line's sole discretion, a change to the policy.

Regular full-time employees and variable, temporary, limited, and provisional appointments, who regularly work 30 hours or more per week are eligible and, in some cases, required to participate in Mountain Line's benefit package, subject to the terms, conditions, and limitations of each benefit program. The benefit package includes:

- Holiday pay and accrued paid leave (sick including wellness, vacation, anniversary, volunteer, military, jury duty) as per related policies
- Employee enrollment in Arizona State Retirement System with employer matching contribution at a level set annually by ASRS Employee enrollment in health, dental and vision plans with Mountain Line paying 100% of cost for employee coverage in basic plans, other plans are available with portion of costs shared by Mountain Line and employee
- Employee enrollment in Life Insurance and Accidental Death and Dismemberment plan with employer paying 100% of cost for employee coverage in \$40,000 policy
- Employee Assistance Program (EAP) provides access to professional providers offering legal services, financial assistance, and professional counseling to employees and their immediate family members.
- Annual Employee Transit Pass for employee and employee dependents. One additional annual pass for any other family member or friend.

There is also optional coverage available for dependents:

- Dependent enrollment in health plan with some cost sharing by Mountain Line
- Dependent enrollment in dental and vision plans at 100% cost to employee
- Additional voluntary Life Insurance for employee or dependents at 100% cost to employee

Regular part-time employees and variable, temporary, limited and provisional appointments, who work 20 to 29 hours per week are eligible and, in some cases, required to participate in Mountain Line's benefit package on a pro-rated basis, subject to the terms, conditions, and limitations of each benefit program. The benefit package includes:

- Holiday pay and accrued paid leave (sick including wellness, vacation, anniversary, volunteer, military, jury duty) as per related policies
- Employee enrollment in Arizona State Retirement System with employer matching contribution at a level set annually by ASRS Employee enrollment in health, dental and vision plans with Mountain Line paying 100% of cost for employee coverage in basic plans, other plans are available with portion of costs shared by Mountain Line and employee.

- Employee Assistance Program (EAP) provides access to professional providers offering legal services, financial assistance, and professional counseling to employees and their immediate family members (See Policy 2.1 Status of Position).
- Annual Employee Transit Pass for employee and employee dependents. One additional annual pass for any other family member or friend.

Part-time employees and variable, temporary, limited, and provisional appointments, who work less than 20 hours per week are not eligible to participate in Mountain Line's benefit package.

- Annual Employee Transit Pass for employee and employee dependents. One additional annual pass for any other family member or friend.

Paid Intern-Montoya Fellowship: Student worker completing specific, short-term projects in the planning division by splitting work hours with a Mountain Line Community Partner receiving financial or material gain.

- Transit Bus pass for the duration of the internship

Paid Intern-No academic credit: Workers completing specific, short-term projects while assigned to specific departments within the organization but is not required to be enrolled in academic program for credit. The intern contributes time and energy for financial or material gain.

- Transit Bus pass for the duration of the internship

Unpaid Intern-Academic credit: Worker completing specific, short-term projects for academic credit with the local community college or university.

- Transit Bus pass for the duration of the internship

Unpaid Intern (Volunteer)-No Academic credit: Worker completing specific, short-term projects by donating his or her time and energy without receiving financial or material gain.

- Transit Bus pass for the duration of the internship

*This policy was updated and distributed on September 1, 2020.*





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**DATE PREPARED:** February 7, 2022

**MEETING DATE:** February 16, 2022

**TO** Honorable Chair and Members of the Board

**FROM:** Samuel Short, Safety Manager

**SUBJECT:** Reopening Plan Update

### **RECOMMENDATION:**

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

### **RELATED STRATEGIC PLAN OBJECTIVE**

- ❖ Goal: Enhanced Safety Culture
- ❖ Objective: Manage transportation facilities and amenities to support a safe environment for staff and customers.

### **BACKGROUND:**

This report is an update regarding Mountain Line's COVID-19 Reopening Plan (Reopening Plan) which was adopted by the Board of Directors in September 2020. The Reopening Plan was made with guidance from the Centers for Disease Control (CDC), Federal Transit Administration (FTA), state, and local entities.

### **CURRENT CONDITIONS:**

Mountain Line is currently in Phase 3 of the Reopening Plan, which mirrors the City of Flagstaff's current COVID-19 procedures. Phase 3 of the Reopening Plan outlines some of the following procedures and practices recommended by the CDC and Coconino County Health and Human Services (CCHHS):

- Continue to require employees and riders to wear face coverings, as directed by the Transportation Security Administrations, Security Directive 1582/84-21-01C
- Continue to encourage riders to maintain 6 feet distance
- Route Prioritization Plan/Pandemic Service Level Plan available if we are short staffed
- Maintain Cleaning Levels at Connection Centers, buildings, and vehicles
- Front lobby remains open for customer service
- Staff have returned to the office, but may occasionally work from home
- Updated CDC guidance has been recommended to all staff, specifically regarding the use of N95 face coverings and receiving a Booster Vaccination within 5 months of your initial vaccination.

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Mountain Line has recently been required to reduce service levels on Route 10 due to staffing shortages. These staffing shortages have been caused by an increase in bus operator illnesses, specifically COVID-19 illnesses. Staff are planning to increase service on Route 10 as of February 7<sup>th</sup>.

During the January 2022 TAC and Board meetings, CEO and General Manager, Heather Dalmolin, briefed members on the OSHA Emergency Temporary Standard (ETS), which required employers with 100 or more employees to enact COVID-19 vaccine/testing policies. The OSHA ETS was originally to become effective in January, however, the United States Supreme Court issued a temporary stay to the order. As of January 24<sup>th</sup>, 2022, OSHA has rescinded this order and it is no longer applicable to large employers.

### **FISCAL IMPACT:**

There is no fiscal impact, as it relates to this update. Additional changes to current phase 3 standards could have an impact on cost and fare dependent upon direction of the Board.

### **TAC DISCUSSION:**

The Transit Advisory Committee heard the report and there were no comments or discussion.

### **SUBMITTED BY:**

---

Samuel Short  
Safety Manager

### **APPROVED BY:**

---

Heather Dalmolin  
CEO and General Manager

### **ATTACHMENTS:**

None.

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**DATE PREPARED:** February 7, 2021

**MEETING DATE:** February 16, 2022

**TO** Honorable Chair and Members of the Board

**FROM:** Anne Dunno, Capital Project Manager & Jeremiah McVicker, Maintenance Manager

**SUBJECT:** Annual Update on the Bus Stop Program

### **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 5-year transit plan and make transit an attractive mode choice.
- ❖ Goal: Stewardship of Resources
- ❖ Objective: Maintain our facilities and equipment to demonstrate our pride in service excellence and maximize their useful life.

### **BACKGROUND:**

Mountain Line takes pride in our bus stop program. We provide riders a better transit experience with bus stops that are clean, safe, and attractive, while continuing to be good stewards of the public facilities by maintaining bus stops in a state of good repair.

The bus stop program includes rehabilitation of existing bus stops and development of future bus stops and/or amenity improvements related to route service expansions, development opportunities, and coordination with City roadway projects.

### **FY 2022 Bus Stop Rehabilitation:**

Based on the bus stop amenity age and condition, facilities staff plan to replace and/or repaint the following bus stops amenities by June 30, 2022:

- **Shelter Amenity Replacements: Cost ~\$107,000**
  - Route 2: Fanning/Lockett (Outbound)
  - Route 66: W. Route 66/Metz Walk
  - Route 4: Lone Tree/CCC

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- Route 14: Lone Tree/CCC
- Route 14: Lake Mary/High Country Trail

➤ **Logo Stop Repainting: Cost ~\$16,000**

- Route 66: Super Pawn (Inbound)
- Route 4: Lone Tree/Brannen
- Route 14: Lone Tree/Brannen
- Route 4: Lone Tree/Pine Knoll
- Route 14: Lone Tree/Pine Knoll
- Route 2: Lockett/King (Outbound)
- Route 14: Lone Tree/Franklin
- Route 14: Lake Mary/Walapai (Outbound)
- Route 3: Butler/Elden (Outbound)
- Route 4: Lake Mary/Mohawk
- Route 14: Lake Mary/Mohawk

There is approximately \$17,000 of budget capacity remaining to be held as contingency for pad replacement and permitting fees. If confirmed that no horizontal work is required, an additional rehabilitation item may be added.

### New Bus Stop Development

There are no new bus stops and/or amenity upgrades planned for this fiscal year. The draft Mountain Line FY2023-FY2027 5-Year Capital Improvement Plan (CIP) identifies the following new bus stop and associated infrastructure developments:

#### FY2023 (Pending budget approval)

➤ **Bus Stops (Phase 1): Route 8 Extension - Woody Mountain Road**

\$66,000 is estimated in the CIP for the permitting of initial “sign only” stops. Fully improved bus stops (example: shelters, logo stops, and bus pullouts) would be implemented as part of a W. Route 66 Corridor Plan led by either ADOT, MetroPlan or the City. Extensive Mountain Line investment in bus stop development without a plan is not recommended due to the financial risk of tear out. Phase 2 for fully developed Route 8 bus stops is estimated at \$468,000 as identified in FY2025 of Mountain Line’s 5-Year CIP.

➤ **Bus Stops & Bus Only Lanes: Beulah Extension**

\$260,000 is estimated in the CIP for Mountain Line’s share of the City’s design and construction of “bus-only” lanes and two bus stops on the Beulah Extension Project. Mountain Line and the City are developing an IGA that will be forthcoming in 2022.

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### ➤ **Bus Stop: Route 66 (Tacos Los Altos – TLA)**

\$75,000 is estimated in the CIP for improvement at the TLA stop. Transit Guidelines recommend a bus shelter at this location. The project would be contingent on grant funding opportunities and the ability to obtain a transit easement from the adjacent property owner.

## **FY2024 (Pending future grant and/or partnership opportunities)**

### ➤ **Bus Stops – NAH route extension**

\$780,000 is estimated in the CIP for development of five bus stops and associated bus pullouts. NAH is currently in the permitting process with the City to move from their current location to the Fort Tuthill area on Beulah Avenue. Mountain Line is working with the City and NAH to identify a future route to NAH and secure operational assistance through the NAH Development Agreement.

### ➤ **Bus Stops – Route 3 Butler Corridor East**

\$125,000 is estimated in the CIP for four shelter amenity packages for installation at future new bus stops integrated into the City's Butler East Corridor Improvement Project. It is anticipated the City will design and construct the bus stops, integrating transit improvements into the City's overall project, and Mountain Line will purchase and install the shelter amenities.

### ➤ **Bus Stop – Route 4 (Lake Mary/Mohawk)**

\$31,000 is estimated for contribution towards a new bus stop pad and shelter amenity package in coordination with the adjacent private development.

## **Determining Bus Stop Amenities**

Mountain Line uses several factors when determining placement of bus stop amenities, including equity. A map showing amenity distribution was presented to the Board in January 2019 to review for equity and fairness regarding the distribution of amenity types (shelter, logos stop, unimproved ("sign-only") in the Mountain Line bus stop network. Analysis of amenity distribution shows that Mountain Line's bus stop network includes approximately 50% bus shelters (80 total) with a balanced distribution of overall amenities between the east and west side of town. The distribution map has not changed since 2019.

In September 2019, the Mountain Line Board adopted the Mountain Line Transit Guidelines, a planning tool and framework to guide both the internal and external decision-making to integrate transit into the built environment. The Guidelines provide a tool to recommend bus stop types, such as a shelter or logo stop, with scoring criteria such as ridership, land use density and proximity to community spaces.

Two other key factors for bus stop development are: 1) available right-of-way, and 2) budget. Right-of-way limitation is the biggest barrier to maximizing amenities at a stop location. Shelter pads typically do

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not completely fit within the public right-of-way. Mountain Line negotiates with the private property owners for the transit easement agreements to build bus shelters or logo stops. Mountain Line does not typically acquire “fee simple” ownership of the property needed for the bus stops. In other words, Mountain Line does not purchase and own the property that the pad is built on. Instead, Mountain Line typically obtains a perpetual (runs with the land) easement for transit use. This provides flexibility should Mountain Line need to make route/stop changes. Mountain Line can remove a bus stop, return the space to prior condition, and abandon the transit easement without needing to address land disposition.

In recent years, we have been unable to improve bus stop amenities in areas warranting better stop types because we do not have adjacent owners willing to provide a transit easement simply out of good will. Staff are developing an easement policy to outline a transparent and consistent approach to acquiring easements that may include an offer to purchase the transit easement for fair market value. This policy will be available for the Board’s consideration at a future date.

### **FISCAL IMPACT:**

Mountain Line receives an annual apportionment of Section 5307 and Surface Transportation Block Grant (STBG) funds with estimated value ranging from \$103,000 - \$140,000 including local match that has historically been dedicated to the Bus Stop Rehabilitation Program. FY2022 bus stop rehabilitation budget capacity is \$140,246. There is no FY2022 budget available for bus stop upgrades.

In addition to these funds, Mountain Line may budget additional funds for specific improvements by partnering with the City through capital projects, seeking grant opportunities for route expansions and transit infrastructure associated with private development in order to maximize the budget for the bus stop program.

### **TAC DISCUSSION:**

The Transit Advisory Committee was supportive of developing an easement policy.

### **SUBMITTED BY:**

\_\_\_\_\_  
Anne Dunno, Capital Project Manager  
Jeremiah McVicker, Maintenance Manager

### **APPROVED BY:**

\_\_\_\_\_  
Heather Dalmolin  
CEO and General Manager

### **ATTACHMENTS:**

- |   |              |
|---|--------------|
| 1. Bus Stop Amenity Location Map – 2019 | -page 25     |
| 2. FY2022 Bus Stop Rehabilitation Maps  | -pages 26-27 |

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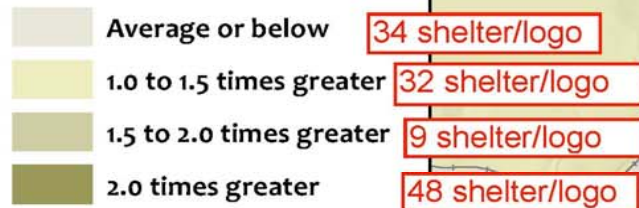


## Bus Stop Amenity Locations

### Poverty Status

Percentage of families whose income in the past 12 months was below the poverty level

Regional Average 19.2%

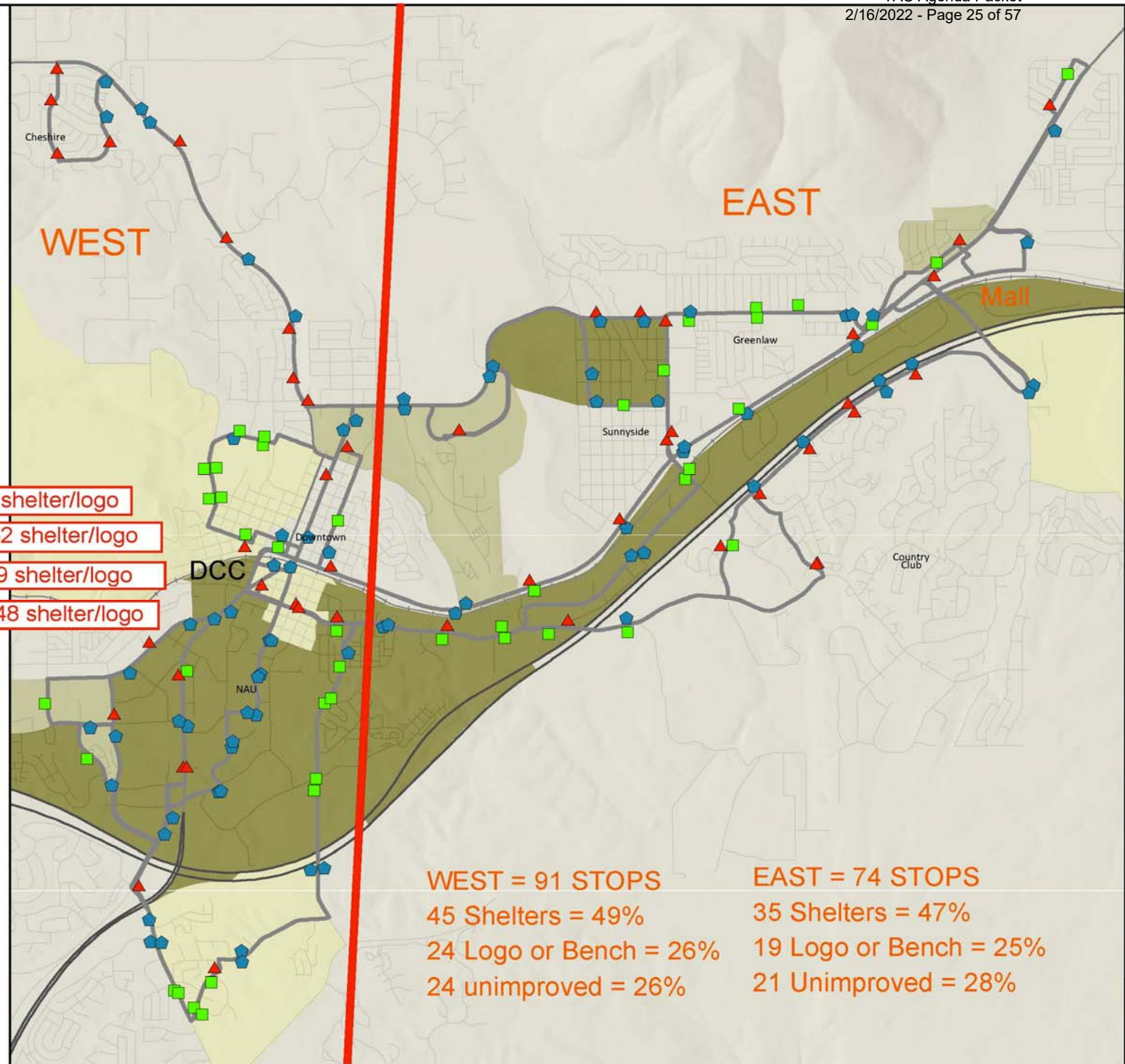
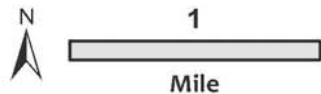


### Stop Amenities

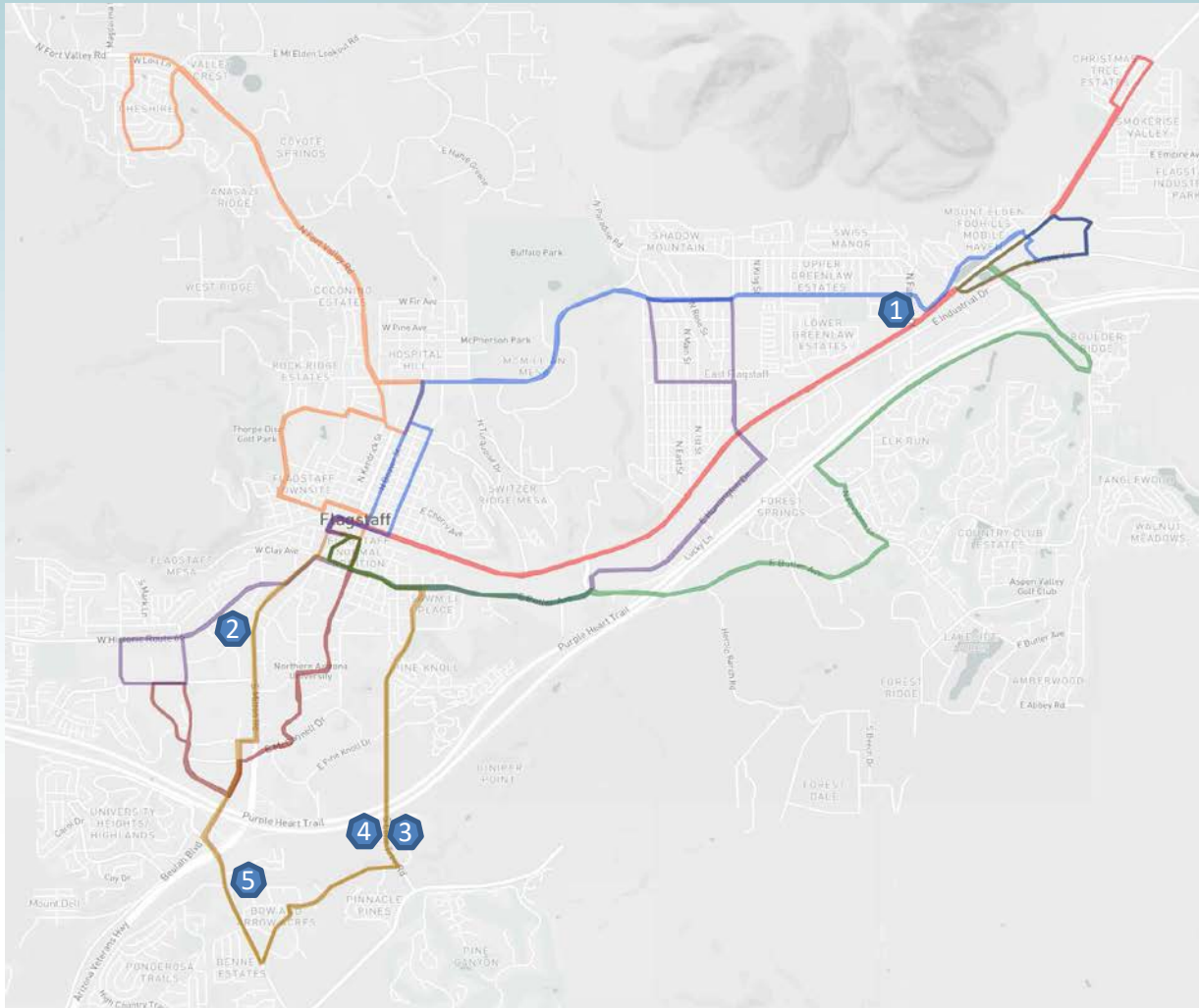
Reflects NAIPTA amenity conditions as of December 2018

- Logo/bench
- ◆ Shelter
- ▲ No amenities
- Bus routes

Source:  
U.S. Census Bureau  
2012-2016 5-Year  
American Community Survey



# FY2022 Bus Stop Rehabilitation Program



## 1) Fanning/ Lockett Eastbound

Remove and dispose of existing Summit shelter.  
Install new Small shelter, bench, bike rack, and trash can.

## 2) 66/ Metz Walk Eastbound

Remove and dispose of existing Tolar shelter.  
Install new Small shelter, bench, and trash can.

## 3) Lone Tree Rd./ C.C.C. Northbound

Remove and dispose of existing Coconino Community College shelter.  
Install new Standard shelter, bench, bike rack, and trash can.

## 4) Lone Tree Rd./ C.C.C. Southbound

Remove and dispose of existing Summit shelter.  
Install new Small shelter, bench, bike rack, and trash can.

## 5) Lake Mary/High County Northbound

Remove and dispose of existing Summit shelter.  
Install new Small shelter, bench, bike rack, and trash can.

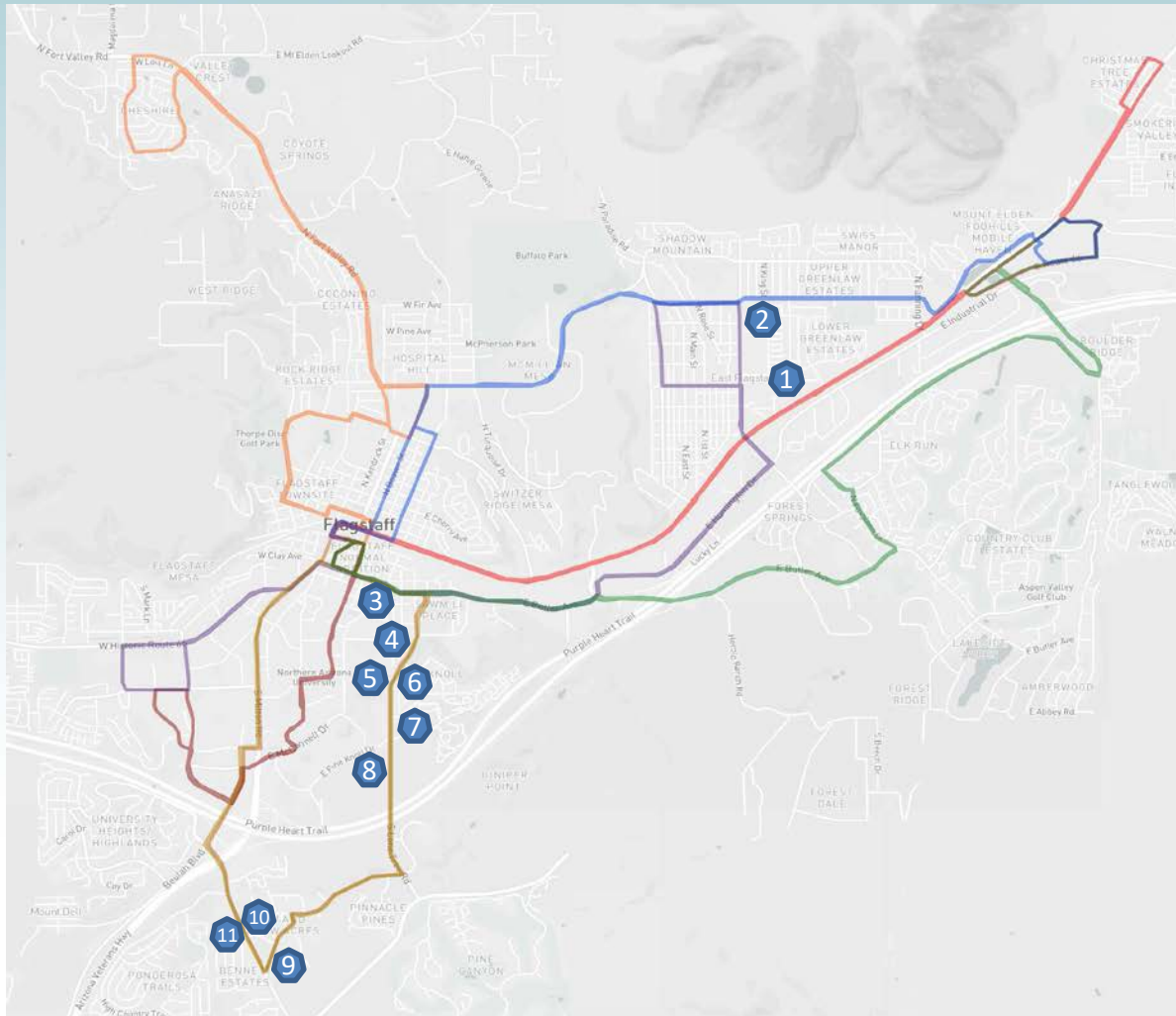


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# FY2022 Bus Stop Rehabilitation Program



- 1) 66 /super pawn Eastbound**  
Removed, Rehab of existing Logo stop and than reinstall.
- 2) Lockett/ king Eastbound**  
Removed, Rehab of existing Logo stop and than reinstall.
- 3) Butler/ Elden out Eastbound**  
Removed, Rehab of existing Logo stop and than reinstall.
- 4) Lone Tree/ Franklin Southbound**  
Removed, Rehab of existing Logo stop and than reinstall.
- 5) Lone Tree/ Brannen Southbound**  
Removed, Rehab of existing Logo stop and than reinstall.
- 6) Lone Tree/ Brannen Northbound**  
Removed, Rehab of existing Logo stop and than reinstall.
- 7) Lone Tree/ Pine Knoll Northbound**  
Removed, Rehab of existing Logo stop and than reinstall.
- 8) Lone Tree/ Pine Knoll Southbound**  
Removed, Rehab of existing Logo stop and than reinstall.
- 9) Lake Mary/ Walapai Southbound**  
Removed, Rehab of existing Logo stop and than reinstall.
- 10) Lake Mary/ Mohawk Northbound**  
Removed, Rehab of existing Logo stop and than reinstall.
- 11) Lake Mary/ Mohawk Southbound**  
Removed, Rehab of existing Logo stop and than reinstall.



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**DATE PREPARED:** February 4, 2022

**MEETING DATE:** February 16, 2022

**TO:** Honorable Chair and Members of the Board

**FROM:** Estella Hollander, Mobility Planner

**SUBJECT:** Mountain Line GO! Quarterly Update

### **RECOMMENDATION:**

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

### **RELATED STRATEGIC WORKPLAN OBJECTIVE**

- ❖ Goal: Service Excellence
- ❖ Objective: Deliver service enhancements that are in line with our 5-year transit plan and make transit an attractive mode choice.

### **BACKGROUND:**

Mountain Line launched Mountain Line GO! on November 1, 2021. This program is a microtransit pilot serving the Huntington and Industrial corridor. Microtransit is a flexible transportation option which does not use fixed routes or stops, and rides can be hailed on-demand through an app or call-in option. This area has been an identified transit gap for several years in Mountain Line's planning processes and was included in the On-Demand Feasibility Study. This area has a high need for mobility options since this area houses many non-profits, human service agencies, and clinics. This area has poor transit access with railroad tracks to the north and Interstate 40 to the south, causing physical barriers to accessing existing transit nearby. The Huntington and Industrial area is a major destination for many of Mountain Line's most vulnerable passengers who must travel one mile—sometimes without sidewalks and bikes lanes—to access nearby bus stops.

Mountain Line received the Community Transportation Association of America's (CTAA's) Transit Planning 4 All, Inclusive Mobility On-Demand Grant to fund this pilot. The grant is one-time funding and will expire on June 30, 2022.

#### ***Outreach and Marketing***

Since launching the pilot on November 1<sup>st</sup>, staff have conducted the following outreach and marketing activities. Staff distributed over 600 flyers to organizations, conducted an email campaign, social media posts, presentations at Commission on Inclusion and Adaptive Living, Continuum of Care, and Northern Arizona Community of Practice Transition Team. In addition, staff also conducted nine outreach events in December and January at the following organizations: Northland Family Help Center, Flagstaff Shelter Services, Hozhoni Foundation, Flagstaff Family Food Center (Kitchen and Wearhouse), East Side

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Library, and Hope Lives. During these outreach events, staff are educating potential riders and staff how to download and use the app and are giving away complimentary rides via promo codes to test out the service. Mountain Line is also providing eight organizations located within the Huntington and Industrial corridor and surrounding area with promo codes so staff can continue to distribute complimentary rides to introduce the service to clients as part of our marketing efforts.

### *Ridership and performance measures*

	November	December	January
Boardings	12	62	131
People with first trip	8	10	16
Reoccurring riders	4	12	23
Average wait time	2.74 minutes	17 minutes	17 minutes
On-time pick-ups	100%	92%	100%
Trips booked with App	70%	42%	70%
Average customer review	100%	100%	93%

### *Next Steps*

Mountain Line staff will continue to conduct outreach events and marketing efforts to promote this service. While ridership has been increasing month over month, majority of the trips are going to or from Flagstaff Shelter Service, so outreach efforts will focus on reaching out to other organizations in the corridor to promote ridership. Staff are also continuing to call riders who have been calling in to book to their ride to make sure the rider is aware of the app option and help answer any questions. A rider satisfaction survey will be conducted in March to understand how this service meets the transportation needs in the area and identify potential changes to the program.

### *Airport Service*

Mountain Line has identified enough grant funding to expand Mountain Line GO! and test this new transportation option in another area in Flagstaff. Mountain Line has coordinated with the City of Flagstaff for this new pilot area to serve Flagstaff Pulliam Airport and adjacent businesses. The trip must have an origin or destination with the airport (or nearby business), and riders can be pick-up or dropped-off anywhere in the Flagstaff City limits. Employees at the industrial park near the airport, including Joy Cone and T-Gen, can also use this service to get to and from work. This service is anticipated to launch on March 1st and will operate until the end of the grant period, which is June 30<sup>th</sup>. This pilot will provide useful data on how to serve the airport and nearby employers with public transportation in the future.

### **FISCAL IMPACT:**

Mountain Line received \$300,000 in federal funds for the planning and implementation of Mountain Line GO!. There are no local funds required for this grant opportunity. The grant funds will pay for the capital and operational expenses of planning and implementing this service. As of December 2021, we have spent \$51,333 of the grant funds, leaving \$248,666 to support the existing pilot and expansion until the end of June.

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### **TAC DISCUSSION:**

The Transit Advisory Committee was supportive of the Mountain Line GO! pilot and the expansion to the airport.

### **SUBMITTED BY:**

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Estella Hollander  
Mobility Planner

### **APPROVED BY:**

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Heather Dalmolin  
CEO and General Manager

### **ATTACHMENTS:**

None.

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**DATE PREPARED:** February 8, 2022

**MEETING DATE:** February 16, 2022

**TO** Honorable Chair and Members of the Board

**FROM:** Brody Smith, Associate Transit Planner

**SUBJECT:** FY2022 2<sup>nd</sup> Quarter Performance Report

### **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:**

As part of Mountain Line's regular review of financial and performance data, staff has prepared the FY2022 2nd Quarter Performance Report to illustrate both financial and service performance for the period of October through December 2021. The report includes a projection of performance data (ridership, miles, and hours) as well as a review of financial data. The report compares current performance to: 1) prior year, 2) current year goals, and 3) future year goals. The performance measures identified are the benchmarks, as approved in 2015, by Mountain Line's Transit Advisory Committee and Board of Directors, as measurements to be used for reporting system data in a uniform manner.

### **Mountain Line Services - Strategic Measures**

#### **FY2022 Financial and Performance Goals**

	2019 Actual	2020 Actual	2021 Actual	2022 Goals	2022 Projected	FY2025 Goals	FY2029 Goals
<b>Fixed Route - Bus</b>						3 yrs	7 yrs
Annual Boardings	2,541,353	2,097,814	924,728	1,252,561	1,398,742	2,541,353	2,644,542
Cost per Passenger	\$ 2.91	\$ 3.64	\$ 8.63	\$ 6.92	\$ 6.58	\$ 4.08	\$ 4.23
Cost per Service Hour	\$ 98.14	\$ 109.52	\$ 109.66	\$ 112.62	\$ 121.71	\$ 137.04	\$ 148.08
Passengers per Hour	33.77	30.09	12.71	16.27	18.51	33.62	34.99

- At the conclusion of FY2021 Mountain Line ridership declined around 50%.
- In FY2022 staff is projecting ridership loss to be 45% of FY2019 ("normal") totals.
- The Operator shortage has caused Mountain Line to reduce service, resulting in reduced trips.

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	2019	2020	2021	2022	2022	FY2025	FY2029
	Actual	Actual	Actual	Goals	Projected	Goals	Goals
<b><u>Demand Response - Paratransit</u></b>							
Trips Per Hour	3.02	3.40	2.61	3.05	1.86	1.86	1.86
Cost per Trip	\$ 46.05	\$ 54.60	\$ 55.69	\$ 44.11	\$ 68.12	\$ 66.57	\$ 72.05
Cost per Hour	\$ 139.10	\$ 185.50	\$ 189.21	\$ 134.63	\$ 126.81	\$ 123.91	\$ 134.12

- Paratransit ridership is down with clients choosing other rideshare programs (i.e., taxi program) which are becoming more popular and assist in reducing Paratransit trips which are costly to provide.
- Additionally, many services and day centers have had limited hours or closures, reducing demand.

	2019	2020	2021	2022	2022	FY2025	FY2029
	Actual	Actual	Actual	Goals	Projected	Goals	Goals
<b><u>Taxi Program - City</u></b>							
Cost per Trip	\$ 14.50	\$ 16.42	\$ 21.99	\$ 17.52	\$ 20.28	\$ 15.00	\$ 15.00
Total Trips/Vouchers	7,116	6,875	4,732	5,118	5,408	7,030	9,140
<b><u>Taxi Program - County</u></b>							
Cost per Trip	\$ 26.94	\$ 26.47	\$ 31.80	40.22	\$ 26.66		
Total Trips/Vouchers	954	929	661	996	756		

- City and County Taxi Programs are down but remain the prime choice for paratransit eligible customers due to individualized service.
- We are starting to see recovery of ridership; however, many employment and meal centers are at limited capacity, and some had partial closures due to the recent spike in COVID cases and CDC Guidance.
- Taxi program option is provided at a lower cost than that of Paratransit.

	2019	2020	2021	2022	2022	FY2025	FY2029
	Actual	Actual	Actual	Goals	Projected	Goals	Goals
<b><u>Vanpool Program - County</u></b>							
Cost per Trip	\$ 4.23	\$ 3.86	\$ 6.50	\$ 6.61	\$ 5.16	\$ 4.63	\$ 4.63
Trips	9,442	8,922	8,646	8,438	8,565	9,422	10,364

- Steady participation due in part to the unique user base, most cannot work from home and are most likely healthcare staff.
- An average of five vans in service per day during the measurement period.
- There has been some reduced demand that is most like due to social distancing requirements/preferences.

### **FISCAL IMPACT:**

There is no fiscal impact related to the performance. Changes in service as a result of concerns with performance could have financial consequences in future years.

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### **TAC DISCUSSION:**

Transit Advisory Committee members appreciated the update.

### **SUBMITTED BY:**

---

Brody Smith  
Associate Transit Planner

### **APPROVED BY:**

---

Heather Dalmolin  
CEO and General Manager

### **ATTACHMENTS:**

1. Graphs

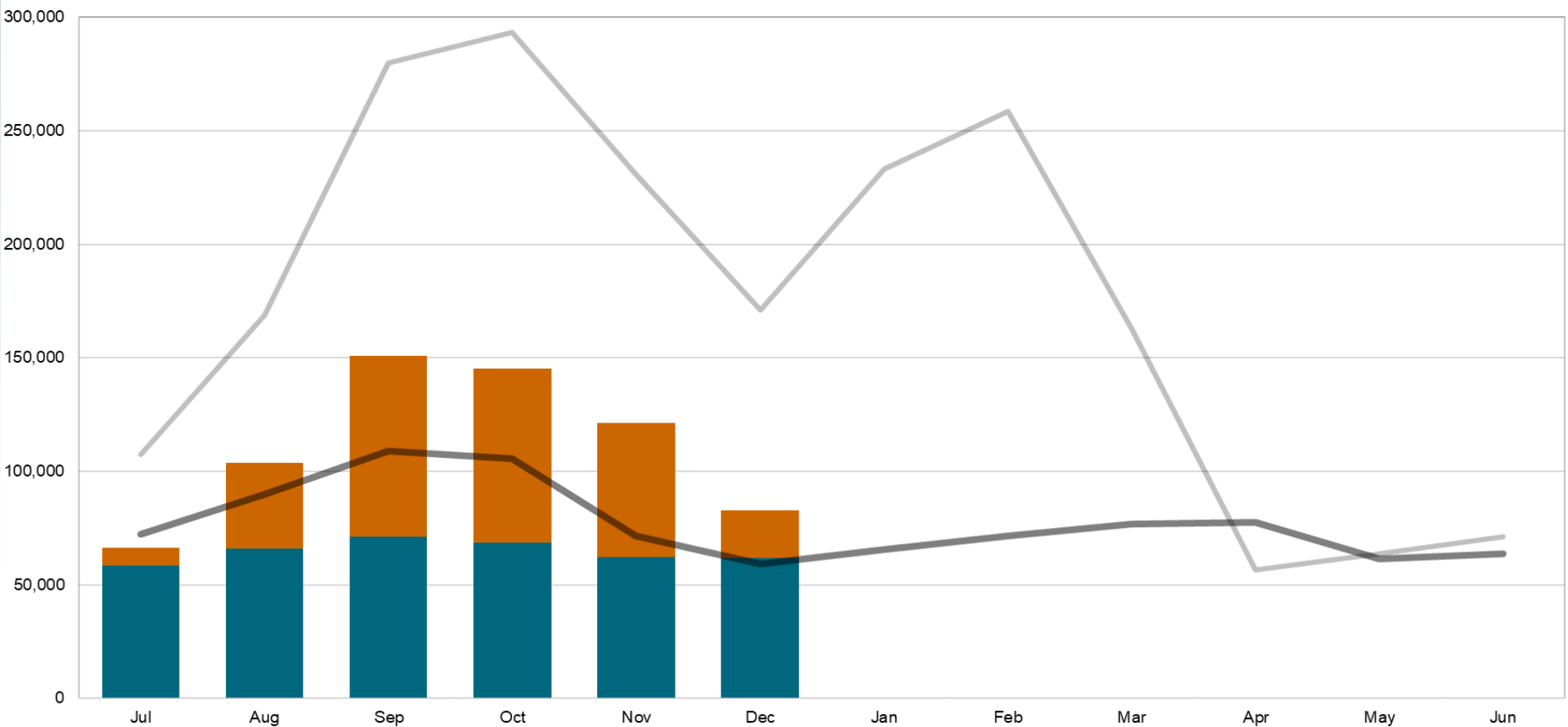
-pages 34-39

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# Mountain Line Fixed Route

The orange top represents **Route 10** and the blue bottom represents the rest of **Mountain Line**  
Bars - current fiscal year. Lines - previous fiscal years (lighter, older).



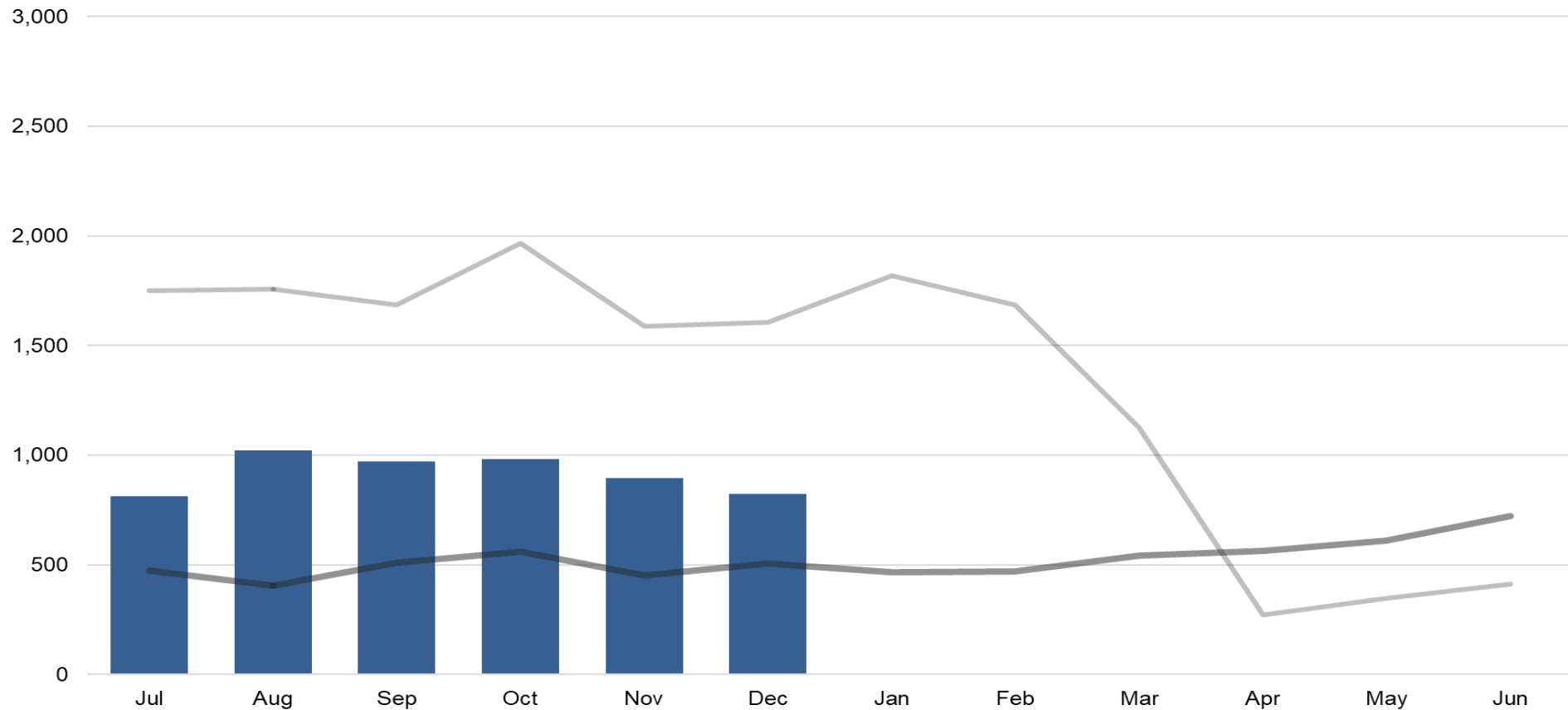
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# Paratransit

Bars - current fiscal year. Lines - previous fiscal years (lighter, older).

FY20 FY21 FY22



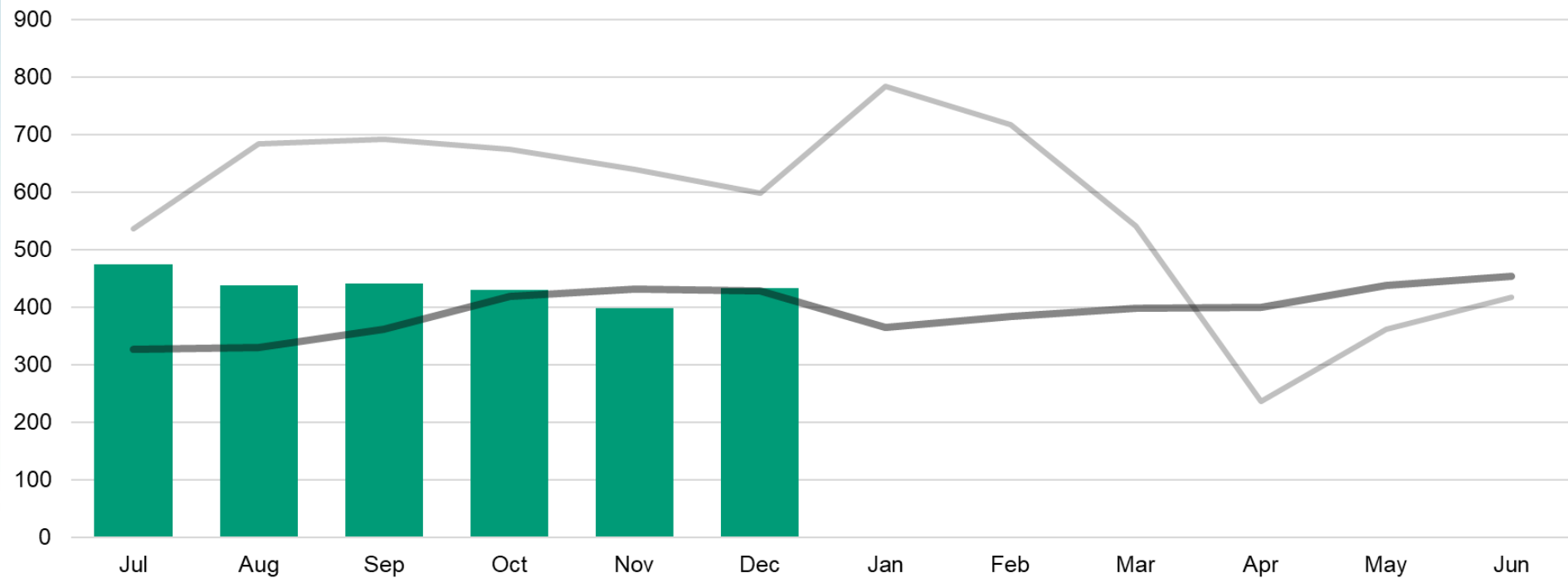
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# City Taxi Program

City of Flagstaff Trips  
Bars - current fiscal year. Lines - previous fiscal years (lighter, older).  
FY20 FY21 FY22

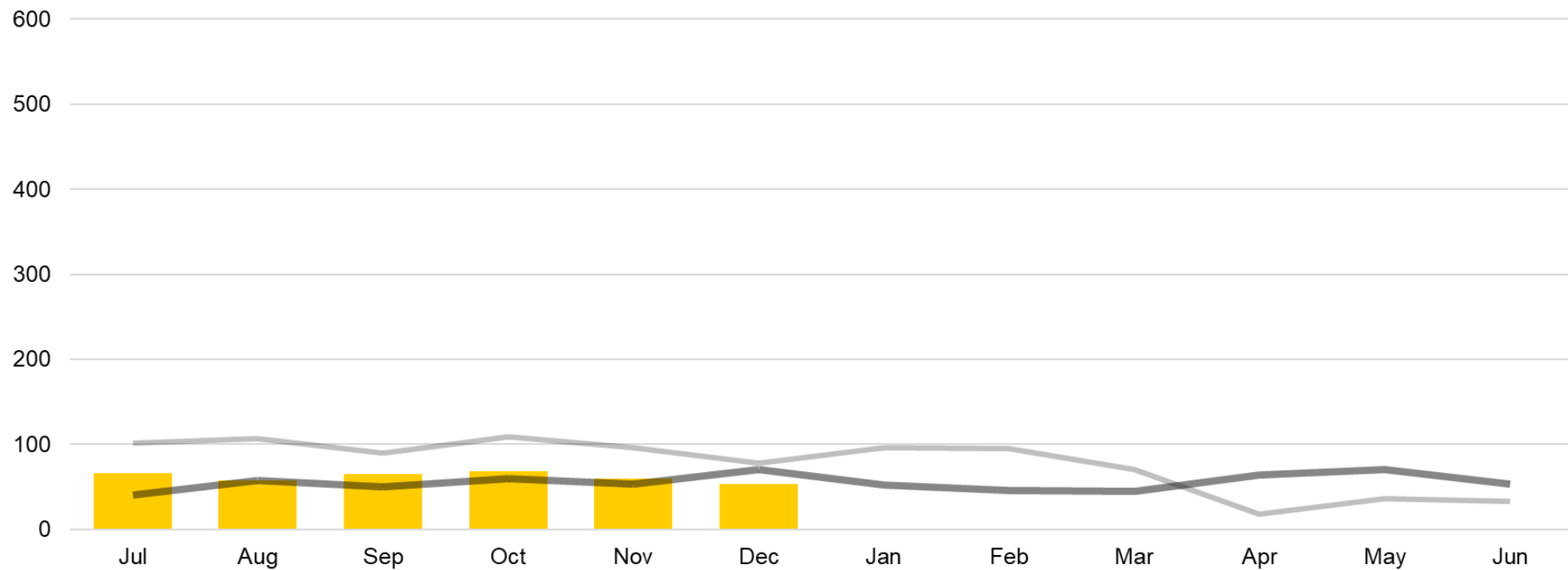


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# County Taxi Program

Coconino County Trips  
Bars - current fiscal year. Lines - previous fiscal years (lighter, older).  
FY20 FY21 FY22



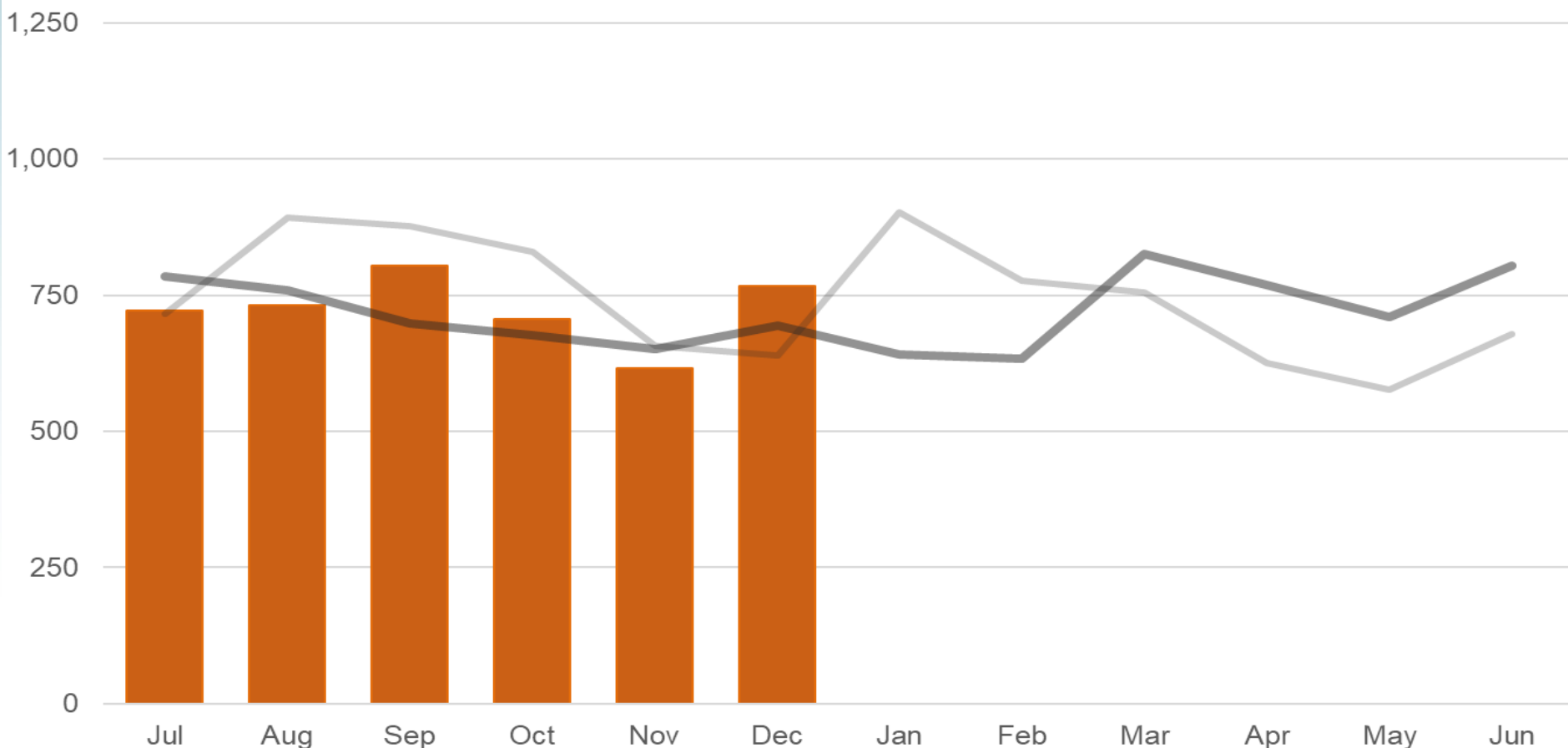
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# Vanpool

Bars - current fiscal year. Lines - previous fiscal years (lighter, older).

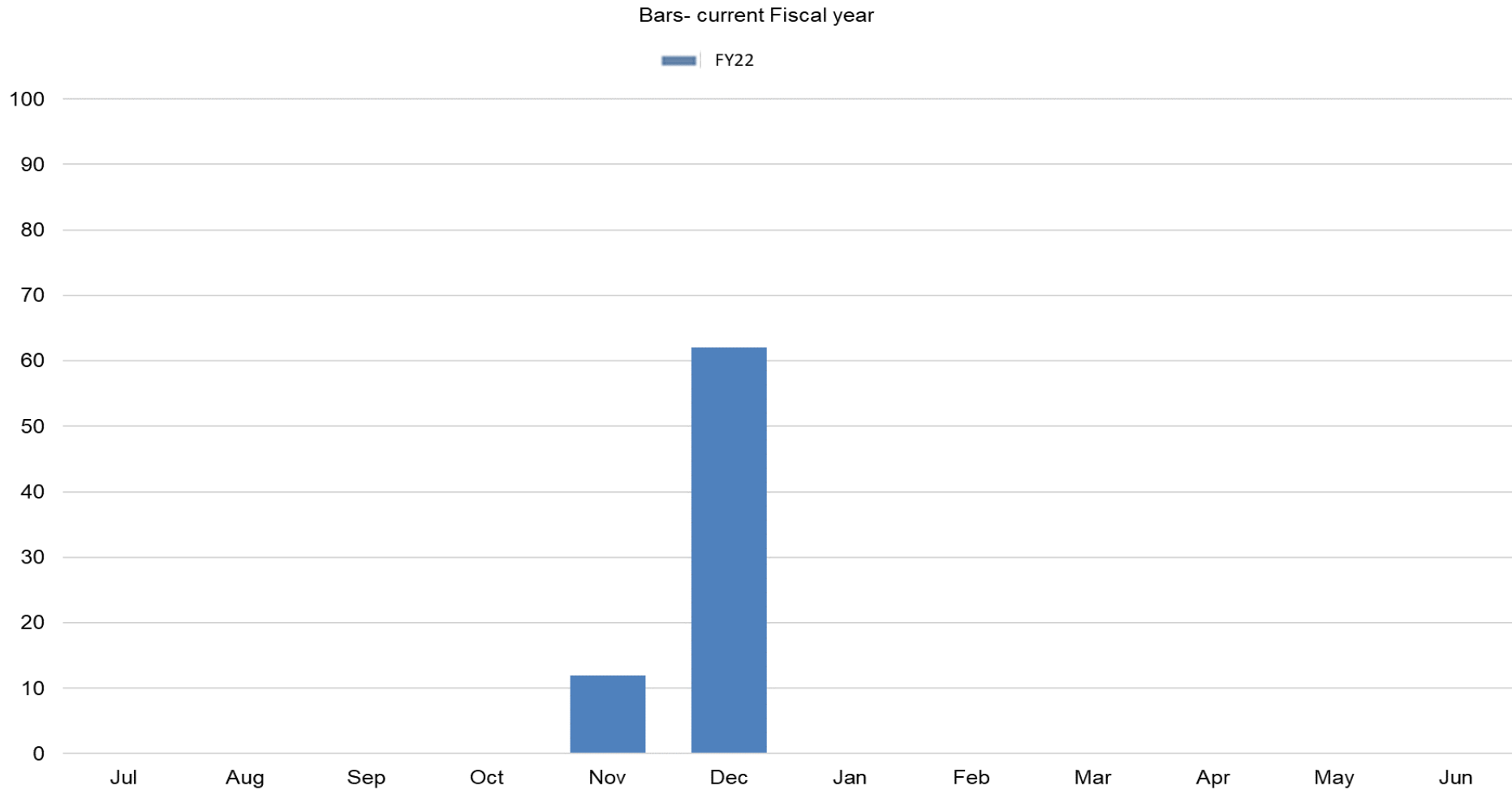
— FY20 — FY21 — FY22



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# Microtransit



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**DATE PREPARED:** February 8, 2022

**MEETING DATE:** February 16, 2022

**TO** Honorable Chair and Members of the Board

**FROM:** Bizzy Collins, Transit Planner

**SUBJECT:** Flagstaff in Motion, A Community Transit Plan

### **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. In October, staff presented a transit needs assessment that was guided by public input and a technical analysis using census data on homes, jobs, low-income households, and minority households. Some needs identified by the public overlapped with the technical analysis, and others did not. A recap of the needs assessment will be presented and is attached for reference.

The transit needs assessment has informed the development of service improvements. Evaluation of the existing system is used as a baseline to gauge effectiveness of proposed scenarios in moving the needle toward established goals; evaluation criteria are attached demonstrating how goals are measured. In February, draft improvements and scenarios will be presented with evaluation results and corresponding funding measures. Staff is seeking feedback from the Board of Directors on the presented material to shape what the public will see for the next phase of public engagement.

### **FISCAL IMPACT:**

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

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### **TAC DISCUSSION:**

Transit Advisory Committee members recommended better ways to present technical information and staff have updated slides accordingly.

### **SUBMITTED BY:**

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Bizzy Collins  
Transit Planner

### **APPROVED BY:**

---

Heather Dalmolin  
CEO and General Manager

### **ATTACHMENTS:**

- |                        |              |
|------------------------|--------------|
| 1. Prioritized Needs   | -pages 42-43 |
| 2. Evaluation Criteria | -pages 44-45 |

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## Prioritized Needs

Rank	Prioritized Needs	Technical Analysis Score	Public Input Score	Normalized Score	Operational issues to fix?	Adequate transit service or access?	What is the problem we are trying to solve?
1	Route 66	4.5	9	10		No	1. Peak & off-peak frequencies are low for density and demographics it serves. 2. Some coverage gaps along route.
4	West Route 66, north side (Railroad Springs, West Village, Crestview)	18.5	22.5	9.03		No	Majority of area is beyond 1/4 mile walkshed.
5	Route 7	6.83	5	8.76	Yes	No	1. Adjust layover/timetables for OTP, Operator break, ZEB charging (+1 minute). 2. Off-peak frequency low for density and demographics it serves. 3. Shorter weekday span than other routes.
6	Route 2	4.33	7	8.39		No	McMillian Mesa land use and current and future developments support regular transit service, not a deviation during school days.
7	Route 10	8.16	3	8.27	Yes	Yes	1. Adjust layover/timetables for ZEB Charging + 2 minutes 2. Do we need to be running the peak service for the span of hours, can we be more strategic about it?
8	Lower Greenlaw Estates (East Flagstaff)	26	11.25	8.15		No	Small area in the center farther than 1/4 mile to Routes 2, 7, or 66.
9	West Route 66, south side (Presidio, Timber Sky, Boulder Point)	14.5	22.5	8.09		No	Majority of area is beyond 1/4 mile walkshed.
11	Greenlaw Townhomes (East Flagstaff)	25.5	11.25	8.03		No	Small area in the center farther than 1/4 mile to Routes 2, 7, or 66.
12	Upper Greenlaw Estates (East Flagstaff)	23	11.25	7.45		Yes, within 1/4 mile walkshed.	
13	Ponderosa Trails / Airport	7	27	7.39		No	No transit within 1/4 mile walkshed.
14	Sunnyside (East Flagstaff)	22	11.25	7.21		No	Small area in the south farther than 1/4 mile to Routes 7 or 66.
15	Route 4	5.66	4	7.16	Yes	No	1. Zeb needs +1 minute. 2. Gaps in bus stop spacing.
16	Route 5	1.16	8	6.79		No	1. Hourly service not attractive/hard to use. 2. Shorter weekday span than other routes.
17	Route 3	2.83	6	6.54		No	1. Gaps in bus stop spacing. 2. Fourth Street south of I-40 land use and current and future developments support regular transit service, not a deviation during school days.
18	Huntington/Industrial	17.5	11.25	6.16		No	No transit within 1/4 mile walkshed.
19	University Heights (South of I-40)	10.5	18	6.1		No	Majority of area is beyond 1/4 mile walkshed.
20	Doney Park	3.5	24.75	6.05		No	1. Short term - Provide a way to utilize the transit system in City limits. 2. Long term some level of service if funding can be secured.





21	Route 14	6.16	2	6.04	Yes	Yes	Can't achieve 30-minute runtime during peak.
22	Switzer Canyon	19.5	6.75	5.58		No	Area is beyond 1/4 mile walkshed.
23	McMillian Mesa	19	6.75	5.46		No	McMillian Mesa land use and current and future developments support regular transit service, not a deviation during school days.
24	Kachina Village	4	20.25	5.11		No	1. Short term - Provide a way to utilize the transit system in City limits. 2. Long term some level of service if funding can be secured.
24	Smokerise	13	11.25	5.11		Yes	Majority of area in 1/4 mile walkshed, all covered in 1/2 mile walkshed
26	Route 8	5.83	1	5.06			Shorter weekday span than other routes.
27	South Country Club (Country Club Estates)	7.5	15.75	4.88		No	Majority of area is beyond 1/4 mile walkshed.
28	Pine Knoll / Rio Homes	22.5	0	4.7		No	Majority of area is beyond 1/4 mile walkshed.
29	South 4th Street & Butler Avenue area (Canyon Del Rio, Sinagua Heights, and Forest Springs)	10.5	11.25	4.53		No	1. Gaps in bus stop spacing. 2. Fourth Street south of I-40 land use and current and future developments support regular transit service, not a deviation during school days.
30	Swiss Manor (East Flagstaff)	21	0	4.35		Yes, within 1/2 mile walkshed.	
31	Cherry Hill	20.5	0	4.23		Yes, within 1/2 mile walkshed.	
32	Boulder Ridge (east of Country Club)	4.5	11.25	3.12		Yes, within 1/2 mile walkshed.	
33	Bellemont	2	13.5	3.06		No	1. Short term - Provide a way to utilize the transit system in City limits. 2. Long term some level of service if funding can be secured.
34	New Hospital	8.5	6.75	3.01		No	No transit within 1/4 mile walkshed. This issue is of critical importance to the Mountain Line Board, as public transit service to the largest medical facility in northern Arizona is a basic equity requirement and supports carbon neutrality goals. Access to Care is also a critical component and area of need of the Coconino County Health Improvement Plan.
35	NoHo	12	0	2.25		Yes, within 1/2 mile walkshed.	
36	Baderville	2.5	0	0.03		No	1. Short term - Provide a way to utilize the transit system in City limits. 2. Long term some level of service if funding can be secured.
	Reginal service - long term Winslow / Grand Canyon / PHX /	N/A	N/A	N/A		No	Service requests through Regional Policy - initiated from other communities/partners.

## EVALUATION CRITERIA

Goals	Evaluation Criteria	Metrics
<b>RIDER EXPERIENCE</b>  <i>Continue to improve the efficiency and reliability of transit services in northern Arizona</i>	Transit Efficiency	<ul style="list-style-type: none"> <li>Peak and off-peak hour headway of bus route</li> <li>On-time performance of bus route</li> <li>Span of service of bus route</li> </ul>
	Transfer Opportunities	<ul style="list-style-type: none"> <li>Number of intersecting bus routes (not at DCC) providing transfer opportunities</li> <li>Transfer opportunities in 10 minutes including opposite direction</li> </ul>
<b>ACCESSIBILITY AND MOBILITY</b>  <i>Enhance accessibility and connectivity, and continue to improve mobility through transit</i>	Existing Population and Employment	<ul style="list-style-type: none"> <li>Existing population and job density within a 1/4-mile of transit stops</li> </ul>
	Future Population and Employment (2030)	<ul style="list-style-type: none"> <li>Future population and job density within a 1/4-mile of transit stops</li> </ul>
	Activity Centers	<ul style="list-style-type: none"> <li>Number of local and regional activity centers within a 1/4-mile of transit stops</li> </ul>
	Educational Institutions	<ul style="list-style-type: none"> <li>Number of schools (public and private) and colleges/university within 1/4-mile of transit stops</li> </ul>
	Healthcare Facilities	<ul style="list-style-type: none"> <li>Number of health facilities within 1/4-mile of transit stops (hospitals, urgent cares, nursing homes &amp; pharmacies)</li> </ul>
	Social Service Agencies	<ul style="list-style-type: none"> <li>Number of social service agencies within 1/4-mile of transit stops</li> </ul>
<b>EQUITY</b>  <i>Provide transit service for people of all ages, abilities, and backgrounds</i>	Title VI Communities	<ul style="list-style-type: none"> <li>Percent of people living within 1/4-mile of transit stops (low-income and minority population)</li> <li>Minority Routes</li> </ul>
	Transit Dependent Populations	<ul style="list-style-type: none"> <li>Percent of people living within 1/4-mile of transit stops (people living with disabilities, senior &amp; youth population)</li> </ul>
	Equity Index Score	<ul style="list-style-type: none"> <li>Equity index score for each route (density per acre for minority, low-income, LEP, disabilities, senior, youth, and zero-car population)</li> </ul>
<b>SUSTAINABILITY</b>  <i>Continue to provide attractive and convenient transit services to promote a healthier and more sustainable community</i>	Vehicle Miles Traveled	<ul style="list-style-type: none"> <li>Comparison of new vehicle miles traveled to existing vehicle miles traveled</li> </ul>
	Active Transportation Facilities	<ul style="list-style-type: none"> <li>Number/miles of existing active transportation facilities within 1/4-mile of transit stops (bike lanes, bikeway intersections, sidewalks, enhanced crossings &amp; FUTS trails)</li> </ul>

<b>INVESTMENT</b>  <i>Integrate transit services with land use planning policies to support economic development and community growth</i>	Existing Ridership	<ul style="list-style-type: none"> <li>Average weekday boardings per bus route (2019)</li> </ul>
	Projected Ridership	<ul style="list-style-type: none"> <li>Average weekday boardings per bus route (2030)</li> </ul>
	Future Developments	<ul style="list-style-type: none"> <li>Number of future developments within a 1/4-mile of transit stops</li> </ul>
<b>LIVING AFFORDABILITY</b>  <i>Continue to reduce the cost of living in Northern Arizona by providing affordable transportation options</i>	Car Free Households	<ul style="list-style-type: none"> <li>Percent of households that are car free within 1/4-mile of transit stops</li> </ul>
	Affordable Housing	<ul style="list-style-type: none"> <li>Number of affordable housing units within 1/4-mile of transit stops (Flagstaff Housing Authority, senior assisted living, tax credit apartments &amp; affordable units)</li> </ul>



## **Mountain Line**

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# **MOUNTAIN LINE MEMORANDUM**

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**DATE:** February 16, 2022

**TO:** Honorable Chair and Members of the Board

**FROM:** Heather Dalmolin, CEO and General Manager

**SUBJECT:** Update on the Strategic Plan

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The Mountain Line 2020-2025 Strategic Plan (the Strategic Plan) was adopted in late 2019. The Strategic Plan contains a set of Goals and within each of the Goals there are identified Objectives, and actionable Strategies and Tasks, which are initially focused on work products over the immediate 18-months following adoption. Development of the Strategic Plan was done in consideration of existing community transportation goals, as staff felt it was important to tie Mountain Line's work priorities to the goals for the areas we serve with transit. Policies, workflow, and investments made by Mountain Line will be driven by the Strategic Plan, including setting priorities for the annual budget to ensure we are capturing resources, committing to projects, and pursuing funding opportunities.

The Strategic Plan was to include key performance indicators (KPI) to measure progress and performance. Discussion regarding what KPIs are needed for the Strategic Plan was tabled at the time the Strategic Plan was adopted and then later it was deferred to the Strategic Plan update that will be done in conjunction with the five-year plan, Flagstaff in Motion, process. The goal was to align our Strategic Plan and our 5-Year Transit Plan and provide performance indicators that we can use to measure our progress and provide regular reports to our partners.

As Flagstaff in Motion is still underway, we do not have an update to our Strategic Plan or new Performance indicators. As that process is completed in the next couple of months, the TAC and Board will have the opportunity to evaluate proposed performance measures as part of the adoption of the new Strategic Plan.

As reference, the 2020-2025 Strategic Plan is attached. Staff continue to work towards these goals and objectives and comprehensive report on these and the new Goals and Objectives will be a key part of the May meeting of the Board and TAC.

Attachment: 2020-2025 Strategic Plan

-pages 47-56



# Mountain Line Strategic Plan 2020-2025



## GOAL ONE: SERVICE EXCELLENCE

Mountain Line is built upon a culture of excellence and innovation that aims to make transit the preferred mode choice. Convenient and attractive transit is critical to influencing behavior changes, and Mountain Line is committed to implementing the programs, partnerships, and services that make transit an easy choice. Service excellence is about the basics, like putting clean buses on the road and maintaining quality facilities. But, it's also about being forward-thinking in planning how transit should look today and 10 years from today.



Mountain Line is planning how transit will look 10 years from today.

## OBJECTIVES:

### 1. Deliver service enhancements that are in line with our 5-year transit plan and make transit an attractive mode choice.

- Implement improved fare system solutions including, but not limited to, mobile ticketing, online reloading, and stored value cards by June 30, 2020.
- Identify and implement a new real time arrival solution by June 30, 2021 that includes improved user experience, ticketing, and trip planning.
- Identify a real-time arrival display solution at connection centers and other highly used stops and businesses by June 30, 2021.
- Prioritize implementation of proposed service increases as funding becomes available.
- Finish the BRT (bus rapid transit) plan and gain Board consensus on next steps by June 30, 2020.
- Launch a demonstration on-demand program by June 2020.



# Mountain Line Strategic Plan 2020-2025



## ***2. Invest in capital to improve efficiencies and infrastructure to enhance customer-first service delivery.***

- Build a Downtown Connection Center that is a community asset and reflects who we are and how we treat our customers, commencing construction within six months of approval from the City of Flagstaff that our project does not interfere with the Rio de Flag project.
- Reduce deadhead (miles and time traveled to routes before and after revenue service) and improve safety through the construction of the Kaspar intersection by December 31, 2020.
- Develop a plan to address transit stop accessibility gaps and identify necessary partners to make improvements.
- Implement one or more transit enhancements to improve service levels without added operating costs, such as bus only lanes and transit signal priority, by June 2021.
- Develop a Capital and Operating Analysis to prioritize infrastructure improvements that support existing service and provide opportunity for expanded service levels by September 30, 2020.
- Plan for fleet expansion and maintenance through the development of a Kaspar Facility Master Plan by June 30, 2022.
- Establish Mountain Line's role in the delivery of Proposition 419 projects, specifically as it pertains to transit.
- Develop 30 percent design plans of a new bus storage facility in coordination with NAU.

## ***3. Develop and improve community partnerships and interagency relationships to enhance transit and improve our ability to meet community needs and deliver public transit services.***

- Partner with the City of Winslow to implement a commuter route in 2020.
- Coordinate with NACOG on Mountain Line's role in the delivery of regional transit services by creating a Mountain Line regional service prioritization.
- Create policies and procedures with the City of Flagstaff to integrate transit planning and transit infrastructure into development projects.
- Review and update partner agreements to reflect current conditions, including cost structures and updated legal language.
- Partner with the Alliance members to develop a CDL working group to improve available talent pool and enhance hiring opportunities.

Develop a plan to address transit stop accessibility gaps and identify necessary partners to make improvements.



# Mountain Line Strategic Plan 2020-2025



## GOAL TWO: STEWARDSHIP OF RESOURCES

Transit is a public investment, and Mountain Line is charged with caring for that investment. Mountain Line demonstrates pride in our transit system, from maintaining quality facilities and buses to delivering on promises made to the voters and stakeholders. In addition to caring for our assets and ensuring they are viable until or beyond their usable life, Mountain Line also has a commitment to environmental stewardship. Public transit is a critical component of the City of Flagstaff's Climate Action Plan, and Mountain Line weaves sustainability into its messaging, facilities, and every day actions.

### OBJECTIVES:

#### *1. Be exemplary at supporting community goals towards environmental sustainability.*

- Honor 2008 voter intent to adopt low and zero-emissions bus technologies as our fleet expands and is replaced, including consideration of electric fleet as determined through a Zero Emissions Fleet Transition Plan.
- Obtain Coconino County Sustainable Building Certifications in the development of all new facilities, through sustainable building practices and site design.

#### *2. Maintain our facilities and equipment to demonstrate our pride in service excellence and maximize their useful life.*

- Develop an asset maintenance plan that extends the useful life of certain FTA assets, such as buses and bus stop amenities, by at least 50 percent.
- Pursue opportunities and partnerships to repurpose and/or donate disposed-of assets at end-of-life cycle.
- Design new bus stop locations or roadway projects to reduce redundancy of infrastructure while serving multiple routes for long-term resiliency and to lower capital and maintenance costs.
- Create method to collect data for baseline reporting of corrective vs. preventative maintenance of rolling stock and fixed assets.
- Evaluate bus stop conditions per Transit Asset Management (TAM) scoring criteria and bus stop amenity types per the adopted Transit Guidelines (TG) by August 30, 2020.



Develop an asset maintenance plan that extends the useful life of certain FTA assets by at least 50 percent.

# Mountain Line Strategic Plan 2020-2025



## GOAL THREE: INVESTING IN MOUNTAIN LINE WORKFORCE

Employees are the backbone of Mountain Line and hiring and retaining quality employees is imperative to delivering on our mission of “Getting You Where You Want to Go.” Although maintaining competitive wages that are appropriate for the cost of living in Flagstaff is important, investing in the workforce goes beyond salaries. It is an investment of time and resources into developing a healthy, empowered, and highly-skilled workforce that is proud to be part of Team Mountain Line every day.



Mountain Line is committed to developing a healthy, empowered, and highly-skilled workforce.

*Getting you where you want to go*

### OBJECTIVES:

#### 1. Expand and enhance employee Training and Development.

- Engage all new employees in a detailed training program within 14 days of a job offer to create clear understanding of job duties, provide the training necessary to perform job expectations, and provide new employees with a clear path to successful employment.
- Create and implement a defined refresher training program to update job skills and address updated standards by August 31, 2020.
- Develop standard operating procedures for a wide variety of functions and activities to ensure that all staff are performing job duties to the same standard and expectations are clear by January 31, 2021.
- Develop an outreach plan by March 31, 2020 to address employee development and distribute annually information on development opportunities, including tuition assistance, training time and course options available, and personal growth.

# Mountain Line Strategic Plan 2020-2025

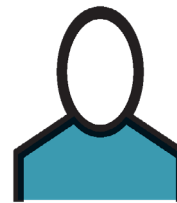


## 2. Evaluate operational structure to find efficiencies in service delivery and reduce costs.

- Reduce dependency on overtime and enhance service resiliency by increasing total full-time staff for adequate coverage of service hours by March 31, 2020.
- Develop a CDL operator staffing pool by merging the two existing operator job descriptions and modifying the guaranteed work hours per full-time employee by June 30, 2020, and transition existing staff with less than 10 percent employee loss.

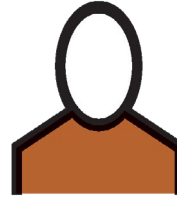
## 3. Develop a workplace culture that supports employee development and work-life balance.

- Refine employee health and wellness benefits, time off programs, training and development, and wages as part of the FY2021 budget setting process and if applicable, enhance programs by July 1, 2020.
- Increase employee engagement in the Mountain Line and NAPEBT wellness programs as measured by employees who become eligible for the NAPEBT benefit by June 30, 2021.
- Develop an employee engagement plan by September 30, 2020 to ensure diverse groups of employees are included in shared decision making, project work teams, and Extended Leadership Team to create positive, productive, and healthy work environments.
- Develop employee engagement materials about the contribution to the community made by transit and operators, highlighting what transit is doing for the community and an operator's significant role in that contribution, by April 30, 2020.



### EMPLOYEE TRAINING

Engage all new employees in a detailed training program within 14 days of a job offer.



### EVALUATE STRUCTURE

Develop a CDL operator staffing pool by merging the two existing operator job descriptions



### WORK-LIFE BALANCE

Refine employee health and wellness benefits, time off programs, training and development, and wages.



# Mountain Line Strategic Plan 2020-2025



## GOAL FOUR: ENHANCED SAFETY CULTURE

Maintaining the safety of Mountain Line employees, riders, and the general public is our highest priority. Safety permeates every level of the organization and is the lens through which all decisions are made. By creating a culture of proactive risk mitigation, Mountain Line can establish a safe working environment and safe delivery of transit service.

### OBJECTIVES:

#### 1. Develop a holistic safety plan that guides us to effectively and proactively manage risk.

- Develop procedures as a guide for staff to follow regarding increasing safety awareness and managing risk by July 31, 2020.
- Update rider suspension policies by February 29, 2020 to ensure they are adequate for correcting rider behavior and are applied in an equitable fashion.
- Create a reoccurring budget for safety enhancements identified by the internal Safety Committee starting with the FY2021 budget.
- Develop coordinated transit safety awareness message by September 2020 for various community groups including but not limited to TransAT, Bike and Pedestrian Advisory Committees, and Transportation Commission in order to heighten safety awareness as related to transit.
- Provide training to staff through partnerships with human service agencies to support community safety and raise awareness regarding mental health issues including driver training and education.
- Participate and partner with the Emergency Operations Center (EOC) in developing a community evacuation plan by June 30, 2021.

Mountain Line will establish a safe working environment and safe delivery of transit services.





# Mountain Line Strategic Plan 2020-2025



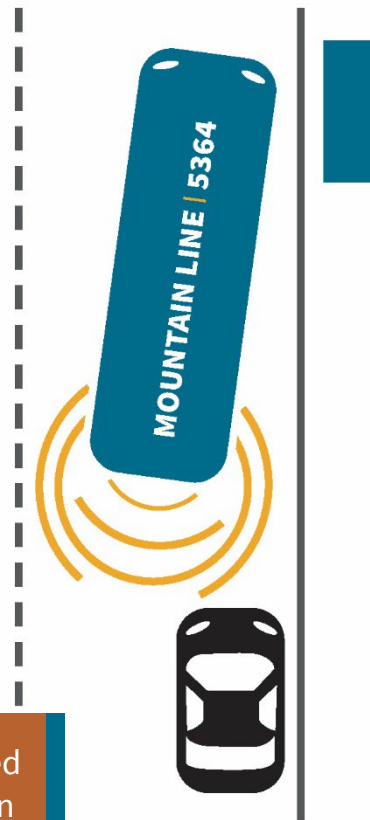
## 2. *Manage transportation facilities and amenities to support a safe environment for staff and customers.*

- Coordinate with the City of Flagstaff staff to identify opportunities to address and improve lighting options at transit related infrastructure, within the lighting code, by March 30, 2020.
- Develop criteria to internally evaluate new bus stop locations and consider safety aspects such as lighting, proximity of pedestrian crossings, and adjacent traffic dynamics by August 2020.
- Incorporate security measures and best practices for design features in the new Downtown Connection Center (DCC), jointly developed bus storage facility, Kaspar Drive intersection, NAU's SBS McConnell design, and other capital projects.
- Clarify Mountain Line's role in the development of bike and pedestrian infrastructure adjacent to transit improvements through a new policy supported by the City of Flagstaff by June 30, 2021.

## 3. *Utilize available and emergent technology to enhance existing and future fleet, optimizing safety for all staff and public transportation users.*

- Upgrade fixed route buses with adequate safety equipment capable of capturing conversation during an emergency event by February 28, 2020.
- Add additional rear external cameras to both fixed route and paratransit vehicles to capture collision information by August 31, 2020.
- Incorporate bus backing cameras systems on all equipment by August 31, 2020.
- Upgrade passenger cabins to better accommodate passenger stability needs by February 28, 2020.

Add additional rear external cameras to both fixed route and paratransit vehicles to capture collision information by August 31, 2020.



# Mountain Line Strategic Plan 2020-2025



## GOAL FIVE: COMMUNITY ENGAGEMENT

Mountain Line's success relies on broad community support from a diverse audience, including riders, non-riders, elected officials, and decision-makers. Whether someone rides the bus every day, or they have never set foot on a bus, both groups must understand the value Mountain Line provides to the community. By creating an educated and passionate network of supporters, Mountain Line will be well-positioned as a service this community needs.



### OBJECTIVES:

#### 1. Ensure active participation from a supportive network of stakeholders.

- Develop strategy to encourage influential key stakeholders (City, County, CCC, NAU Leadership; NAIPTA Board of Directors) to ride transit, encourage others to ride transit, and provide feedback on how transit can be a part of their daily lives by April 2020.
- Conduct a minimum of six community presentations each year to organizations such as ECoNA, NALA, Flagstaff Chamber of Commerce, Northern Arizona Realtors, City Commissions, etc.

#### 2. Increase the community's awareness of Mountain Line's value to the community.

- Engage in a minimum of 10 community events each year.
- Develop a plan to educate the community about the role transit plays in supporting a wide variety of community goals including affordable housing, congestion relief, health, environment, and economic development by May 2020.
- Conduct robust, project-related outreach before and during all transit related projects (i.e. DCC, service changes, etc.).
- Transition from NAIPTA to Mountain Line by June 30, 2021 for all public-facing and internal branding, using NAIPTA only when necessary for legal purposes.



Engage in a minimum of 10 community events each year.

# Mountain Line Strategic Plan 2020-2025



## GOAL SIX: FISCAL RESPONSIBILITY

Planning is the key component of fiscal responsibility. By understanding our current and future needs when it comes to Operations, Capital, and Workforce, Mountain Line will be well-positioned to weather economic downturns and remain financially resilient. The most successful transit agencies are ones with solid fiscal planning, enabling them to be nimble when new opportunities arise, and seek out new funding opportunities.



### OBJECTIVES:

#### 1. Ensure a sustainable financial future through long-term financial planning.

- Develop a 10-year Capital Plan by September 2020 that ties to our existing financial plan, which will guide grant applications and prioritization of projects.
- Develop a compensation philosophy and implement a compensation strategy by January 2020 that reflects current market, local conditions, and feedback of existing staff and that, in future, will attract new, high quality staff to Mountain Line.



Sustainable  
financial  
future



Diversify  
funding  
sources



Expand  
revenue  
resources

10-YEAR CAPITAL PLAN

# Mountain Line Strategic Plan 2020-2025

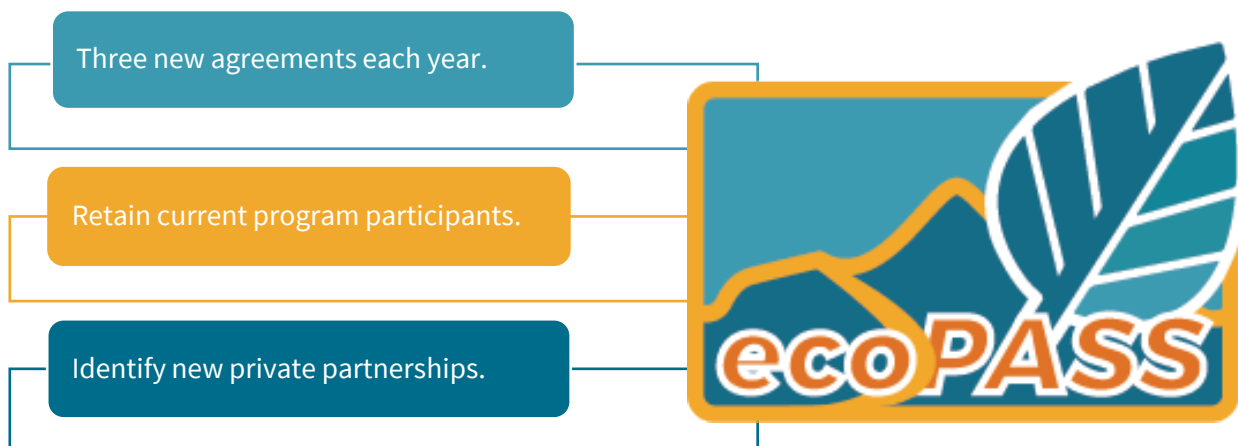


## 2. Diversify funding sources to reduce dependency on federal funding for ongoing operations.

- Expand the ecoPASS program by at least three new agreements per fiscal year starting with FY2021.
- Retain FY2020 ecoPASS program participants by confirming value and conducting outreach/travel training to enhance participation.
- Connect health benefit to use of transit and secure ecoPASS purchase through NAPEBT under the FY2021 budget, as part of health and wellness program.
- Identify new private partnerships to fund expansion of routes or services, (i.e. airport) to assist in paying for new transit service.
- Evaluate and implement recommendations of the Fare Strategies Study by June 2020 in order to correct declining average fare per passenger while introducing solutions that offer fare equity (fare-capping).
- Develop a plan with CCC and NAU to fund and implement a universal access pass (UPASS) for all students with residential ties to Flagstaff by August 2020.

## 3. Expand Mountain Line revenue resources to allow for the full implementation of the 5-year plan, capital plan, and projected increases in costs of providing service.

- Research and develop an implementation plan to diversify the sources of funding from City of Flagstaff and other public partners by October 2020.
- Determine if any private funding strategy for the DCC has a positive return on investment, i.e. joint development and public private partnerships, by April 2020.
- Coordinate and develop an implementation plan with State Transit peers by August 2020 on long-term State Legislation changes to restore and/or establish statewide transit funding.
- Retain membership within APTA and CTAA to enhance our message during Federal Reauthorization in order to enhance STIC, bus funding, and 5307 apportionments.



**March: TAC Meeting is Thurs, 3/3 Board Meeting is Wed, 3/23**

ITEMS:	WHO & WHAT:
Safety Minute	
User Fees Update	Heather D - C
Elect TAC Vice Chair (TAC Only)	Rhonda - D/A
FY2021 Financial Audit	Heather/Josh - D/A
DCC CMAR Procurement	Kate - D/A
FY2023 Budget - Operating	Heather D - D/A
Kaspar Headquarters Master Plan	Anne - D/A
Service Changes/Planning	Bizzy - D/A
Flagstaff in Motion	Bizzy - D/A
Operations Status Report	Jim W - PR
Delegation of Authority Update – Agreements, Grants, and Procurements: NAU Campus CDL Course IGA and Lease Agreement, Architecture Services for DCC, Engineering Services for DCC, and First/Last Mile IGA with the City	Heather D - PR
April/May Agenda Calendar	

**April: TAC Meeting is Thurs, 3/3 Board Meeting is Wed, 3/23**

ITEMS:	WHO & WHAT:
Safety Minute	
The Coordinated Plan	Estella - C
5310 Grant Application	Estella - D/A
FY2023 Budget - Capital	Heather D - D/A
Flagstaff in Motion Adoption	Bizzy - D/A
Reallocation of Grant Funds from Kaspar/Route 66 Intersection	Kate - PR
Mountain Express Update	Jacki - PR
Delegation of Authority Update – Agreements, Grants, and Procurements: NAU Campus CDL Course/Road Construction	Heather D - PR
May/June Agenda Calendar	