



## **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, August 17, 2022

10:00am

Mountain Line VERA Room

3773 N. Kaspar Dr.

Flagstaff, AZ 86004

Unless otherwise noted, meetings held in the conference room are open to the public. This is a WEB BASED meeting. Members of the Board of Directors may attend in person, by internet conferencing, or by telephone. Public may observe and participate in the meeting at the address above.

**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 1-4

1. CALL TO ORDER
2. ROLL CALL
3. SAFETY MINUTE  
-Sam Short, Safety Manager
4. CALL TO THE PUBLIC
5. APPROVAL OF MINUTES 6/15/2022

-pages 5-11

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

6. AMENDED RULES OF PROCEDURE FOR THE TRANSIT ADVISORY COMMITTEE (TAC) AND BOARD OF DIRECTORS (BOD) -pages 12-49  
-Rhonda Cashman, Executive Assistant and Clerk of the Board  
Staff recommends the Board of Directors approve the amended Rules of Procedure related to TAC and BOD officer rotation by agency and change in effective date.
7. ELECTION OF VICE CHAIR OF THE BOARD OF DIRECTORS -pages 50-53  
-Rhonda Cashman, Executive Assistant and Clerk of the Board  
Staff recommends the Board of Directors affirm the ascension of Vice Chair to the Chair position and perform the election of the Vice Chair position, effective July 1, 2022.
8. FY2023 PROCUREMENT RESOLUTION -pages 54-63  
-Josh Stone, Management Services Director  
Staff recommends the Board of Directors approve Resolution 2023-110: FY2023 Procurement Resolution to authorize the CEO and General Manager to 1) approve and award procurements and 2) execute contracts that support projects that are within the approved fiscal year budget, the 5-year capital improvement plan, the 10-year financial plan, and which may be related to the approved annual Collective Grant Resolution.
9. DOWNTOWN CONNECTION CENTER UPDATE -pages 64-65  
-Kate Morley, Deputy General Manager  
The Board may provide direction, but there is no recommendation from staff at this time.
10. DELEGATE AUTHORITY TO THE CEO AND GENERAL MANAGER TO EXECUTE THE MOUNTAIN EXPRESS SERVICE AGREEMENT WITH ARIZONA SNOWBOWL RESORT LIMITED PARTNERSHIP -pages 66-76  
-Bizzy Collins, Transit Planner  
Staff recommends the Board delegate authority to the CEO and General Manager to execute the Mountain Express service agreement with Arizona Snowbowl Resort Limited Partnership.
11. FLAGSTAFF IN MOTION, A COMMUNITY TRANSIT PLAN -pages 77-82  
-Bizzy Collins, Transit Planner  
The Board may provide direction, but there is no recommendation from staff at this time.
12. NORTHERN ARIZONA HEALTHCARE HOSPITAL RELOCATION UPDATE  
-Kate Morley, Deputy General Manager -pages 83-84  
The Board may provide direction, but there is no recommendation from staff at this time.

### **PROGRESS REPORTS:**

13. UPDATE ON 2020-2025 STRATEGIC PLAN -pages 85-92  
-Heather Dalmolin, CEO and General Manager

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14. UPDATE ON ZERO EMISSIONS BUS (ZEB) TRANSITION PLAN AND ELECTRIC VEHICLE IMPLEMENTATION -pages 93-94  
-Jim Wagner, Operations Director
15. ANNUAL INFORMATION TECHNOLOGY UPDATE -pages 95-101  
-Jon Matthies, IT Manager
16. ANNUAL SAFETY REPORT -pages 102-103  
-Samuel Short, Safety Manager
17. ANNUAL FLEET REPORT -pages 104-105  
-Jeremiah McVicker, Maintenance Manager
18. UPDATE ON RECRUITMENT AND RETENTION STRATEGIES -pages 106-108  
-Heather Dalmolin, CEO and General Manager
19. DELEGATIONS OF AUTHORITY -page 109  
-Heather Dalmolin, CEO and General Manager
20. SUMMARY OF CURRENT EVENTS  
-Heather Dalmolin, CEO and General Manager

### **EXECUTIVE SESSION**

Executive sessions are closed to the public.

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

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

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

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

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

September/October Working Agenda

-page 110

The next Board meeting will be September 21, 2022 and will be a Hybrid In-Person and Zoom meeting based in Flagstaff in the Mountain Line VERA Room, 3773 N. Kaspar Dr., Flagstaff, AZ 86004 at 10am.

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The public is invited to attend. September agenda items will include but not be limited to Sedona Transit, MetroPlan's Stride Forward – Regional Transportation Plan, Kaspar Headquarters Master Plan Adoption, Mountain Line Annual Report, Transit Asset Management (TAM) Update, Capital Planning Process, and Delegation of Authority Updates. The September agenda will be available for review on Mountain Line's website and at Mountain Line's public posting places (listed on the Mountain Line website) at least 24 hours prior to the meeting and should be consulted for a list of items that will come before the Board.

### **21. ADJOURNMENT**

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## Board of Directors Minutes for Wednesday, June 15, 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, June 15, 2022, at 10am in the Mountain Line VERA Room, 3773 N. Kaspar Dr., Flagstaff, AZ 86004.

This was a WEB BASED meeting. Members of the Board and staff attended in person, by internet conferencing, or telephone. The public was invited to observe and participate in the meeting at the address above.

### **BOARD MEMBERS PRESENT:**

Adam Shimoni, (Chair), City Councilor, City of Flagstaff, (Zoom);  
Tony Williams, (Vice Chair), Dean of Student Affairs, CCC, designee, (Zoom);  
Miranda Sweet, City Councilor, City of Flagstaff, (Zoom);  
Jeronimo Vasquez, Board of Supervisors, Coconino County, (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, (in person and Zoom);  
Kate Morley, Deputy General Manager;  
Jim Wagner, Operations Director, (Zoom);  
Josh Stone, Management Services Director, (Zoom);  
Jacki Lenner, Marketing and Communications Director, (Zoom);  
Sam Short, Safety Manager, (Zoom);  
Jeremiah McVicker, Maintenance Manager, (Zoom);  
Anne Dunno, Capital Project Manager, (Zoom);  
Bizzy Collins, Transit Planner (Zoom);  
Estella Hollander, Mobility Planner;  
Heather Higgins, Purchasing and Contact Officer, (Zoom);  
James Olson, IT Technician;  
Rhonda Cashman, Executive Assistant and Clerk of the Board;  
Scott Holcomb, Mountain Line Attorney, (Zoom)

### **GUESTS PRESENT:**

None.





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1. CALL TO ORDER -Chair Shimoni called the meeting to order at approximately 10:02am.
2. ROLL CALL
3. SAFETY MINUTE  
-Sam Short, Safety Manager  
  
The Safety Minute was skipped.
4. CALL TO THE PUBLIC  
  
No members of the public were in attendance.
5. APPROVAL OF MINUTES:
  - a. REGULAR BOARD MEETING 4/20/2022
  - b. BOARD AND TAC JOINT MEETING 5/18/2022

Vice Chair Williams moved to approve the minutes for the Board meeting on April 20, 2022 and the Joint meeting on May 18, 2022. Director Maher seconded. There was no discussion. All approved, none opposed. Motion carried.

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

### DISCUSSION / ACTION ITEMS:

6. FY2023 PROPOSED BUDGET  
-Josh Stone, Management Services Director  
Staff recommends the Board of Directors approve the FY2023 Proposed Budget for a total expense budget of \$66,310,504, with operating of \$11,244,557 and capital of \$55,065,947.

Mr. Stone stated the FY2023 Budget components related to employee salaries and benefits, operations, capital, and revenues were reviewed with the TAC and Board at previous meetings. He shared a pie chart of the noted components and listed some of the capital projects budgeted in FY2023. The Transit Tax fund balance graph was also reviewed. Mr. Stone thanked all those involved with crafting the FY2023 Budget. Director Maher moved to approve the budget as presented. Director Sweet seconded. There was no discussion. All approved, none opposed. Motion carried.

Chair Shimoni explained the time constraints due to members attending to emergency wildfire response and community needs; therefore, the decision was made to abbreviate this meeting by tabling items that are not time sensitive. Specifically, Chair Shimoni made a motion to table items 7, 8, 10, 11, and







12 to the next meeting in August. Vice Chair Williams seconded. There was no discussion. All approved, none opposed. Motion carried.

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

7. AMENDED RULES OF PROCEDURE (ROP) FOR THE TRANSIT ADVISORY COMMITTEE (TAC) AND BOARD OF DIRECTORS (BOD)

-Rhonda Cashman, Executive Assistant and Clerk of the Board

Staff recommends the Board of Directors approve the amended Rules of Procedure related to TAC and BOD officer rotation by agency and change in effective date.

This item was tabled.

8. ELECTION OF VICE CHAIR OF THE BOARD OF DIRECTORS

-Rhonda Cashman, Executive Assistant and Clerk of the Board

Staff recommends the Board of Directors affirm the ascension of Vice Chair to the Chair position and perform the election of the Vice Chair position, effective July 1, 2022.

This item was tabled.

9. MOUNTAIN LINE GO! REPORT

-Estella Hollander, Mobility Planner

1. Staff recommends the Board of Directors approve the continuation of Mountain Line GO! – Huntington after June 30, 2022, and to align fares with fixed route fares to allow for fare integration between both modes.
2. Staff recommends the Board of Directors discontinue the Mountain Line GO! – Airport pilot on June 30, 2022, and reevaluate service options through the Flagstaff in Motion plan.

Ms. Hollander reviewed each of the microtransit pilot programs. She explained through the grant staff were able to purchase fare collection equipment for our paratransit vehicles to offer this comingled service with microtransit. She noted staff plan to align the fare with the fixed route to allow for passes and other fare products to be able to be used by passengers. She reported staff have applied for American Rescue Plan Act (ARPA) grant funds from Coconino County to support continuation of this program and staff will continue to look for other grants as well. Ms. Hollander communicated that there is no disputing there is demand for airport service, but the estimated annual cost is \$538,000, which is not budgeted. She noted this service is comingled during regular service hours, but this pilot program is offering extended hours, primarily used during early morning hours and it ends up requiring a dedicated vehicle. She reported Board members felt more data was needed at the joint meeting in May, but staff disagree. She explained we are having staffing issues, and the cost per trip is \$77 as





compared to the fare of \$2 per trip. Staff recognize the fare needs to be right-sized, and a deeper dive is recommended through Flagstaff in Motion. Director Vasquez asked about the plan going forward to fill this need. Ms. Hollander stated there may be options to explore such as a fixed route through Ponderosa Trails or a different arrangement for microtransit, as well as looking for partners to assist in funding this service. Chair Shimoni suggested outreach to adjacent businesses, and to consider how to make microtransit work versus fixed route. He also asked for funding calculation with the assumption that vans are running to the airport at closer to full capacity. Ms. Hollander stated she understood, and staff plan to continue to explore options. Chair Shimoni noted the airport service is important.

1. Vice Chair Williams moved to approve the continuation of the Huntington/Industrial Corridor microtransit service as presented. Director Maher seconded. There was no discussion. All approved, none opposed. Motion carried.

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

2. Director Vasquez moved to approve the discontinuation of the airport microtransit service as presented. Director Sweet seconded. There was no further discussion. All approved, none opposed. Motion carried.

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

**10. ZERO EMISSION BUS TRANSITION PLAN**

-Jim Wagner, Operations Director

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

This item was tabled.

**11. DOWNTOWN CONNECTION CENTER UPDATE**

-Kate Morley, Deputy General Manager

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

This item was tabled.

**12. ANNUAL INFORMATION TECHNOLOGY UPDATE**

-Jon Matthies, Information Technology Manager







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

**CONSENT AGENDA:**

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

13. RESOLUTION 2023-100: FY2023 COLLECTIVE GRANT RESOLUTION AND THE FY2023-FY2027 TRANSIT PROGRAM FROM THE TRANSPORTATION IMPROVEMENT PROGRAM  
-Kate Morley, Deputy General Manager  
Staff recommends the Board of Directors: 1) Approve Resolution 2023-100: FY2023 Collective Grant Resolution for federal and state transit grant applications and subsequent executions as necessary to support transit programs within the 5-year capital improvement plan and 10-year financial plan; and 2) Approve the amended Transit Program from the FY2023-FY2027 regional Transportation Improvement Program.
14. FY2023 PROCUREMENT RESOLUTION  
-Josh Stone, Management Services Director  
Staff recommends the Board of Directors approve Resolution 2023-110: FY2023 Procurement Resolution to authorize the CEO and General Manager to 1) approve and award procurements and 2) execute contracts that support projects that are within the approved fiscal year budget, the 5-year capital improvement plan, the 10-year financial plan, and which may be related to the approved annual Collective Grant Resolution.
15. LINE OF CREDIT RENEWAL FROM WELLS FARGO FOR \$500.00  
-Josh Stone, Management Services Director  
Staff recommends the Board of Directors authorize Mountain Line Management Services Director to renew and activate the Wells Fargo credit line in an amount of up to \$500,000 to provide cash flow assistance, if necessary, to meet cash flow commitments during fiscal year 2022-2023.
16. UPDATED PERSONNEL POLICIES  
-Josh Stone, Management Services Director  
Staff recommends the Board of Directors adopt various updates to Mountain Line policies to incorporate changes that reflect both regulatory requirements and Mountain Line's actual practices.

Chair Shimoni stated he has questions about the Procurement Resolution, item 14, and he would like to have it pulled for discussion and action at the August meeting.

Director Maher made a motion to approve items 13, 15, and 16 on the consent agenda. Director Vasquez seconded. There was no discussion. All approved, none opposed. Motion carried.





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

### PROGRESS REPORTS:

There were no questions regarding the progress reports.

17. NO SERVICE CHANGES FOR AUGUST 2022  
-Bizzy Collins, Transit Planner
18. INITIATE CEO AND GENERAL MANAGER EVALUATION PROCESS  
-Heather Dalmolin, CEO and General Manager
19. REVIEW FY2023 MEETING DATES  
-Rhonda Cashman, Executive Assistant and Clerk of the Board
20. DELEGATIONS OF AUTHORITY  
-Heather Dalmolin, CEO and General Manager
21. SUMMARY OF CURRENT EVENTS  
-Heather Dalmolin, CEO and General Manager

Ms. Dalmolin shared the following brief highlights:

- Rhonda Cashman, Clerk of the Board – 11<sup>th</sup> Anniversary
- Staffing update: on top of already experiencing a staffing shortage, 10 employees are out due to the wildfire, living in either Set or Go zones. Service has been reduced to weekend frequency, keeping weekday hours. The service reduction will remain in effect until the fire danger has subsided.

### ITEMS FROM COMMITTEE AND STAFF:

Chair Shimoni requested information be shared about the Sedona Shuttle service at a future meeting.

### SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

August/September Working Agenda

The next Board meeting will be August 17, 2022 and will be a Zoom meeting based in Flagstaff in the Mountain Line VERA Room, 3773 N. Kaspar Dr., Flagstaff, AZ 86004 at 10am. The public is invited to attend. August agenda items will include but not be limited to Downtown Connection Center (DCC) Intergovernmental Agreement (IGA) with City of Flagstaff, Strategic Plan Update, Flagstaff in Motion,

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Board Agenda Packet  
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Commercial Driver's License (CDL) Course Construction, Northern Arizona Healthcare (NAH) Update, Electric Vehicle (EV) Implementation and Zero Emission Bus Transition (ZEB) Plan, Annual Safety Report, Annual Maintenance Report, and Delegation of Authority Updates. The August agenda will be available for review on Mountain Line's website and at Mountain Line's public posting places (listed on the Mountain Line website) at least 24 hours prior to the meeting and should be consulted for a list of items that will come before the Board.

22. ADJOURNMENT -Chair Shimoni adjourned the meeting at approximately 10:35am.

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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:** August 8, 2022

**MEETING DATE:** August 17, 2022

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

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

**SUBJECT:** Amended Rules of Procedure for the Transit Advisory Committee (TAC) and Board of Directors (BOD)

### **RECOMMENDATION:**

Staff recommends the Board of Directors approve the amended Rules of Procedure related to TAC and BOD officer rotation by agency and change in effective date.

### **RELATED STRATEGIC PLAN GOAL & OBJECTIVE**

- ❖ Goal: Community Engagement
- ❖ Objectives: Ensure active participation from a supportive network of stakeholders.  
Increase the community's awareness of Mountain Line's value to the community.

### **BACKGROUND:**

The current Mountain Line Rules of Procedure (the "Rules") were adopted on March 25, 2020. In recent years it has been challenging to fill the Chair and Vice Chair positions for the TAC. The proposed change would allow for rotation by agency each year, allowing the member, designee, or alternate to run the meeting, whomever is in attendance. This will eliminate the need for elections. As of the date of expected rotation, the ascension would take place. Citizen members would not be included in the rotation. If the Board of Directors is supportive of this change, this system could be implemented for them as well.

An additional recommended change involves the date of ascension of chair and shift in vice-chair seat. Elections have typically been held at the June meetings with new officers starting on July 1<sup>st</sup>. With the majority of the City Council changing this year in December, staff thought it may be prudent to consider a change to follow the election cycle for our public officials from the City and the County. The proposed effective date of the rotation is January 1<sup>st</sup> of each year. With this change, we would propose that all current officers serve until January 1, 2023 versus changing twice in the next twelve months (July 2022 and January 2023).

The final recommended change is essentially a cleanup item recognizing the MetroPlan Executive Director position as the head of the agency for consistency purposes, with the ability to choose a designee.

### **FISCAL IMPACT:**

There is no fiscal impact associated with approval of this document.

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### ALTERNATIVES:

- 1) Approve the Amended Rules of Procedure for both TAC and BOD (**recommended**): There was a TAC member suggestion to rotate officers by agency for a two-year commitment, first as Vice Chair, then ascending to Chair. Aligning the procedures for both TAC and BOD provide for consistency. Officer's term effective January 1<sup>st</sup> of each year.
- 2) Approve the Amended Rules of Procedure for only the TAC (**not recommended**): There was a TAC member suggestion to rotate officers by agency for a two-year commitment, first as Vice Chair, then ascending to Chair. The rotation term will remain the same with a July 1<sup>st</sup> effective date.
- 3) Approve a revision to the Rules of Procedure to only change the election cycle to an effective date of January 1, 2023, for both TAC and BOD to coincide with the City and County elected officials' transition (**not recommended**): This would allow for the Mountain Line officer transition to occur in alignment with the potential elected official transition but would not address the struggle for volunteers to hold the officer positions, especially for the TAC.
- 4) Do not approve the amended Rules of Procedure (**not recommended**): If not approved, TAC and BOD officer elections will continue as currently set forth in the ROP, and likely be a continued struggle to receive volunteers to fill the TAC officer positions.

### TAC DISCUSSION:

Vice Chair Stam stated she was all for the change in officer rotation by agency, as she has served many officer terms. Chair Wessel commented that this is an opportunity for TAC members to share the load, which is a pretty light load.

### **SUBMITTED BY:**

Rhonda Cashman  
Executive Assistant and Clerk of the Board

### **APPROVED:**

Heather Dalmolin  
CEO and General Manager

### **ATTACHMENTS:**

- |  |              |
|--|--------------|
| 1. Draft Amended Rules of Procedure for TAC Redlined | -pages 14-30 |
| 2. Draft Amended Rules of Procedure for TAC Clean    | -pages 31-45 |
| 3. Draft Amended Rules of Procedure for BOD Redlined | -pages 46-47 |
| 4. Draft Amended Rules of Procedure for BOD Clean    | -pages 48-49 |

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**RULES OF PROCEDURE**

**OF**

**NORTHERN ARIZONA INTERGOVERNMENTAL  
PUBLIC TRANSPORTATION AUTHORITY  
("MOUNTAIN LINE")**



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**RULES OF PROCEDURE**  
**OF**  
**NORTHERN ARIZONA INTERGOVERNMENTAL**  
**PUBLIC TRANSPORTATION AUTHORITY (“MOUNTAIN LINE”)**  
(A corporate body and political subdivision  
Of the State of Arizona)

**ARTICLE I - STATEMENT OF PURPOSE**

**SECTION 1.1** *General Purposes.* The Authority is a corporate body and political subdivision of the State of Arizona, established pursuant to state law for the purpose of designing, operating, and maintaining a public transportation system in the geographic boundaries of the Authority. The Authority was created pursuant to Arizona Revised Statutes Title 28, Chapter 26 (the “Act”) and is an intergovernmental public transportation authority organized under the laws of the State of Arizona. The Authority, comprised of a Board of Directors, officers, management and employees, is a political subdivision of the State of Arizona, with those powers specifically granted by the Act and with implied powers necessary to carry out the objectives and purposes of a public transportation authority.

**SECTION 1.2** *Conflict with Law.* In the event that these Rules of Procedure should now or at any time in the future be in conflict with the Act, as amended, then and in such event those statutory provisions shall supersede these Rules of Procedure.

**ARTICLE II- DEFINITIONS**

*Administrative Committee.* Administrative Committee means a committee formed by the CEO and General Manager to review, study, and carry out tasks as directed by the CEO and General Manager.

*Agency.* Agency means each active party to the Master IGA, which includes, as of the date of adoption of these Rules of Procedure, Coconino County, the City of Flagstaff, the Arizona Board of Regents acting for and on behalf of Northern Arizona University ("Northern Arizona University") and the Coconino County Community College District.

*Authority.* Authority means the Northern Arizona Intergovernmental Public Transportation Authority, also known as "NAIPTA" and doing business as “Mountain Line.”

*Board Committee.* Board Committee means a committee of Board Members formed to review, study, and make recommendations to the Board concerning planning, operation, and management of the Authority.

*Board Member.* Each Agency’s representative(s) on the Board, ~~or its designee.~~

*Board of Directors.* Board of Directors or Board means the Board of Directors of the Authority, consisting of representatives of ~~the members of Agencies NAIPTA Mountain Line, appointed by the Agency's governing body~~ as set forth in Mountain Line's Amended and Restated Master Intergovernmental Agreement ("Restated Master IGA").

*CEO and General Manager.* CEO and General Manager means the Chief Executive Officer and General Manager of Mountain Line.

*Code of Conduct.* Code of Conduct means the policy adopted by the Board, and attached hereto as Addendum A, and as amended from time to time as provided in these Rules of Procedure.

*Presiding Officer.* Presiding Officer means the Chair of the Board, TAC, or Board Committee, or the leader of a committee as otherwise provided for in the committee's organizational structure.

*Transit Advisory Committee.* Transit Advisory Committee or TAC means the Committee consisting of ~~the administrative head of each member agency, or the administrator's designee~~ members as set forth in the Restated Master IGA.

### **ARTICLE III- POWERS AND DUTIES OF THE BOARD OF DIRECTORS**

The powers and duties of the Board include, but are not limited to:

- (a) The powers set forth in A.R.S. § 28-9122 (the "Statutory Powers"), and those powers necessary to implement the Statutory Powers.
- (b) Determine all questions of Authority policy, establishing the location of the Authority's principal place of business, and the times of meetings of the Board and any committees.
- (c) Conduct a periodic survey of public transportation needs in the Authority and determine an appropriate transportation system to meet those needs and the means to finance the system and produce a five-year public transportation program that is consistent with the regional transportation plan approved by the regional council(s) of governments.
- (d) Coordinate and implement the establishment and development of the public transportation system (including ancillary facilities) within the Authority and among the participating governmental entities.
- (e) Adopt rules that are proper and necessary to regulate the use, operation and maintenance of the public transportation systems, property, facilities and services.

- (f) Employ a CEO and General Manager, and other employees and agents as may be necessary and prescribe the duties, terms, and conditions of employment.
- (g) Delegate to the Authority's officers, CEO and General Manager, and employees such powers as necessary to carry out the policies and business of the Authority;
- (h) Appoint an Authority treasurer or enter into an intergovernmental agreement with the Coconino County Treasurer to provide financial services for the Authority.
- (i) Manage, set policy, and conduct the business of the Authority.
- (j) Determine the Authority's organizational and procedural structure; adopt, amend, and repeal bylaws and rules consistent with the requirements of state law, and prescribe an accounting system for the Authority.
- (k) Create and appoint standing or ad hoc Board Committees. Possible Board Committee subject areas may include, without limitation, financial, personnel, and customer service matters.
- (l) Exercise all powers and perform all functions in the operation of the Authority as are ordinarily exercised by the governing body of a political subdivision of the State of Arizona and as are necessary to accomplish the purposes of the Authority.
- (m) Provide for payment of all debts and appropriate claims from the appropriate funds.
- (n) Contract for or employ professionals to perform work or services on behalf of the Authority.
- (o) Through counsel, prosecute or defend the Authority in all court actions or other proceedings in which the Authority is a party or is otherwise involved.
- (p) Issue an annual report on or before December 1 of each year, containing a full account of its transactions, activities and finances for the preceding fiscal year and other facts and recommendations, and transmit copies of the report to each member municipality, university and county, to the Secretary of State, to the Arizona State Library, Archives and Public Records, and, on request, to any member of the public.
- (q) Cause an annual audit to be conducted of the public transportation authority fund by an independent certified public accountant within 120 days after the end of the fiscal year.

**ARTICLE IV – BOARD OF DIRECTOR MEMBERS**



**SECTION 4.1 Agencies and Board of Directors.** The Agencies comprising the Authority are Coconino County, the City of Flagstaff, the Arizona Board of Regents acting for and on behalf of Northern Arizona University ("Northern Arizona University") and the Coconino County Community College District. Coconino County, Northern Arizona University and Coconino County Community College District each have one representative on the Board, ~~appointed by its governing body~~; the City of Flagstaff has two representatives on the Board, ~~appointed by its governing body~~. In the event that additional municipalities join the Authority, the number of directors on the Board may be increased (to a maximum of nine (9) directors) by a vote of the Board.

**SECTION 4.2 New Member Agencies.** Incorporated cities and towns within Coconino County may join the Authority by petitioning the Board of Supervisors and entering into the Restated Master IGA by and between the Agencies effective July 1, 2013, as the same may be amended (the "Restated Master IGA"), provided that Board membership is to be apportioned among the participating municipalities according to their respective populations.

**SECTION 4.3 Dues, Fees, and Assessments.** Each Agency must pay, within the time and on the conditions approved by the Board, the dues, fees, and assessments in amounts to be fixed from time to time by a majority of the Board.

**SECTION 4.4 Resignation of Agency.** In the event that one or more Agencies resigns from the Authority, the resigning Agency shall no longer be represented on the Board. New Agencies may be invited to fill any vacancies as provided in Section 4.2 above.

#### **ARTICLE V - OFFICERS**

**SECTION 5.1 Officers of the Authority.** The Officers of the Authority, who must also be Board Members, shall be a Chair and a Vice Chair.

- (a) A person may only hold one office at a time.
- (b) In the event of a vacancy in an office, a new officer shall be appointed as provided in Section 5.3 of these Rules.

**SECTION 5.2 Duties of Officers.**

- (a) *Chair.* The Chair shall: 1) act as Presiding Officer at all meetings of the Board; 2) sign all documents on behalf of the Authority; 3) be an ex-officio member of all committees.
- (b) *Vice Chair.* The Vice Chair shall have all the powers and assume all of the duties of the Chair in the Chair's absence.
- (c) *Duties Generally.* The Officers of the Authority shall act in the best interest of the Authority and in accordance with the constitutions and laws of the United States of America and the State of Arizona, and with all policies adopted by the Board.



**SECTION 5.3 Election and Re-election of Officers.**

- (a) *Terms.* The term of the Chair and Vice Chair positions shall be for a period of one (1) year, commencing on July 1 and ending on the following June 30, unless otherwise directed by the Board as provided in Section 5.3(e). In the event of an unexpected mid-term vacancy, the replacement Officer, determined in accordance with this Section 5.3, shall serve the remainder of the term.
- (b) *Order of Ascension.* Subject to Section 5.3(e), elected Officers shall serve for two (2) consecutive terms: first as the Vice Chair, and then as the Chair. The Vice Chair shall be elected before July 1 of each fiscal year, and take office effective July 1.
- (c) *Vacancies.* At the completion of a full term, or in the event of a vacancy in the position of Chair, the Vice Chair shall ascend to the position of Chair. In the event of a vacancy in the position of Vice Chair, the Board shall entertain nominations from the Board Members to fill any such vacancies for the term or the remainder of the term, as may be appropriate. It is recommended, but not required, that Board Members having served 12 or more months be considered for nomination. If two or more Board Members are nominated for the office, the vote shall be by secret ballot. In the case of a single nominee, the vote may be by voice. In the event both the Chair and Vice Chair positions become vacant simultaneously, both positions shall be filled by the Board pursuant to the nomination and election provisions of this section; provided, however, that the Board Member elected to the Chair position shall only serve out the remainder of the term, and not be entitled to serve as both Chair and Vice Chair without being separately elected to the Vice Chair position in a different election cycle.
- (d) *Limitations.* No one person may serve in successive positions of Chair to Vice Chair. No Agency may hold the position of Chair and Vice Chair simultaneously.
- (e) *Continuity Extension.* The Board, acting in its sole discretion, may extend the term of the Chair for a subsequent year, provided, however, that no Chair shall serve more than two (2) full sequential terms. In the event of such an extension, the Board has the discretion to retain the Vice Chair during such extended term, or appoint a new Vice Chair pursuant to the provisions of Section 5.2(c).

**SECTION 5.4 Absence or Disability of Chair.** In the absence or disability of the Chair, (1) the Vice Chair of the Board, and then (2) the Board Members in order of their tenure as Board Members of the Board, shall perform all duties of the Presiding Officer. When so acting, the Vice Chair or Board Member shall have all powers of, and be subject to all restrictions on, the Presiding

Officer. The said Vice Chair or Board Member shall have such other powers and perform such other duties as the Board Members, or the bylaws may prescribe.

Officer positions are personal to the Board Members elected to such position. In the absence of the Chair or Vice Chair, an Agency's alternate may vote in a meeting, but does not serve in the role of an Officer.

**SECTION 5.5 Indemnification.** Each Officer of the Authority shall be defended by the Authority against any action, suit or proceeding arising from an act or omission alleged to have been committed by such officer within the scope of the individual's official capacity with the Authority to the full ~~extend extent~~ allowed by applicable law.

**SECTION 5.6 Compensation.** Board Members shall be allowed such necessary travel and other expenses incurred in the performance of their duties as authorized by the Board.

**SECTION 5.7 Other Officers and Employees.** The CEO and General Manager, and Treasurer shall be appointed by the Board. All other officers and employees shall be appointed by, and serve at the pleasure of, the CEO and General Manager. All instructions, demands, or direction to Authority employees shall be made by the Board to the CEO and General Manager. Nothing cited in either the law or these Rules of Procedure shall be deemed to provide for or contain any language authorizing an individual Board ~~Member~~ to instruct, direct, or make demands, specifically or by innuendo, of any person employed by the Authority.

#### **ARTICLE VI - MEETINGS OF THE BOARD**

**SECTION 6.1 Regular Meetings of Board.** Regular meetings of the Board shall be held at least monthly, or as otherwise directed by the Board. Meetings shall be held at a place and time designated by the Board in the notice of meeting.

**SECTION 6.2 Special Meetings.** The Presiding Officer of the body may call a special meeting of the Board for any lawful purpose at any time.

**SECTION 6.3 Notice Requirements for Meetings.** Notice of meetings and an agenda of the items to be discussed shall be provided to the members of the body and the public as provided in the Arizona Open Meeting Law, A.R.S. §38-431 et seq. Additional notice may be provided as the Board deems advisable. At least twenty-four hours before each meeting, the clerk shall cause the final agenda for the meeting to be posted in accordance with the Arizona Open Meeting Laws, and distributed to each member and member of the public requesting the agenda in writing.

**SECTION 6.4 Agenda Items.** Only those items listed on the agenda, as posted pursuant to Section 6.3, may be considered and acted upon at the meeting.

**SECTION 6.5 Quorum.** A majority of Board Members entitled to vote shall constitute a quorum for the transaction of business at any meeting.

**SECTION 6.6 Attendance.** The effectiveness of the Board is directly related to the regular participation of each Board representative in each and all regular and special meetings. Board Members ~~are~~ expected to be present at all regularly scheduled meetings and be prepared to discuss

and consider the items on the agenda. As a courtesy to other members, Board Members shall notify the clerk at the earliest possible time if they will be unable to attend any meeting, indicating the reason(s) for their non-attendance at such meeting. In the event that a Board Member has a pattern of absences (3 or more in a calendar year), the Presiding Officer may contact the respective Agency to make them aware of the situation.

**SECTION 6.7 Attendance by Technological Means.** Board Members, including an Agency's alternative representatives, may participate in a meeting by technological means, provided that the member can hear and participate in all discussions and the public can hear all statements made by the member so participating.

**SECTION 6.8 Order of Business.** The order of business for all meetings will be established by the CEO and General Manager in consultation with the Presiding Officer. The order of business, as set forth in the agenda, may be subject to change. Members of the Board may submit to the CEO and General Manager, at least ten (10) days before the date of any regularly scheduled meeting, and forty-eight (48) hours before the date of any special meeting, requests for items to be placed on the agenda.

**SECTION 6.9 Minutes of Meetings.** Minutes of meetings will record only formal actions taken by the Board, a summary of important reports and discussions, and all other information required by Arizona's Open Meeting Law, A.R.S. §38-431 et seq. Members may request that specific comments be included in the minutes. The clerk shall furnish the prior meeting's minutes to Board for review prior to the next meeting. Minutes of each meeting shall be approved by the Board Members at the next regularly scheduled meeting.

**SECTION 6.10 Conduct of Meetings.** In all matters not addressed by these Rules of Procedure or Arizona law, meetings of the Board may be governed by Robert's Rules of Order.

## **ARTICLE VII- VOTING PROCEDURES FOR THE BOARD**

**SECTION 7.1 Manner of Casting Votes.** Voting may be by voice or ballot at the discretion of the Presiding Officer.

**SECTION 7.2 Voting Rights of Agencies.** Each Board Member appointed pursuant to Article 4 of these Rules (including the Chair) shall be entitled to cast one vote on each matter submitted to a vote of the Board, respectively. Other elected officials, staff members, and citizens may attend public meetings and participate as provided by law, but shall not be permitted to vote.

**SECTION 7.3 Approval by Majority Vote.** If a quorum is present, the affirmative vote of the majority of the voting power represented at the meeting, entitled to vote and voting on any matter shall be the act of the body, unless the vote of a greater number is required by Arizona law or these Rules of Procedure.

**SECTION 7.4 Alternate Members of Board.** Alternate representatives to the Board shall be appointed as provided herein and shall be authorized to attend Board meetings. Alternate Members shall vote on all issues coming before the Board in the event that the regular representative is unable to attend a meeting or has a declared conflict of interest as provided in the

Code of Conduct. Each Agency shall appoint a single Board alternate, and such alternate may be changed from time to time with prior written notice to Board and clerk.

#### **ARTICLE VIII – EXECUTIVE SESSIONS**

**SECTION 8.1** Scheduling. The Board, upon a majority vote, may hold closed executive sessions during a regular, special, or emergency meeting after the presiding officer has identified the authorization under A.R.S. § 38-431.03 for holding such executive session.

**SECTION 8.2** Notice. The subject of the executive session must be noticed on the agenda.

**SECTION 8.3** Minutes of Meetings. Minutes of executive sessions shall be kept in the same manner as minutes of regular meetings, except that content and materials, the disclosure of which is inconsistent with the purpose for which an executive session is authorized to be held, may be excluded from the recorded minutes.

**SECTION 8.4** Alternative Representatives. An Agency's alternative representative to the Board shall be permitted to attend all executive sessions.

#### **ARTICLE IX - TRANSIT ADVISORY COMMITTEE**

**SECTION 9.1** Members. The Transit Advisory Committee ("TAC") shall consist of the Coconino County Manager or designee; a Coconino County citizen appointed by the Board of Supervisors; Flagstaff City Manager or designee; a Flagstaff citizen appointed by the City Council; Northern Arizona University Vice-President of Administration or designee; [the Coconino County Community College District Vice-President or designee](#); [the Manager-Executive Director<sup>1</sup> of the Flagstaff Metropolitan Planning Organization \("MetroPlan"\), or designee](#); the Student Senate President from Northern Arizona University or designee; the Student Senate President from Coconino County Community College or designee; and at the discretion of the Board, a representative of a business or economic development association. ~~The corporate boundaries of each of the Agency municipalities and counties constitutes a Service Area for the purpose of this Section 9.1.~~ Additional guest members from surrounding communities may be invited by the TAC Chair as needed to hold meaningful regional discussions. Such invitations are intended to be for a temporary period as necessary for the particular topic. The Student Senate Presidents and guest members shall be ex-officio, non-voting members.<sup>2</sup>

<sup>1</sup> Section 11.1 of the Restated Master IGA dated July 1, 2013 ("Master IGA"), refers to the "Manager" of the Flagstaff Metropolitan Planning Organization. The "Manager" is now the "Executive Director".

<sup>2</sup> Section 11.1 of ~~the Restated Master IGA dated July 1, 2013 (the~~ "Master IGA"), provides that the Student Senate President of each Member university or college shall be ex-officio, non-voting members of the Transit Advisory Committee ("TAC"). The intent of the parties to the Master IGA was to provide a non-voting seat on the TAC to the head of the student organization at each Member university or college. Since the Master IGA was signed, it has come to NAIPTA's attention that at Northern Arizona University, the equivalent position to Student Senate President is the Associated Students of NAU ("ASNAU") President, and at Coconino County Community College is the Student Body President. Accordingly, the students occupying these positions will fill the positions accorded to the president of the student senate.

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**SECTION 9.2** Terms of Office of Citizen Members; Business or Economic Development Association Representative. Citizen members, and the representative of a business or economic development association, shall serve for terms of three years each.

**SECTION 9.3** Responsibilities. The TAC shall have the duties and responsibilities provided in the Restated Master IGA and in such position descriptions and policy handbooks as are reviewed by the TAC and approved by the Board.

**SECTION 9.4** Officers. The officers of the TAC shall consist of a Chair and Vice Chair. The Chair and Vice Chair must be voting members of the TAC.

**SECTION 9.5** Duties of Officers.

- (a) *Chair.* The Chair shall: 1) act as Presiding Officer at all meetings of the TAC; 2) sign such documents as may be necessary on behalf of the TAC.
- (b) *Vice Chair.* The Vice Chair shall have all the powers and assume all of the duties of the Chair in the Chair's absence.

**SECTION 9.6** Election Term, Rotation, and Re-election Vacancies of Officers.

- (a) *Terms.* The term of the Chair and Vice Chair positions shall be for a period of one (1) year, commencing on July-January 1 and ending on the following June-December 30. In the event of an unexpected mid-term vacancy, the replacement Officer, determined in accordance with this Section 9.6(d), shall serve the remainder of the term.
- (b) *Order of Ascension.* Elected Officers shall serve for two (2) consecutive terms: first as the Vice Chair, and then as the Chair. The Vice Chair shall be selected before July-January 1 of each fiscal year, and take office effective July-January 1.

- (c) *Order of Rotation.* Starting January 1, 2023 the Chair of the TAC shall be the TAC Member from Northern Arizona University Vice-President or their designee and the Vice-Chair of the TAC shall be the Flagstaff City Manager or designee. Each subsequent year the Vice-Chair shall ascend in accordance with this Section 9.6(b). A Vice-Chair shall be selected annually in the following order of TAC Members and continue to repeat in this order for the remainder of the existence of the TAC:

- Flagstaff City Manager or designee (2023)
- Coconino County Community College District Vice-President or designee (2024)
- Coconino County Manager or designee (2025)
- Executive Director of the Flagstaff Metropolitan Planning Organization ("MetroPlan") (2026)
- Northern Arizona University Vice-President of Administration or designee (2027)

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~~(e)(d)~~ *Vacancies.* At the completion of a full term, or in the event of a vacancy in the position of Chair, the Vice Chair shall ascend to the position of Chair. In the event of a vacancy in the position of Vice Chair, the TAC shall entertain nominations from the TAC Members to fill any such vacancies for the term or the remainder of the term, as may be appropriate. The selection of a Vice Chair to complete a term under this Section shall not change the Order of Rotation for subsequent terms. ~~It is recommended, but not required, that TAC Members having served 12 or more months be considered for nomination. If two or more TAC Members are nominated for the office, the vote shall be by secret ballot. In the case of a single nominee, the vote may be by voice. In the event both the Chair and Vice Chair positions become vacant simultaneously, both positions shall be filled by the TAC pursuant to the nomination and election provisions of this section; provided, however, that the TAC Member elected to the Chair position shall only serve out the remainder of the term, and not be entitled to serve as both Chair and Vice Chair without being separately elected to the Vice Chair position in a different election cycle.~~

~~(d)~~ *Limitations.* ~~No one person may serve in successive positions of Chair to Vice Chair. No Agency may hold the position of Chair and Vice Chair simultaneously.~~

**SECTION 9.7 Regular Meetings.** Regular meetings of the TAC shall be held at least monthly, or as otherwise determined by the TAC. TAC meetings shall be held at a place and time designated by the TAC in the notice of meeting.

**SECTION 9.8 Alternate Members of the TAC.** Alternate representatives to the TAC shall be appointed as provided herein and shall be authorized to attend TAC meetings. Alternate TAC representatives shall vote on all issues coming before the body in the event that the regular representative is unable to attend a meeting or has a declared conflict of interest as provided in the Code of Conduct. Each Agency shall appoint a single TAC alternate, and such alternate may be changed from time to time with prior written notice to the TAC and clerk.

#### **ARTICLE X- MEMBER CONDUCT**

Members of the Board and TAC shall be governed by a Code of Conduct adopted by the Board and attached hereto as Addendum A. The Code of Conduct may be amended or repealed by the approval of a majority of the Board Members.

#### **ARTICLE XI - AMENDMENTS**

New bylaws may be adopted or these bylaws may be amended or repealed by the approval of a majority of all the Board Members, provided, however, that any provision of these bylaws that requires the vote of a larger proportion of the Board Members than otherwise is required by law may not be altered, amended, or repealed except by vote of that greater number. No amendment may extend a director's term beyond that for which the director was elected.

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| DATED this \_\_\_\_\_, day of \_\_\_\_\_, 20220.

**ADDENDUM A**

**NORTHERN ARIZONA INTERGOVERNMENTAL PUBLIC TRANSPORTATION  
AUTHORITY (“NAIPTA”) CODE OF CONDUCT**

[See following pages]

PHOENIX 53963-6 581720v12  
[4860-3362-0002 v3 \[53963-1\]](#)



**RULES OF PROCEDURE**

**OF**

**NORTHERN ARIZONA INTERGOVERNMENTAL  
PUBLIC TRANSPORTATION AUTHORITY  
("MOUNTAIN LINE")**

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**RULES OF PROCEDURE**  
**OF**  
**NORTHERN ARIZONA INTERGOVERNMENTAL**  
**PUBLIC TRANSPORTATION AUTHORITY (“MOUNTAIN LINE”)**  
(A corporate body and political subdivision  
Of the State of Arizona)

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*Board Committee.* Board Committee means a committee of Board Members formed to review, study, and make recommendations to the Board concerning planning, operation, and management of the Authority.

*Board Member.* Each Agency’s representative(s) on the Board.

*Board of Directors.* Board of Directors or Board means the Board of Directors of the Authority, consisting of representatives of the Members of Mountain Line, as set forth in Mountain Line's Amended and Restated Master Intergovernmental Agreement ("Restated Master IGA").

*CEO and General Manager.* CEO and General Manager means the Chief Executive Officer and General Manager of Mountain Line.

*Code of Conduct.* Code of Conduct means the policy adopted by the Board, and attached hereto as Addendum A, and as amended from time to time as provided in these Rules of Procedure.

*Presiding Officer.* Presiding Officer means the Chair of the Board, TAC, or Board Committee, or the leader of a committee as otherwise provided for in the committee's organizational structure.

*Transit Advisory Committee.* Transit Advisory Committee or TAC means the Committee consisting of members as set forth in the Restated Master IGA.

### **ARTICLE III- POWERS AND DUTIES OF THE BOARD OF DIRECTORS**

The powers and duties of the Board include, but are not limited to:

- (a) The powers set forth in A.R.S. § 28-9122 (the "Statutory Powers"), and those powers necessary to implement the Statutory Powers.
- (b) Determine all questions of Authority policy, establishing the location of the Authority's principal place of business, and the times of meetings of the Board and any committees.
- (c) Conduct a periodic survey of public transportation needs in the Authority and determine an appropriate transportation system to meet those needs and the means to finance the system and produce a five-year public transportation program that is consistent with the regional transportation plan approved by the regional council(s) of governments.
- (d) Coordinate and implement the establishment and development of the public transportation system (including ancillary facilities) within the Authority and among the participating governmental entities.
- (e) Adopt rules that are proper and necessary to regulate the use, operation and maintenance of the public transportation systems, property, facilities and services.
- (f) Employ a CEO and General Manager, and other employees and agents as may be necessary and prescribe the duties, terms, and conditions of employment.

- (g) Delegate to the Authority's officers, CEO and General Manager, and employees such powers as necessary to carry out the policies and business of the Authority.
- (h) Appoint an Authority treasurer or enter into an intergovernmental agreement with the Coconino County Treasurer to provide financial services for the Authority.
- (i) Manage, set policy, and conduct the business of the Authority.
- (j) Determine the Authority's organizational and procedural structure; adopt, amend, and repeal bylaws and rules consistent with the requirements of state law, and prescribe an accounting system for the Authority.
- (k) Create and appoint standing or ad hoc Board Committees. Possible Board Committee subject areas may include, without limitation, financial, personnel, and customer service matters.
- (l) Exercise all powers and perform all functions in the operation of the Authority as are ordinarily exercised by the governing body of a political subdivision of the State of Arizona and as are necessary to accomplish the purposes of the Authority.
- (m) Provide for payment of all debts and appropriate claims from the appropriate funds.
- (n) Contract for or employ professionals to perform work or services on behalf of the Authority.
- (o) Through counsel, prosecute or defend the Authority in all court actions or other proceedings in which the Authority is a party or is otherwise involved.
- (p) Issue an annual report on or before December 1 of each year, containing a full account of its transactions, activities and finances for the preceding fiscal year and other facts and recommendations, and transmit copies of the report to each member municipality, university and county, to the Secretary of State, to the Arizona State Library, Archives and Public Records, and, on request, to any member of the public.
- (q) Cause an annual audit to be conducted of the public transportation authority fund by an independent certified public accountant within 120 days after the end of the fiscal year.

#### **ARTICLE IV – BOARD OF DIRECTOR MEMBERS**

**SECTION 4.1** Agencies and Board of Directors. The Agencies comprising the Authority are Coconino County, the City of Flagstaff, the Arizona Board of Regents acting for and on behalf of Northern Arizona University ("Northern Arizona University") and the Coconino County

Community College District. Coconino County, Northern Arizona University and Coconino County Community College District each have one representative on the Board; the City of Flagstaff has two representatives on the Board. In the event that additional municipalities join the Authority, the number of directors on the Board may be increased (to a maximum of nine (9) directors) by a vote of the Board.

**SECTION 4.2** New Member Agencies. Incorporated cities and towns within Coconino County may join the Authority by petitioning the Board of Supervisors and entering into the Restated Master IGA by and between the Agencies effective July 1, 2013, as the same may be amended (the "Restated Master IGA"), provided that Board membership is to be apportioned among the participating municipalities according to their respective populations.

**SECTION 4.3** Dues, Fees, and Assessments. Each Agency must pay, within the time and on the conditions approved by the Board, the dues, fees, and assessments in amounts to be fixed from time to time by a majority of the Board.

**SECTION 4.4** Resignation of Agency. In the event that one or more Agencies resigns from the Authority, the resigning Agency shall no longer be represented on the Board. New Agencies may be invited to fill any vacancies as provided in Section 4.2 above.

## **ARTICLE V - OFFICERS**

**SECTION 5.1** Officers of the Authority. The Officers of the Authority, who must also be Board Members, shall be a Chair and a Vice Chair.

- (a) A person may only hold one office at a time.
- (b) In the event of a vacancy in an office, a new officer shall be appointed as provided in Section 5.3 of these Rules.

### **SECTION 5.2** Duties of Officers.

- (a) *Chair.* The Chair shall: 1) act as Presiding Officer at all meetings of the Board; 2) sign all documents on behalf of the Authority; 3) be an ex-officio member of all committees.
- (b) *Vice Chair.* The Vice Chair shall have all the powers and assume all of the duties of the Chair in the Chair's absence.
- (c) *Duties Generally.* The Officers of the Authority shall act in the best interest of the Authority and in accordance with the constitutions and laws of the United States of America and the State of Arizona, and with all policies adopted by the Board.

**SECTION 5.3 Election and Re-election of Officers.**

- (a) *Terms.* The term of the Chair and Vice Chair positions shall be for a period of one (1) year, commencing on July 1 and ending on the following June 30, unless otherwise directed by the Board as provided in Section 5.3(e). In the event of an unexpected mid-term vacancy, the replacement Officer, determined in accordance with this Section 5.3, shall serve the remainder of the term.
- (b) *Order of Ascension.* Subject to Section 5.3(e), elected Officers shall serve for two (2) consecutive terms: first as the Vice Chair, and then as the Chair. The Vice Chair shall be elected before July 1 of each fiscal year and take office effective July 1.
- (c) *Vacancies.* At the completion of a full term, or in the event of a vacancy in the position of Chair, the Vice Chair shall ascend to the position of Chair. In the event of a vacancy in the position of Vice Chair, the Board shall entertain nominations from the Board Members to fill any such vacancies for the term or the remainder of the term, as may be appropriate. It is recommended, but not required, that Board Members having served 12 or more months be considered for nomination. If two or more Board Members are nominated for the office, the vote shall be by secret ballot. In the case of a single nominee, the vote may be by voice. In the event both the Chair and Vice Chair positions become vacant simultaneously, both positions shall be filled by the Board pursuant to the nomination and election provisions of this section; provided, however, that the Board Member elected to the Chair position shall only serve out the remainder of the term, and not be entitled to serve as both Chair and Vice Chair without being separately elected to the Vice Chair position in a different election cycle.
- (d) *Limitations.* No one person may serve in successive positions of Chair to Vice Chair. No Agency may hold the position of Chair and Vice Chair simultaneously.
- (e) *Continuity Extension.* The Board, acting in its sole discretion, may extend the term of the Chair for a subsequent year, provided, however, that no Chair shall serve more than two (2) full sequential terms. In the event of such an extension, the Board has the discretion to retain the Vice Chair during such extended term or appoint a new Vice Chair pursuant to the provisions of Section 5.2(c).

**SECTION 5.4 Absence or Disability of Chair.** In the absence or disability of the Chair, (1) the Vice Chair of the Board, and then (2) the Board Members in order of their tenure as Board Members of the Board, shall perform all duties of the Presiding Officer. When so acting, the Vice Chair or Board Member shall have all powers of, and be subject to all restrictions on, the Presiding

Officer. The said Vice Chair or Board Member shall have such other powers and perform such other duties as the Board Members, or the bylaws may prescribe.

Officer positions are personal to the Board Members elected to such position. In the absence of the Chair or Vice Chair, an Agency's alternate may vote in a meeting, but does not serve in the role of an Officer.

**SECTION 5.5 Indemnification.** Each Officer of the Authority shall be defended by the Authority against any action, suit or proceeding arising from an act or omission alleged to have been committed by such officer within the scope of the individual's official capacity with the Authority to the full extent allowed by applicable law.

**SECTION 5.6 Compensation.** Board Members shall be allowed such necessary travel and other expenses incurred in the performance of their duties as authorized by the Board.

**SECTION 5.7 Other Officers and Employees.** The CEO and General Manager, and Treasurer shall be appointed by the Board. All other officers and employees shall be appointed by, and serve at the pleasure of, the CEO and General Manager. All instructions, demands, or direction to Authority employees shall be made by the Board to the CEO and General Manager. Nothing cited in either the law or these Rules of Procedure shall be deemed to provide for or contain any language authorizing an individual Board Member to instruct, direct, or make demands, specifically or by innuendo, of any person employed by the Authority.

## **ARTICLE VI - MEETINGS OF THE BOARD**

**SECTION 6.1 Regular Meetings of Board.** Regular meetings of the Board shall be held at least monthly, or as otherwise directed by the Board. Meetings shall be held at a place and time designated by the Board in the notice of meeting.

**SECTION 6.2 Special Meetings.** The Presiding Officer of the body may call a special meeting of the Board for any lawful purpose at any time.

**SECTION 6.3 Notice Requirements for Meetings.** Notice of meetings and an agenda of the items to be discussed shall be provided to the members of the body and the public as provided in the Arizona Open Meeting Law, A.R.S. §38-431 et seq. Additional notice may be provided as the Board deems advisable. At least twenty-four hours before each meeting, the clerk shall cause the final agenda for the meeting to be posted in accordance with the Arizona Open Meeting Laws and distributed to each member and member of the public requesting the agenda in writing.

**SECTION 6.4 Agenda Items.** Only those items listed on the agenda, as posted pursuant to Section 6.3, may be considered and acted upon at the meeting.

**SECTION 6.5 Quorum.** A majority of Board Members entitled to vote shall constitute a quorum for the transaction of business at any meeting.

**SECTION 6.6 Attendance.** The effectiveness of the Board is directly related to the regular participation of each Board representative in each and all regular and special meetings. Board Members are expected to be present at all regularly scheduled meetings and be prepared to discuss

and consider the items on the agenda. As a courtesy to other members, Board Members shall notify the clerk at the earliest possible time if they will be unable to attend any meeting, indicating the reason(s) for their non-attendance at such meeting. In the event that a Board Member has a pattern of absences (3 or more in a calendar year), the Presiding Officer may contact the respective Agency to make them aware of the situation.

**SECTION 6.7 Attendance by Technological Means.** Board Members, including an Agency's alternative representatives, may participate in a meeting by technological means, provided that the member can hear and participate in all discussions and the public can hear all statements made by the member so participating.

**SECTION 6.8 Order of Business.** The order of business for all meetings will be established by the CEO and General Manager in consultation with the Presiding Officer. The order of business, as set forth in the agenda, may be subject to change. Members of the Board may submit to the CEO and General Manager, at least ten (10) days before the date of any regularly scheduled meeting, and forty-eight (48) hours before the date of any special meeting, requests for items to be placed on the agenda.

**SECTION 6.9 Minutes of Meetings.** Minutes of meetings will record only formal actions taken by the Board, a summary of important reports and discussions, and all other information required by Arizona's Open Meeting Law, A.R.S. §38-431 et seq. Members may request that specific comments be included in the minutes. The clerk shall furnish the prior meeting's minutes to Board for review prior to the next meeting. Minutes of each meeting shall be approved by the Board Members at the next regularly scheduled meeting.

**SECTION 6.10 Conduct of Meetings.** In all matters not addressed by these Rules of Procedure or Arizona law, meetings of the Board may be governed by Robert's Rules of Order.

## **ARTICLE VII- VOTING PROCEDURES FOR THE BOARD**

**SECTION 7.1 Manner of Casting Votes.** Voting may be by voice or ballot at the discretion of the Presiding Officer.

**SECTION 7.2 Voting Rights of Agencies.** Each Board Member appointed pursuant to Article 4 of these Rules (including the Chair) shall be entitled to cast one vote on each matter submitted to a vote of the Board, respectively. Other elected officials, staff members, and citizens may attend public meetings and participate as provided by law but shall not be permitted to vote.

**SECTION 7.3 Approval by Majority Vote.** If a quorum is present, the affirmative vote of the majority of the voting power represented at the meeting, entitled to vote and voting on any matter shall be the act of the body, unless the vote of a greater number is required by Arizona law or these Rules of Procedure.

**SECTION 7.4 Alternate Members of Board.** Alternate representatives to the Board shall be appointed as provided herein and shall be authorized to attend Board meetings. Alternate Members shall vote on all issues coming before the Board in the event that the regular representative is unable to attend a meeting or has a declared conflict of interest as provided in the

Code of Conduct. Each Agency shall appoint a single Board alternate, and such alternate may be changed from time to time with prior written notice to Board and clerk.

## **ARTICLE VIII – EXECUTIVE SESSIONS**

**SECTION 8.1 Scheduling.** The Board, upon a majority vote, may hold closed executive sessions during a regular, special, or emergency meeting after the presiding officer has identified the authorization under A.R.S. § 38-431.03 for holding such executive session.

**SECTION 8.2 Notice.** The subject of the executive session must be noticed on the agenda.

**SECTION 8.3 Minutes of Meetings.** Minutes of executive sessions shall be kept in the same manner as minutes of regular meetings, except that content and materials, the disclosure of which is inconsistent with the purpose for which an executive session is authorized to be held, may be excluded from the recorded minutes.

**SECTION 8.4 Alternative Representatives.** An Agency’s alternative representative to the Board shall be permitted to attend all executive sessions.

## **ARTICLE IX - TRANSIT ADVISORY COMMITTEE**

**SECTION 9.1 Members.** The Transit Advisory Committee (“TAC”) shall consist of the Coconino County Manager or designee; a Coconino County citizen appointed by the Board of Supervisors; Flagstaff City Manager or designee; a Flagstaff citizen appointed by the City Council; Northern Arizona University Vice-President of Administration or designee; the Coconino County Community College District Vice-President or designee; the Executive Director<sup>1</sup> of the Flagstaff Metropolitan Planning Organization (“MetroPlan”), or designee; the Student Senate President from Northern Arizona University or designee; the Student Senate President from Coconino County Community College or designee; and at the discretion of the Board, a representative of a business or economic development association. Additional guest members from surrounding communities may be invited by the TAC Chair as needed to hold meaningful regional discussions. Such invitations are intended to be for a temporary period as necessary for the particular topic. The Student Senate Presidents and guest members shall be ex-officio, non-voting members.<sup>2</sup>

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<sup>1</sup> Section 11.1 of the Restated Master IGA dated July 1, 2013 (“Master IGA”), refers to the “Manager” of the Flagstaff Metropolitan Planning Organization. The “Manager” is now the “Executive Director”.

<sup>2</sup> Section 11.1 of “Master IGA”, provides that the Student Senate President of each Member university or college shall be ex-officio, non-voting members of the Transit Advisory Committee (“TAC”). The intent of the parties to the Master IGA was to provide a non-voting seat on the TAC to the head of the student organization at each Member university or college. Since the Master IGA was signed, it has come to NAIPTA’s attention that at Northern Arizona University, the equivalent position to Student Senate President is the Associated Students of NAU (“ASNAU”) President, and at Coconino County Community College is the Student Body President. Accordingly, the students occupying these positions will fill the positions accorded to the president of the student senate.



**SECTION 9.2** Terms of Office of Citizen Members; Business or Economic Development Association Representative. Citizen members, and the representative of a business or economic development association, shall serve for terms of three years each.

**SECTION 9.3** Responsibilities. The TAC shall have the duties and responsibilities provided in the Restated Master IGA and in such position descriptions and policy handbooks as are reviewed by the TAC and approved by the Board.

**SECTION 9.4** Officers. The officers of the TAC shall consist of a Chair and Vice Chair. The Chair and Vice Chair must be voting members of the TAC.

**SECTION 9.5** Duties of Officers.

- (a) *Chair.* The Chair shall: 1) act as Presiding Officer at all meetings of the TAC; 2) sign such documents as may be necessary on behalf of the TAC.
- (b) *Vice Chair.* The Vice Chair shall have all the powers and assume all of the duties of the Chair in the Chair's absence.

**SECTION 9.6** Term, Rotation, and Vacancies of Officers.

- (a) *Terms.* The term of the Chair and Vice Chair positions shall be for a period of one (1) year, commencing on January 1 and ending on the following December 30. In the event of an unexpected mid-term vacancy, the replacement Officer, determined in accordance with this Section 9.6(d), shall serve the remainder of the term.
- (b) *Order of Ascension.* Elected Officers shall serve for two (2) consecutive terms: first as the Vice Chair, and then as the Chair. The Vice Chair shall be selected before January 1 of each year and take office effective January 1.
- (c) *Order of Rotation.* Starting January 1, 2023, the Chair of the TAC shall be the TAC Member from Northern Arizona University Vice-President, or their designee and the Vice-Chair of the TAC shall be the Flagstaff City Manager or designee. Each subsequent year the Vice-Chair shall ascend in accordance with this Section 9.6(b). A Vice-Chair shall be selected annually in the following order of TAC Members and continue to repeat in this order for the remainder of the existence of the TAC:
  - Flagstaff City Manager or designee (2023)
  - Coconino County Community College District Vice-President or designee (2024)
  - Coconino County Manager or designee (2025)
  - Executive Director of the Flagstaff Metropolitan Planning Organization (“MetroPlan”) (2026)
  - Northern Arizona University Vice-President of Administration or designee (2027)

- (d) *Vacancies.* At the completion of a full term, or in the event of a vacancy in the position of Chair, the Vice Chair shall ascend to the position of Chair. In the event of a vacancy in the position of Vice Chair, the TAC shall entertain nominations from the TAC Members to fill any such vacancies for the term or the remainder of the term, as may be appropriate. The selection of a Vice Chair to complete a term under this Section shall not change the Order of Rotation for subsequent terms.

**SECTION 9.7 Regular Meetings.** Regular meetings of the TAC shall be held at least monthly, or as otherwise determined by the TAC. TAC meetings shall be held at a place and time designated by the TAC in the notice of meeting.

**SECTION 9.8 Alternate Members of the TAC.** Alternate representatives to the TAC shall be appointed as provided herein and shall be authorized to attend TAC meetings. Alternate TAC representatives shall vote on all issues coming before the body in the event that the regular representative is unable to attend a meeting or has a declared conflict of interest as provided in the Code of Conduct. Each Agency shall appoint a single TAC alternate, and such alternate may be changed from time to time with prior written notice to the TAC and clerk.

## **ARTICLE X- MEMBER CONDUCT**

Members of the Board and TAC shall be governed by a Code of Conduct adopted by the Board and attached hereto as Addendum A. The Code of Conduct may be amended or repealed by the approval of a majority of the Board Members.

## **ARTICLE XI - AMENDMENTS**

New bylaws may be adopted, or these bylaws may be amended or repealed by the approval of a majority of all the Board Members, provided, however, that any provision of these bylaws that requires the vote of a larger proportion of the Board Members than otherwise is required by law may not be altered, amended, or repealed except by vote of that greater number. No amendment may extend a director's term beyond that for which the director was elected.

DATED this \_\_\_\_\_, day of \_\_\_\_\_, 2022.

**ADDENDUM A**

**NORTHERN ARIZONA INTERGOVERNMENTAL PUBLIC TRANSPORTATION  
AUTHORITY (“NAIPTA”) CODE OF CONDUCT**

[See following pages]

4860-3362-0002 v3 [53963-1]

**SECTION 5.3** Election and Re-election of Officers.

(a) *Terms.* The term of the Chair and Vice Chair positions shall be for a period of one (1) year, commencing on ~~July-January~~ 1 and ending on the following ~~June-December 3031~~, unless otherwise directed by the Board as provided in Section 5.3(e). In the event of an unexpected mid-term vacancy, the replacement Officer, determined in accordance with this Section 5.3, shall serve the remainder of the term.

(b) *Order of Ascension.* Subject to Section 5.3(e), elected Officers shall serve for two (2) consecutive terms: first as the Vice Chair, and then as the Chair. The Vice Chair shall be elected before ~~July-January~~ 1 of each ~~fiscal~~-year, and take office effective ~~July-January~~ 1.

~~(c) *Order of Rotation.* Starting January 1, 2023 the Chair of the Board shall be the Coconino County Community College District Board Member and the Vice-Chair of the Board shall be the Coconino County Board Member. Each subsequent year the Vice-Chair shall ascend in accordance with this Section 5.3(e). A Vice-Chair shall be selected annually in the following order of Board Members and continue to repeat in this order for the remainder of the existence of the Board of Directors:~~

- ~~• Coconino County Board Member (Vice Chair 2023)~~
- ~~• Northern Arizona University Board Member (Vice Chair 2024)~~
- ~~• City of Flagstaff Board Member (Vice Chair 2025)~~
- ~~• Coconino County Community College District Board Member (Vice Chair 2026)~~
- ~~• Repeat in order~~

~~(e)(d)~~ *Vacancies.* At the completion of a full term, or in the event of a vacancy in the position of Chair, the Vice Chair shall ascend to the position of Chair. In the event of a vacancy in the position of Vice Chair, the Board shall entertain nominations from the Board Members to fill any such vacancies for the term or the remainder of the term, as may be appropriate. The selection of a Vice Chair to complete a term under this Section shall not change the Order of Rotation

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~~for subsequent terms. It is recommended, but not required, that Board Members having served 12 or more months be considered for nomination. If two or more Board Members are nominated for the office, the vote shall be by secret ballot. In the case of a single nominee, the vote may be by voice. In the event both the Chair and Vice Chair positions become vacant simultaneously, both positions shall be filled by the Board pursuant to the nomination and election provisions of this section; provided, however, that the Board Member elected to the Chair position shall only serve out the remainder of the term, and not be entitled to serve as both Chair and Vice Chair without being separately elected to the Vice Chair position in a different election cycle.~~

- ~~(d) *Limitations.* No one person may serve in successive positions of Chair to Vice Chair. No Agency may hold the position of Chair and Vice Chair simultaneously.~~
- (e) *Continuity Extension.* The Board, acting in its sole discretion, may extend the term of the Chair and Vice Chair for a subsequent year, provided, however, that no Chair or Vice Chair shall serve more than two (2) full sequential terms. In the event of such an extension, the ~~Board has the discretion to retain the Vice Chair during such extended term, or appoint a new Vice Chair pursuant to the provisions of Section 5.2(e)~~ order of rotation under Section 5.3(c) above will resume at the end of the extended terms.

**SECTION 5.4 Absence or Disability of Chair.** In the absence or disability of the Chair,

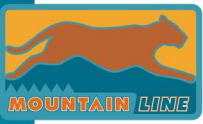
(1) the Vice Chair of the Board, ~~and then or~~ (2) ~~the an alternate~~ Board Members ~~selected~~ in order of their tenure as Board Members of the Board, shall perform all duties of the Presiding Officer. When so acting, the Vice Chair or ~~alternate~~ Board Member shall have all powers of, and be subject to all restrictions on, the Presiding Officer. The said Vice Chair or ~~alternate~~ Board Member shall have such other powers and perform such other duties as the Board Members, or the bylaws may prescribe.

~~Officer positions are personal to the Board Members elected to such position. In the absence of the Chair or Vice Chair, an Agency's alternate may vote in a meeting, but does not serve in the role of an Officer.~~

**SECTION 5.3 Election and Re-election of Officers.**

- (a) *Terms.* The term of the Chair and Vice Chair positions shall be for a period of one (1) year, commencing on January 1 and ending on the following December 31, unless otherwise directed by the Board as provided in Section 5.3(e). In the event of an unexpected mid-term vacancy, the replacement Officer, determined in accordance with this Section 5.3, shall serve the remainder of the term.
- (b) *Order of Ascension.* Subject to Section 5.3(e), elected Officers shall serve for two (2) consecutive terms: first as the Vice Chair, and then as the Chair. The Vice Chair shall be elected before January 1 of each year and take office effective January 1.
- (c) *Order of Rotation.* Starting January 1, 2023, the Chair of the Board shall be the Coconino County Community College District Board Member and the Vice-Chair of the Board shall be the Coconino County Board Member. Each subsequent year the Vice-Chair shall ascend in accordance with this Section 5.3(e). A Vice-Chair shall be selected annually in the following order of Board Members and continue to repeat in this order for the remainder of the existence of the Board of Directors:
  - Coconino County Board Member (Vice Chair 2023)
  - Northern Arizona University Board Member (Vice Chair 2024)
  - City of Flagstaff Board Member (Vice Chair 2025)
  - Coconino County Community College District Board Member (Vice Chair 2026)
  - Repeat in order
- (d) *Vacancies.* At the completion of a full term, or in the event of a vacancy in the position of Chair, the Vice Chair shall ascend to the position of Chair. In the event of a vacancy in the position of Vice Chair, the Board shall entertain nominations from the Board Members to fill any such vacancies for the term or the remainder of the term, as may be appropriate. The selection of a Vice Chair to complete a term under this Section shall not change the Order of Rotation for subsequent terms.
- (e) *Continuity Extension.* The Board, acting in its sole discretion, may extend the term of the Chair and Vice Chair for a subsequent year, provided, however, that no Chair or Vice Chair shall serve more than two (2) full sequential terms. In the event of such an extension, the order of rotation under Section 5.3(c) above will resume at the end of the extended terms.

**SECTION 5.4 Absence or Disability of Chair.** In the absence or disability of the Chair, (1) the Vice Chair of the Board, or (2) an alternate Board Member selected in order of their tenure as Board Members of the Board, shall perform all duties of the Presiding Officer. When so acting, the Vice Chair or alternate Board Member shall have all powers of, and be subject to all restrictions on, the Presiding Officer. The said Vice Chair or alternate Board Member shall have such other powers and perform such other duties as the Board Members, or the bylaws may prescribe.



**DATE PREPARED:** August 8, 2022

**MEETING DATE:** August 17, 2022

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

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

**SUBJECT:** Election of Vice Chair of the Board of Directors

**RECOMMENDATION:**

Staff recommends the Board of Directors affirm the ascension of Vice Chair to the Chair position and perform the election of the Vice Chair position, effective July 1, 2022.

**BACKGROUND:**

In accordance with the Amended and Restated Master IGA Section 3:

NAIPTA shall be governed by a Board of Directors consisting of at least five (5) and not more than nine (9) members. Upon the approval and execution of this Restated Master IGA by all Parties, the Board shall be comprised of five (5) directors, consisting of one (1) member of the Coconino County Board of Supervisors or designee; two (2) members of the Flagstaff City Council or designees; one (1) member of the Northern Arizona University administration appointed by the Northern Arizona University President, and the President of Coconino County Community College District or designee.

Further, according to NAIPTA's Rules of Procedure Section 5.3 officers are to be elected by the Board:

**Election and Re-election of Officers.**

- (a) **Terms.** The term of the Chair and Vice Chair positions shall be for a period of one (1) year, commencing on July 1 and ending on the following June 30, unless otherwise directed by the Board as provided in Section 5.3(e). In the event of an unexpected mid-term vacancy, the replacement Officer, determined in accordance with this Section 5.3, shall serve the remainder of the term.
- (b) **Order of Ascension.** Subject to Section 5.3(e), elected Officers shall serve for two (2) consecutive terms: first as the Vice Chair, and then as the Chair. The Vice Chair shall be elected before July 1 of each fiscal year and take office effective July 1.
- (c) **Vacancies.** At the completion of a full term, or in the event of a vacancy in the position of Chair, the Vice Chair shall ascend to the position of Chair. In the event of a vacancy in the position of Vice Chair, the Board shall entertain nominations from the Board Members to fill any such vacancies for the term or the remainder of the term, as may be appropriate. It is recommended, but not required, that Board Members having served 12 or more months be considered for nomination. If two or more Board Members are nominated for the office, the vote shall be by secret ballot. In the case of







a single nominee, the vote may be by voice. In the event both the Chair and Vice Chair positions become vacant simultaneously, both positions shall be filled by the Board pursuant to the nomination and election provisions of this section; provided, however, that the Board Member elected to the Chair position shall only serve out the remainder of the term, and not be entitled to serve as both Chair and Vice Chair without being separately elected to the Vice Chair position in a different election cycle.

- (d) *Limitations.* No one person may serve in successive positions of Chair to Vice Chair. No Agency may hold the position of Chair and Vice Chair simultaneously.
- (e) *Continuity Extension.* The Board, acting in its sole discretion, may extend the term of the Chair for a subsequent year, provided, however, that no Chair shall serve more than two (2) full sequential terms. In the event of such an extension, the Board has the discretion to retain the Vice Chair during such extended term or appoint a new Vice Chair pursuant to the provisions of Section 5.3(c).

Chair Shimoni ascended to the Chair position in April 2021 due to the unforeseen departure of Steve Peru from the Board of Directors. Director Williams was elected to the Vice Chair position in January 2022 following the departure of Dr. Okoli in October 2021. Twelve months of service on the Board of Directors is recommended, but not a requirement as referenced in Section 5.3(c) above. Director Sweet and Director Vasquez have the recommended service of 12 months or more. Josh Maher is the NAU Alternate and acting member until further notice; as it stands, he would not be eligible to serve in the Vice Chair capacity. Please consider nominations for the Vice Chair position with potential ascension to the Chair position in the future.

Board action on this item will be dependent upon the action taken regarding the Rules of Procedure immediately preceding this agenda item.

**FISCAL IMPACT:**

The election of officers for the Board has no fiscal impact.

**ALTERNATIVES:**

- 1) Affirm the ascension of the Vice Chair to the Chair position and elect a Vice Chair with terms effective July 1<sup>st</sup> (**recommended**): The Vice Chair will serve in this capacity for one year and then ascend to the Chair position for one year.
- 2) Exercise the Continuity Extension noted above 5.3(e) to align with our elected officials' transition timeframe (**recommended**): The Vice Chair election would be moved to November each year with an effective date of January 1<sup>st</sup> of the following year.

**TAC DISCUSSION:**

Vice Chair Stam asked a question about the Board approving the Rules of Procedure change to rotate officers by agency for the TAC even if they are not in favor for the Board and staff responded that is a possibility.





## Mountain Line

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### SUBMITTED BY:

Rhonda Cashman  
Executive Assistant and Clerk of the Board

### APPROVED BY:

Heather Dalmolin  
CEO and General Manager

### ATTACHMENTS:

1. Terms for the Board of Directors -page 50-53

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Date Current Term Began	Term	Date Term Expires	Position	Agency	Name
7/1/2021	5 years	6/30/2026		Coconino County	Jeronimo Vasquez
				Coconino County	*Judy Begay
7/1/2019	5 years	6/30/2024		City of Flagstaff	Miranda Sweet
				City of Flagstaff	*Paul Deasy
7/1/2018	5 years	6/30/2023	Chair	City of Flagstaff	Adam Shimoni
				City of Flagstaff	*Paul Deasy
7/1/2020	5 years	6/30/2025		NAU	**VACANT
				NAU	*Josh Maher
7/1/2022	5 years	6/30/2027	Vice Chair	CCC	**Tony Williams
				CCC	*Kurt Stull

\*\*Designee

\* Alternate



## Mountain Line

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**DATE PREPARED:** August 9, 2022

**MEETING DATE:** August 17, 2022

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

**FROM:** Josh Stone, Management Services Director

**SUBJECT:** FY2023 Procurement Resolution

### **RECOMMENDATION:**

Staff recommends the Board of Directors approve Resolution 2023-110: FY2023 Procurement Resolution to authorize the CEO and General Manager to 1) approve and award procurements and 2) execute contracts that support projects that are within the approved fiscal year budget, the 5-year capital improvement plan, the 10-year financial plan, and which may be related to the approved annual Collective Grant Resolution.

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

- ❖ Resolution 2023-110: FY2023 Procurement Resolution supports all aspects of the Strategic Plan and Key Objectives

### **BACKGROUND:**

The Board of Directors adopted and updated Mountain Line's procurement policies in October of 2017. These policies are used to guide all activities related to the use of public funding, i.e. transit funding, used to supply goods and services necessary to support public transit in and around Mountain Line's service area. The procurement policy delegates authority to the CEO and General Manager for award of procurements and authorization of contracts of less than \$100,000 while retaining authority with the Board for procurements and contracts of \$100,000 or greater. These authorizations result in large procurements being presented to the Board for consideration and approval on a regular basis, and results in Board action being required for all amendments that change the contract by more than \$20,000 or 15%. As the Board meets only once a month, these requirements can create some challenges for staff and/or delays in projects while work is paused to await Board action. The Board of Directors first approved a Procurement Resolution in 2019, as allowed by regulatory language, to authorize the CEO and General Manager to act on behalf of the Board of Directors to approve procurement award recommendations after such procurements are conducted in a manner directed by the purchasing policies and execute contracts with vendors selected as best value after a competitive process. The resolution provides staff with an option that allows for more timely consideration of awards, contracts, and changes while preserving limited time at meetings for the Board to engage in broad policy and strategy discussions.

The resolution was determined to be an annual process for projects named and included in the approved fiscal year budget, the 5-year capital improvement plan, the 10-year financial plan and where applicable supported by the annual Grant Resolution. Any procurement decisions that are high impact to the

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community, protested or appealed, or considered controversial will be brought before the Board of Directors for formal action including making determination of any protest or appeal.

Staff is recommending the Board approve Resolution 2023-110: FY2023 Procurement Resolution to support procurements for FY2023 as defined in the adopted budget, the 5-year capital improvement plan, the 10-year financial plan, and as supported by the annual Collective Grant Resolution. Detailed project updates, including contract or procurement decisions, will be made available at the next regular occurring meeting of the Board of Directors in order to engage the Board in discussion of the projects as a whole.

**FISCAL IMPACT:**

There is no additional fiscal impact directly related to approving Resolution 2023-110: FY2023 Procurement Resolution as the resolution reflects projects approved in the annual fiscal year budget, the 5-year capital improvement plan, and the 10-year financial plan. The resolution offers the opportunity to process procurements and related contracts in a more efficient manner while creating an opportunity to be timely in engaging contractors on projects.

**ALTERNATIVES:**

- 1) Approve Resolution 2023-110: FY2023 Procurement Resolution (**recommended**): This resolution is in line with allowances under Mountain Line's procurement policies, the State rules for an IPTA, and allows for staff to be responsive and agile to timely award and action on procurements. Resolution 2023-110 will afford the Board of Directors an opportunity to engage in a thoughtful manner on strategic purpose projects, issues, and policies while delegating management of procurements and contracts to the CEO and General Manager.
- 2) Do not approve Resolution 2023-110 (**not recommended**): This alternative is not recommended as then each procurement of \$100,000 or more will continue to need to be timed accordingly to align with Board meetings and as such may cost staff and projects time, and such Board consideration will consume time at Board meetings that could otherwise be used for strategic planning and engagement.

**TAC DISCUSSION:**

Chair Wessel requested confirmation if it was standard procedure to renew the procurement resolution to support all projects.

**SUBMITTED BY:**

Josh Stone  
Management Services Director

**APPROVED BY:**

Heather Dalmolin  
CEO and General Manager

**ATTACHMENTS:**

1. Resolution 2023-110: FY2023 Procurement Resolution -pages 57-58
2. FY2023 Annual Budget, Project List -page 59





## **Mountain Line**

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- 3. FY2023 Capital Improvement Plan -page 60
- 4. FY2023 Financial Plan, excerpt -pages 61-63

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## RESOLUTION 2023-110

### **A RESOLUTION DELEGATING AUTHORITY FOR PROCUREMENT BIDS AND PROPOSALS, GRANT AWARDS, AND AUTHORIZITY OVER CONTRACTS FOR FISCAL YEAR 2023 (2022-2023) TO THE CEO AND GENERAL MANAGER ON BEHALF OF THE BOARD OF DIRECTORS OF THE NORTHERN ARIZONA INTERGOVERNMENTAL PUBLIC TRANSPORTATION AUTHORITY (MOUNTAIN LINE).**

Whereas Mountain Line is involved in the procurement and completion of an increasing number of and complexity in transportation projects; and

Whereas the Board of Directors ("Board") devotes a substantial portion of its meeting time to the consideration of procurements, contracts, and contract amendments for transportation projects;

Whereas the Board relies on the CEO and the General Manager in considering and approving procurements, contracts, and contract amendments for transportation projects; and

Whereas the Board desires for Mountain Line to more efficiently fulfill its mission to provide transportation solutions to the members of the public it serves; and

Whereas the Board has previously delegated authority to the CEO and the General Manager to issue and award procurements and authorize contracts; and

Whereas Arizona Revised Statutes §§ 28-9101, et seq. authorize the Board to delegate additional authority to the CEO and the General Manager; and

Whereas the Board delegating additional authority to the CEO and the General Manager will enable Mountain Line to more timely consider awards, contracts, and amendments, as well as administer and report to the Board on a whole-project basis; and

Whereas the Board delegating additional authority to the CEO and the General Manager will preserve limited Board meeting time to devote to broad and deep policy and strategy discussions; and

Whereas the Board has reviewed a list of projects based on Mountain Line's fiscal year budget, this fiscal year Grant Resolution, and long-term financial plan;

IT IS THEREFORE RESOLVED by the Mountain Line Board of Directors:

That the CEO and the General Manager, is delegated the authority, on the Board's behalf, to issue procurement requests and grant awards up to the amount budgeted for each project as in approved budget, up to an aggregate limit for all projects not exceeding the total authorized budget amount for the projects included in the budget for fiscal year 2023 (2022-2023);

That the CEO and the General Manager is delegated the authority, on the Board's behalf, to sign and enter into on the Board's behalf, individual contracts and/or agreements up to the amount budgeted for each project as in approved budget, up to an aggregate limit for all projects not exceeding the total authorized budget amount for the projects included in the budget for fiscal year 2023 (2022-2023); and

That the CEO and General Manager, s the budget for additional projects are established and formally approved by the Board, may present to the Board additional Delegation Resolutions for each specific

project for which the budget is approved consistent with the delegation of authority set forth in this Resolution; and

That the CEO and the General Manager is authorized to sign such documents in such form as is finally approved and take such actions as are reasonably necessary to effectuate the terms of the awards, contracts, services and/or agreements; and

That the CEO and the General Manager, together with the Mountain Line Staff and General Counsel, shall revise the Mountain Line Purchasing Policy to reflect the delegations of authority and procedures as set forth in this Resolution;

That the CEO and General Manager will bring to the Board any procurement decisions that are protested or appealed for formal action and resolution of the protest consistent with the Mountain Line Purchasing Policy; and

That this Delegation of Authority shall remain in force until the end of fiscal year 2023 (2022-2023) or until revoked by a subsequent, validly passed resolution of the Board.

Adopted this day \_\_\_\_\_ of \_\_\_\_\_, 20\_\_\_\_

BY: \_\_\_\_\_  
Chair, Board of Directors

ATTEST:

BY: \_\_\_\_\_  
Clerk of the Board



Mountain Line - City of Flagstaff							
Capital Summary							
	FY 2022	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
EXPENSES	Budget	Projected					
Buses	\$ 7,145,959	\$ 454,752	\$ 8,491,207	\$ -	\$ 2,000,000	\$ 3,000,000	\$ 2,000,000
Capital Replacement fund							
Light Duty Vans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capitalized Repairs and Rehabilitation	\$ 245,000	\$ 247,563	\$ 220,000	\$ 310,000	\$ 90,000	\$ -	\$ -
Shelters, Pads and Installation	\$ 488,708	\$ 148,708	\$ 636,000	\$ 306,000	\$ 165,000	\$ 180,000	\$ 210,000
Facility Costs and Transfer Centers	\$ 6,010,304	\$ 758,386	\$ 31,244,787	\$ 15,845,398	\$ -	\$ 17,500	\$ 210,000
Misc (see sheet for details)	\$ 4,783,754	\$ 392,060	\$ 4,134,547	\$ 696,800	\$ 206,800	\$ 334,800	\$ 706,800
Route Construction	\$ 10,751,253	\$ 411,846	\$ 10,339,407	\$ 1,080,000	\$ 2,994,680	\$ -	\$ 217,140
TOTAL CAPITAL EXPENSES	\$ 29,424,978	\$ 2,413,315	\$ 55,065,948	\$ 18,238,198	\$ 5,456,480	\$ 3,532,300	\$ 3,343,940
REVENUES							
FTA Sec 5307 Formula (80% Federal-20% local)	\$ 62,633	\$ 62,633	\$ 108,000	\$ 120,000	\$ 132,000	\$ 144,000	\$ 168,000
FTA Sec 5339 Capital Program (up to 80% of costs)	\$ 22,399,940	\$ 1,576,306	\$ 42,994,276	\$ 14,034,318	\$ 3,995,744	\$ 2,462,400	\$ 2,133,712
FTA Sec ??? Small Starts Program (up to 80% of capital)							
County Contribution	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LTAF II	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NAU Contribution	\$ 1,029,192	\$ 88,400	\$ 437,558	\$ -	\$ -	\$ -	\$ -
Local-Flex STP	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicle Replacement Fund	\$ -	\$ -	\$ -	\$ -	\$ 400,000	\$ 600,000	\$ 400,000
Other-Misc Sources	\$ 2,626,701	\$ 348,976	\$ 5,522,628	\$ 1,566,154	\$ 160,000	\$ 200,000	\$ 200,000
Subtotal Non-Transit Tax Revenues	\$ 26,118,466	\$ 2,076,315	\$ 49,062,462	\$ 15,720,472	\$ 4,687,744	\$ 3,406,400	\$ 2,901,712
Transit Tax - Capital (401)	\$ 40,575	\$ 40,575					
Transit Tax - Capital (402)	\$ 400,000	\$ 44,345					
Transit Tax - Capital (403)		\$ -					
Transit Tax - Capital (404)		\$ -					
Transit Tax - Capital (405)		\$ -					
Transit Tax - Capital (411)	\$ 2,865,938	\$ 252,080	\$ 6,003,486	\$ 2,517,726	\$ 768,736	\$ 125,900	\$ 442,228
Subtotal Transit Tax needed	\$ 3,306,513	\$ 337,000	\$ 6,003,486	\$ 2,517,726	\$ 768,736	\$ 125,900	\$ 442,228
TOTAL REVENUES	\$ 29,424,978	\$ 2,413,315	\$ 55,065,948	\$ 18,238,198	\$ 5,456,480	\$ 3,532,300	\$ 3,343,940

Mountain Line  
FINAL\_ FY2023 CIP

dated 12.17.2021

Committed Projects																					
N/A Ranking	Type	Category	Subcategory	Project	N/A Project Score	Funding Source	Budget FY2022	Carryover (Y/N)	FY2023	FY2024	FY2025	F2026	FY2027	Does project Impact Annual Operating Budget (Y/N)	Net Annual O&M Cost	FY23 Local Match	Future Years Local Match				
0	SGR	Fleet	Fleet	EVs: Fixed Route Electric Mobile Charging Units (2)	0	Grant - applied	\$61,000	Y		\$0	\$0	\$0	\$0	N		\$0					
0	SGR	Facilities	Kaspar Campus	Electrical Charging Infrastructure - Kaspar - D&C	0	Grant - applied	\$1,474,850	Y		\$0	\$0	\$0	\$0	Y	\$19,000	\$294,970					
0	SGR	Equipment	Fleet	EVs: Diagnostic & Maintenance Tools	0	Grant - applied	\$56,000	Y		\$0	\$0	\$0	\$0	N		\$0					
0	SI	Facilities	DCC	DCC - Design and Construction	0	Grant - awarded	\$9,394,971	yes, portion	\$24,613,483	\$10,815,398	\$0	\$0	\$0	N	\$200,000	\$4,922,697					
0	SI	Transit Technologies	Transit Technologies	TSP - MetroPlan Technology Grant	0	Grant- awarded	\$200,000	Y		\$0	\$0	\$0	\$0	N		\$0					
0	SI	Facilities	Kaspar Campus	KHMP Master Plan	0	Grant - awarded	\$204,000	Y	\$0	\$0	\$0	\$0	\$0	Y	\$0	\$0					
0	SI	Transit Technologies	Security & Safety	BEB Training	0	Grant - applied			\$80,000	\$0	\$0	\$0	\$0	N	\$0	\$16,000					
0	SE	Facilities	Facilities	Phase 1: Campus Bus Storage - CDL Course	0	Grant - awarded	\$5,648,362	Y		\$0	\$0	\$0	\$0	Y	\$25,000	\$564,836					
0	SE	Facilities	Infrastructure - General	First Mile / Last Mile Bike / Ped Improvements	0	Grant - awarded	\$6,920,094	Y		\$0	\$0	\$0	\$0	N		\$0					
0	SE	Facilities	Facilities	Phase 2: Campus Bus Storage/Admin & Bus Wash	0	Grant - applied			\$1,800,000	\$27,500,000	\$0	\$0	\$0	Y	\$200,000	\$108,000	\$5,928,000				
								Subtotal:	\$26,493,483	\$38,315,398	\$0	\$0	\$0		\$444,000	\$5,906,503	\$0				
Ranked Projects																					
Ranking	Type	Category	Subcategory	Project	Project Score	Funding Source	Budget FY2022	Carryover (Y/N)	FY2023	FY2024	FY2025	F2026	FY2027								
1	SGR	Fleet	Fleet	Fixed Route - Bus Replacement	50	Grants - ongoing	\$2,000,000	Y	\$0	\$0	\$2,000,000	\$3,000,000	\$2,000,000	Y	\$						
2	SGR	Facilities	Kaspar Campus	Shop 3 Air Quality Sensors	48.75	General fund			\$15,000	\$0	\$0	\$7,500	\$0	N							
3	SGR	Facilities	Kaspar Campus	Bus Wash Refurbishment	47.5	General fund			\$25,000	\$0	\$0	\$0	\$0	N							
4	SGR	Facilities	Kaspar Campus	Diesel Fuel Tank Refurbishment	46.25	General fund			\$10,000	\$0	\$0	\$0	\$0	N							
5	SGR	Fleet	Fleet	Fixed Route - Bus Rehabilitation	46.25	General fund			\$220,000	\$220,000	\$0	\$0	\$0	Y	\$						
6	SGR	Equipment	IT	Domain Controller Replacement/Backup Server (updated 12.17.2021)	42.5	General fund			\$20,000	\$0	\$0	\$0	\$0	N							
7	SGR	Facilities	Bus Stops, Connection Centers, Offsite Transit Facilities	Bus Shelter Rehab / Replacement	42.5	General fund			\$135,000	\$150,000	\$165,000	\$180,000	\$210,000	N							
8	SGR	Equipment	Security & Safety	Cameras Replacement 3825 Kaspar	41.25	General fund			\$19,000	\$0	\$0	\$0	\$0	N							
9	SGR	Equipment	IT	Phone Server Replacements	40	General fund	\$22,000		\$28,000	\$0	\$0	\$0	\$0	N							
10	SGR	Facilities	Kaspar Campus	Roof Replacement	40	Grant - General fund			\$0	\$0	\$0	\$0	\$150,000	N		\$0					
11	SI	Facilities	Kaspar Campus	Maintenance Bay Expansion - Design and Construction	40	Grant - contingent			\$1,000,000	\$5,000,000	\$0	\$0	\$0	Y	\$80,000	\$200,000					
12	SGR	Equipment	IT	SeonServer Replacement	38.75	General fund			\$0	\$10,000	\$0	\$0	\$0	N							
13	SE	Facilities	Bus Stops, Connection Centers, Offsite Transit Facilities	Route Extension: NAH Bus Stops	37.5	Grant - General fund			\$0	\$780,000	\$0	\$0	\$0	Y	\$		\$156,000				
14	SGR	Facilities	Kaspar Campus	Exterior Paint	36.25	General fund			\$0	\$0	\$0	\$0	\$60,000	N							
15	SGR	Fleet	Fleet	Support Vehicle - Facilities	35	Grant - awarded	\$300,000	Y	\$0	\$0	\$0	\$0	\$0	N							
16	SGR	Equipment	IT	Server-Fire Protection	32	General fund			\$20,000	\$0	\$0	\$0	\$0	N							
17	SGR	Equipment	Facilities	Scissor Lift	31.25	General fund			\$0	\$30,000	\$0	\$0	\$0	N							
18	SGR	Equipment	IT	IT Network Switch Replacement	30	General fund			\$0	\$6,800	\$6,800	\$6,800	\$6,800	N							
19	SI	Planning Studies	Planning Studies	Planning Studies - 5305 funded	30	Grant - contingent			\$200,000	\$250,000	\$200,000	\$250,000	\$250,000	N		\$40,000	\$190,000				
20	SGR	Fleet	Fleet	Paratransit - Van Replacement	30	Grant - ongoing			\$0	\$220,000	\$250,000	\$380,000		Y	\$		\$170,000				
21	SGR	Equipment	IT	APC Sensors	28.75	Grant - contingent			\$0	\$0	\$0	\$78,000	\$0	N							
22	SGR	Facilities	Kaspar Campus	Concrete Repair - Bus Wash and Shop 3	27.5	General fund			\$50,000	\$0	\$0	\$0	\$0	N							
23	SE	Facilities	Bus Stops, Connection Centers, Offsite Transit Facilities	Route 8 Extension: Bus Stops Woody Mountain Rd	27.5	Grant - General fund	\$66,000		\$66,000	\$0	\$468,000	\$0	\$0	Y	\$		\$93,600				
24	SGR	Facilities	Kaspar Campus	Asphalt Parking Resealed	26.5	General fund			\$10,000	\$0	\$0	\$10,000	\$0	N							
25	SGR	Fleet	Fleet	Support Vehicle - Fleet (Non-revenue)	25	Grant - ongoing			\$0	\$0	\$0	\$0	\$0	N		\$0					
26	SGR	Fleet	Fleet	Support Vehicle - Operations (Non revenue)	25	Grant - ongoing			\$0	\$90,000	\$90,000			N		\$0	\$36,000				
27	SGR	Equipment	Security & Safety	Radio System Replacement	23.75	Grant - General fund			\$0	\$0	\$0	\$0	\$150,000	N							
28	SI	Transit Priority Improvements	Transit Priority Improvements	TSP Butler Corridor East	23.75	Grant - not applied			\$0	\$0	\$0	\$0	\$217,140	Y	\$		\$43,428				
29	SI	Facilities	Bus Stops, Connection Centers, Offsite Transit Facilities	Shelters - RT 3 Butler Corridor East	21.25	Grant - General fund			\$0	\$125,000	\$0	\$0	\$0	Y	\$		\$25,000				
30	SI	Transit Priority Improvements	Transit Priority Improvements	TSP Butler Corridor West	21.25	Grant - not applied			\$0	\$0	\$526,680	\$0	\$0	Y	\$		\$105,336				
31	SGR	Equipment	IT	Backup Server (Secondary)	18.75	General fund			\$0	\$0	\$0	\$0	\$0	N							
32	SI	Facilities	Bus Stops, Connection Centers, Offsite Transit Facilities	Shelters - RT 4 Lake Mary/Mohawk	18.75	Grant - General fund			\$0	\$31,000	\$0	\$0	\$0	Y	\$		\$6,200				
33	SI	Equipment	IT	RTA Display Courthouse	17.5	Grant - General fund			\$0	\$10,000	\$0	\$0	\$0	N	\$		\$2,000				
34	SGR	Equipment	Security & Safety	Cameras System Replacement	17.5	Grant - General fund			\$0	\$0	\$0	\$0	\$300,000	Y	\$		\$60,000				
35	SI	Transit Technologies	Transit Technologies	TSP Fleet Equipment	17.5	Grant - awarded			\$0	\$300,000	\$0	\$0	\$0	Y	\$		\$60,000				
36	SI	Facilities	Bus Stops, Connection Centers, Offsite Transit Facilities	TLA Bus Stop	17.5	Grant - contingent	\$15,000		\$75,000	\$0	\$0	\$0	\$0	Y	\$	\$15,000					
37	SI	Facilities	Bus Stops, Connection Centers, Offsite Transit Facilities	Milltown Bus Lanes	17.5	General fund	\$260,000	\$240,000	\$20,000	\$0	\$0	\$0	\$0	Y	\$	\$20,000					
38	SGR	Equipment	Facilities	Phase 4: Campus Bus Storage: EV Charging	11.25	Grant - not applied			\$0	\$0	\$0	\$0	\$6,568,200	Y	\$		\$1,313,640				
39	SE	Facilities	Facilities	Phase 3: Campus Storage: NAU Maintenance	11.25	Grant - not applied			\$0	\$0	\$0	\$0	\$6,726,800	Y	\$	\$0	\$1,345,360				
40	SGR	Equipment	IT	Wi-Fi Controllers	0	General fund			\$0	\$10,000	\$0	\$0	\$0	Y	\$						
41	SGR	Equipment	IT	Mobile Routers - Buses	0	General fund			\$0	\$30,000	\$0	\$0	\$0	Y	\$						
42	SI	Equipment	Transit Technologies	Bus Training Simulator	0	Grant - contingent			\$0	\$380,000	\$0	\$0	\$0	Y	\$	\$0					
43	SE	Fleet	Fleet	Fixed Route - Service Expansion NAH	0	Grant - ongoing			\$0	\$0	\$2,000,000	\$0	\$0	Y	\$		\$400,000				
Ranked Projects FY2023 Subtotal:									\$1,913,000	\$7,642,800	\$5,706,480	\$3,912,300	\$16,638,940	Local Match Subtotals:				\$6,181,503	\$4,036,564		
Ranked & Committed Projects FY2023 Total:									\$28,406,483												
FY2023-FY2027 Committed Projects:									\$64,808,881												

- Notes :
- 1) Committed Projects are either grant awarded or grant applied (pending).
  - 2) Project shown in year of initiation/purchase.
  - 3) If O&M cost not calculated but requestor indicated impact, a \$ symbol shown.
  - 4) Funding Source: "Grant-General Fund" means that if no grant awarded, project will request priority from General Fund.
  - 5) Funding Source: "Grant - ongoing" means that there are predictable grant sources/fleet is prioritized for grants.
  - 6) Final CIP document maybe updated as part of annual budget process.

Financial Plan Summary										
	no srvc change w/pay plan	no srvc change w/pay plan	no srvc change w/pay plan	no srvc change w/pay plan	no srvc change w/pay plan	no srvc change w/pay plan	no srvc change w/pay plan	no srvc change w/pay plan	no srvc change w/pay plan	no srvc change w/pay plan
	FY 2022 Budget	FY 2022 Projected	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
SYSTEM EXPENSES										
Operations Summary	\$ 9,878,699	\$ 10,324,022	\$ 11,136,354	\$ 11,855,650	\$ 12,088,151	\$ 12,325,302	\$ 12,567,196	\$ 12,813,928	\$ 13,065,595	\$ 13,322,295
Capital Summary	\$ 29,424,978	\$ 2,413,315	\$ 55,065,948	\$ 18,238,198	\$ 5,456,480	\$ 3,532,300	\$ 3,343,940	\$ 2,373,823	\$ 3,373,358	\$ 3,954,736
TOTAL SYSTEM EXPENSES	\$ 39,303,677	\$ 12,737,337	\$ 66,202,302	\$ 30,093,848	\$ 17,544,631	\$ 15,857,602	\$ 15,911,136	\$ 15,187,751	\$ 16,438,953	\$ 17,277,031
Increase over prior year	105.63%	114.15%	107.87%	106.46%	101.96%	101.96%	101.96%	101.96%	101.96%	105.10%

SYSTEM REVENUES										
Passenger Fares (on-board)	\$ 638,207	\$ 624,909	\$ 703,400	\$ 709,927	\$ 716,519	\$ 723,177	\$ 723,177	\$ 723,177	\$ 723,177	\$ 723,177
Passenger Fares (U-Pass, C-Pass and agency)	\$ 547,869	\$ 547,869	\$ 586,219	\$ 592,082	\$ 598,002	\$ 603,982	\$ 610,022	\$ 616,122	\$ 622,284	\$ 628,507
FTA Sec 5307 Formula Program (up to 50% of net operating costs)	\$ 3,428,752	\$ 4,219,174	\$ 4,219,174	\$ 3,860,304	\$ 3,860,304	\$ 3,860,304	\$ 3,329,311	\$ 2,999,000	\$ 2,999,000	\$ 2,999,000
FTA Sec 5307 Capital Program (up to 80% of costs)	\$ 62,633	\$ 62,633	\$ 108,000	\$ 120,000	\$ 132,000	\$ 144,000	\$ 168,000	\$ 62,633	\$ 62,633	\$ 62,633
FTA Sec 5339 Capital Program (up to 80% of costs)	\$ 22,399,940	\$ 1,576,306	\$ 42,994,276	\$ 14,034,318	\$ 3,995,744	\$ 2,462,400	\$ 2,133,712	\$ 1,719,058	\$ 2,530,686	\$ 2,983,789
FTA Sec ???? Small Starts Program (up to 80% of capital)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
County General Fund Contribution	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LTAF II	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NAU	\$ 1,029,192	\$ 88,400	\$ 437,558	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Local-Flex STP	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicle Repacement Fund	\$ -	\$ -	\$ -	\$ -	\$ 400,000	\$ 600,000	\$ 400,000	\$ 368,960	\$ 570,042	\$ 681,439
Other-Existing Misc Sources	\$ 3,162,204	\$ 884,479	\$ 5,935,984	\$ 1,979,529	\$ 574,331	\$ 615,305	\$ 616,299	\$ 417,313	\$ 418,348	\$ 419,403
Subtotal Non-Transit Tax Revenues	\$ 31,268,796	\$ 8,003,770	\$ 54,984,611	\$ 21,296,159	\$ 10,276,900	\$ 9,009,169	\$ 7,980,522	\$ 6,906,264	\$ 7,926,170	\$ 8,497,947
Transit Tax needed to balance the budget	\$ 8,034,881	\$ 4,733,567	\$ 11,217,691	\$ 8,797,689	\$ 7,267,731	\$ 6,848,433	\$ 7,930,615	\$ 8,281,487	\$ 8,512,782	\$ 8,779,083
TOTAL SYSTEM REVENUES	\$ 39,303,677	\$ 12,737,337	\$ 66,202,302	\$ 30,093,848	\$ 17,544,631	\$ 15,857,602	\$ 15,911,136	\$ 15,187,751	\$ 16,438,953	\$ 17,277,031

REVENUE FUND BALANCE										
	FY 2022	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Transit Tax	\$ 7,757,299	\$ 11,419,052	\$ 7,406,040	\$ 6,035,599	\$ 6,430,515	\$ 7,487,855	\$ 7,226,765	\$ 6,799,497	\$ 6,324,776	\$ 5,784,187
FTA 5307 (including STP and STIC)	\$ 12,905,132	\$ 13,422,344	\$ 13,896,596	\$ 14,180,191	\$ 14,451,786	\$ 14,711,381	\$ 15,477,969	\$ 16,680,235	\$ 17,882,501	\$ 19,084,767
FTA 5339 (previously 5309)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)
FTA Small Start	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Subtotal Revenue Fund Balances	\$ 20,662,431	\$ 24,841,396	\$ 21,302,636	\$ 20,215,790	\$ 20,882,301	\$ 22,199,236	\$ 22,704,734	\$ 23,479,732	\$ 24,207,277	\$ 24,868,953

Mountain Line - City of Flagstaff  
Operations Summary

	FY 2022 Budget	FY 2022 Projected	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Operating Data										
Passengers (1)	1,269,127	1,306,859	1,437,545	1,451,811	1,466,220	1,480,773	1,480,773	1,480,773	1,480,773	1,480,773
Revenue Vehicle Hours	82,395	80,635	84,729	84,729	84,729	84,729	84,729	84,729	84,729	84,729
Revenue Vehicle Miles	1,052,639	994,444	1,040,198	1,040,198	1,040,198	1,040,198	1,040,198	1,040,198	1,040,198	1,040,198
Passenger Fares (on-board and UPass combined) (4)	\$ 638,207	\$ 624,909	\$ 703,400	\$ 709,927	\$ 716,519	\$ 723,177	\$ 723,177	\$ 723,177	\$ 723,177	\$ 723,177
Existing Service - Operations										
Mtn Links - Operations										
New Service Areas - Operations										
Expanded Frequency - Operations										
Subtotal Operations Cost	\$ 7,862,243	\$ 7,903,417	\$ 8,953,125	\$ 9,626,145	\$ 9,818,667	\$ 10,015,041	\$ 10,215,342	\$ 10,419,648	\$ 10,628,041	\$ 10,840,602
Annual Pay Plan Cost	\$ -	\$ 570,960	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bonus Program	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administrative Costs	\$ 1,305,874	\$ 1,202,222	\$ 1,396,653	\$ 1,424,586	\$ 1,453,077	\$ 1,482,139	\$ 1,511,782	\$ 1,542,017	\$ 1,572,858	\$ 1,604,315
Special Services (Mtn Express)	\$ 230,600	\$ 230,600	\$ 223,517	\$ 230,600	\$ 230,600	\$ 230,600	\$ 230,600	\$ 230,600	\$ 230,600	\$ 230,600
Planning Program	\$ 390,330	\$ 307,137	\$ 469,382	\$ 478,770	\$ 488,345	\$ 498,112	\$ 508,074	\$ 518,236	\$ 528,600	\$ 539,172
Taxi Program	\$ 89,652	\$ 109,685	\$ 93,677	\$ 95,551	\$ 97,462	\$ 99,411	\$ 101,399	\$ 103,427	\$ 105,496	\$ 107,605
Total Annual	\$ 9,878,699	\$ 10,324,022	\$ 11,136,354	\$ 11,855,650	\$ 12,088,151	\$ 12,325,302	\$ 12,567,196	\$ 12,813,928	\$ 13,065,595	\$ 13,322,295
Increase over prior year	105.63%	114.15%	107.87%	106.46%	101.96%	101.96%	101.96%	101.96%	101.96%	101.96%
Performance Indicators										
Passengers/RVH	15.40	16.21	16.97	17.13	17.30	17.48	17.48	17.48	17.48	17.48
Passengers/RVM	1.21	1.31	1.38	1.40	1.41	1.42	1.42	1.42	1.42	1.42
Total Cost/Revenue Hour	\$ 111.27	\$ 112.92	\$ 122.15	\$ 130.42	\$ 133.03	\$ 135.69	\$ 138.41	\$ 141.18	\$ 144.00	\$ 146.88
Total Cost/RVM	\$ 8.71	\$ 9.16	\$ 9.95	\$ 10.62	\$ 10.84	\$ 11.05	\$ 11.27	\$ 11.50	\$ 11.73	\$ 11.96
Average Fare	\$ 0.50	\$ 0.48	\$ 0.49	\$ 0.49	\$ 0.49	\$ 0.49	\$ 0.49	\$ 0.49	\$ 0.49	\$ 0.49
Total Cost/Passenger	\$ 7.22	\$ 6.97	\$ 7.20	\$ 7.61	\$ 7.69	\$ 7.76	\$ 7.92	\$ 8.08	\$ 8.24	\$ 8.40
Subsidy/Passenger	\$ 6.72	\$ 6.49	\$ 6.71	\$ 7.12	\$ 7.20	\$ 7.28	\$ 7.43	\$ 7.59	\$ 7.75	\$ 7.92
Administrative Cost Ratio	14.2%	13.2%	13.5%	12.9%	12.9%	12.9%	12.9%	12.9%	12.9%	12.9%
Cost Recovery (includes all fares, on and off board)	7.0%	6.9%	6.8%	6.4%	6.4%	6.3%	6.2%	6.0%	5.9%	5.8%
System Speed (revenue miles per revenue hour)	12.78	12.33	12.28	12.28	12.28	12.28	12.28	12.28	12.28	12.28
System Revenues										
Passenger Fares (General Public on-board)	\$ 638,207	\$ 624,909	\$ 703,400	\$ 709,927	\$ 716,519	\$ 723,177	\$ 723,177	\$ 723,177	\$ 723,177	\$ 723,177
Passenger Fares (U-Pass, C-Pass and agency)	\$ 547,869	\$ 547,869	\$ 586,219	\$ 592,082	\$ 598,002	\$ 603,982	\$ 610,022	\$ 616,122	\$ 622,284	\$ 628,507
FTA Sec 5307 Formula Program (up to 50% of net operating costs)	\$ 3,428,752	\$ 4,219,174	\$ 4,219,174	\$ 3,860,304	\$ 3,860,304	\$ 3,860,304	\$ 3,329,311	\$ 2,999,000	\$ 2,999,000	\$ 2,999,000
FTA Sec 5307 Capital Program (up to 80% of costs)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FTA Sec 5339 Capital Program (up to 80% of costs)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FTA Sec ???? Small Starts Program (up to 80% of capital)										
County General Fund Contribution	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LTAF II	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution for operations from NAU (MOVED TO REFLECT AS FARES)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other-Existing Misc Sources (5)	\$ 535,503	\$ 535,503	\$ 413,356	\$ 413,375	\$ 414,331	\$ 415,305	\$ 416,299	\$ 417,313	\$ 418,348	\$ 419,403
Subtotal Non-Transit Tax Revenues	\$ 5,150,330	\$ 5,927,455	\$ 5,922,149	\$ 5,575,687	\$ 5,589,156	\$ 5,602,769	\$ 5,078,810	\$ 4,755,613	\$ 4,762,809	\$ 4,770,086
Operating Cost (401)										
Operating Cost (403)										
Operating Cost (404)										
Operating Cost (405)										
Operating Cost (411)	\$ 4,728,369	\$ 4,396,567	\$ 5,214,205	\$ 6,279,963	\$ 6,498,995	\$ 6,722,533	\$ 7,488,387	\$ 8,058,315	\$ 8,302,786	\$ 8,552,208
Transit Tax needed to balance the budget	\$ 4,728,369	\$ 4,396,567	\$ 5,214,205	\$ 6,279,963	\$ 6,498,995	\$ 6,722,533	\$ 7,488,387	\$ 8,058,315	\$ 8,302,786	\$ 8,552,208
Total System Revenue	\$ 9,878,699	\$ 10,324,022	\$ 11,136,354	\$ 11,855,650	\$ 12,088,151	\$ 12,325,302	\$ 12,567,196	\$ 12,813,928	\$ 13,065,595	\$ 13,322,295

Mountain Line - City of Flagstaff  
Capital Summary

	FY 2022 <i>Budget</i>	FY 2022 <i>Projected</i>	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
<b>EXPENSES</b>										
Buses	\$ 7,145,959	\$ 454,752	\$ 8,491,207	\$ -	\$ 2,000,000	\$ 3,000,000	\$ 2,000,000	\$ 1,844,798	\$ 2,850,212	\$ 3,407,196
Capital Replacement fund										
Light Duty Vans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 304,025	\$ 313,146	\$ 322,540
Capitalized Repairs and Rehabilitation	\$ 245,000	\$ 247,563	\$ 220,000	\$ 310,000	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ -
Shelters, Pads and Installation	\$ 488,708	\$ 148,708	\$ 636,000	\$ 306,000	\$ 165,000	\$ 180,000	\$ 210,000	\$ 210,000	\$ 210,000	\$ 210,000
Facility Costs and Transfer Centers	\$ 6,010,304	\$ 758,386	\$ 31,244,787	\$ 15,845,398	\$ -	\$ 17,500	\$ 210,000	\$ -	\$ -	\$ -
Misc (see sheet for details)	\$ 4,783,754	\$ 392,060	\$ 4,134,547	\$ 696,800	\$ 206,800	\$ 334,800	\$ 706,800	\$ 15,000	\$ -	\$ 15,000
Route Construction	\$ 10,751,253	\$ 411,846	\$ 10,339,407	\$ 1,080,000	\$ 2,994,680	\$ -	\$ 217,140	\$ -	\$ -	\$ -
<b>TOTAL CAPITAL EXPENSES</b>	<b>\$ 29,424,978</b>	<b>\$ 2,413,315</b>	<b>\$ 55,065,948</b>	<b>\$ 18,238,198</b>	<b>\$ 5,456,480</b>	<b>\$ 3,532,300</b>	<b>\$ 3,343,940</b>	<b>\$ 2,373,823</b>	<b>\$ 3,373,358</b>	<b>\$ 3,954,736</b>

**REVENUES**

FTA Sec 5307 Formula (80% Federal-20% local)	\$ 62,633	\$ 62,633	\$ 108,000	\$ 120,000	\$ 132,000	\$ 144,000	\$ 168,000	\$ 62,633	\$ 62,633	\$ 62,633
FTA Sec 5339 Capital Program (up to 80% of costs)	\$ 22,399,940	\$ 1,576,306	\$ 42,994,276	\$ 14,034,318	\$ 3,995,744	\$ 2,462,400	\$ 2,133,712	\$ 1,719,058	\$ 2,530,686	\$ 2,983,789
FTA Sec ??? Small Starts Program (up to 80% of capital)										
County Contribution	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LTAF II	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NAU Contribution	\$ 1,029,192	\$ 88,400	\$ 437,558	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Local-Flex STP	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicle Replacement Fund	\$ -	\$ -	\$ -	\$ -	\$ 400,000	\$ 600,000	\$ 400,000	\$ 368,960	\$ 570,042	\$ 681,439
Other-Misc Sources	\$ 2,626,701	\$ 348,976	\$ 5,522,628	\$ 1,566,154	\$ 160,000	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -
<b>Subtotal Non-Transit Tax Revenues</b>	<b>\$ 26,118,466</b>	<b>\$ 2,076,315</b>	<b>\$ 49,062,462</b>	<b>\$ 15,720,472</b>	<b>\$ 4,687,744</b>	<b>\$ 3,406,400</b>	<b>\$ 2,901,712</b>	<b>\$ 2,150,651</b>	<b>\$ 3,163,362</b>	<b>\$ 3,727,861</b>
Transit Tax - Capital (401)	\$ 40,575	\$ 40,575								
Transit Tax - Capital (402)	\$ 400,000	\$ 44,345								
Transit Tax - Capital (403)		\$ -								
Transit Tax - Capital (404)		\$ -								
Transit Tax - Capital (405)		\$ -								
Transit Tax - Capital (411)	\$ 2,865,938	\$ 252,080	\$ 6,003,486	\$ 2,517,726	\$ 768,736	\$ 125,900	\$ 442,228	\$ 223,172	\$ 209,996	\$ 226,875
<b>Subtotal Transit Tax needed</b>	<b>\$ 3,306,513</b>	<b>\$ 337,000</b>	<b>\$ 6,003,486</b>	<b>\$ 2,517,726</b>	<b>\$ 768,736</b>	<b>\$ 125,900</b>	<b>\$ 442,228</b>	<b>\$ 223,172</b>	<b>\$ 209,996</b>	<b>\$ 226,875</b>
<b>TOTAL REVENUES</b>	<b>\$ 29,424,978</b>	<b>\$ 2,413,315</b>	<b>\$ 55,065,948</b>	<b>\$ 18,238,198</b>	<b>\$ 5,456,480</b>	<b>\$ 3,532,300</b>	<b>\$ 3,343,940</b>	<b>\$ 2,373,823</b>	<b>\$ 3,373,358</b>	<b>\$ 3,954,736</b>



## **Mountain Line**

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**DATE PREPARED:** August 9, 2022

**MEETING DATE:** August 17, 2022

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

**FROM:** Kate Morley, Deputy General Manager

**SUBJECT:** Downtown Connection Center Update

### **RECOMMENDATION:**

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

### **RELATED STRATEGIC PLAN OBJECTIVE**

- ❖ Goal: Service Excellence
- ❖ Objective: Invest in capital to improve efficiencies and infrastructure to enhance customer-first service delivery.

### **BACKGROUND:**

Staff continue to work on the Downtown Connection Center project, making progress on the NEPA process, a variety of procurement needs, and coordination with BNSF and the City on the Rio de Flag project. In addition, awards for final design and construction of the Downtown Connection Center (DCC) have been made to HDR (architecture), Woodson Engineering, and Loven Contracting. The last several months have been spent reaffirming programming needs and updating the latest floor plans, and site plans with the new teams to ensure cost effective construction and building systems. At the Board meeting, the latest plan sets will be shared.

### **FISCAL IMPACT:**

The Downtown Connection Center is paid for by several grants from the Federal Transit Administration (FTA) and \$6 million from the State of Arizona with a total project value of \$40 million, including land value. The project is budgeted in FY2022 and FY2023 and included in the 10-year Financial Plan.

### **TAC DISCUSSION:**

The DCC status update was provided to TAC on progress towards 50% design development. Updates included refinement of the building programming, building elevations and site plan. TAC asked about ability of the DCC plan to achieve universal design for ADA access. Due to existing grades and floodplain requirements for building finish floor elevations, site design includes stairs and ADA ramps that are designed to start and end at same locations for equitable use.





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### **SUBMITTED BY:**

Kate Morley  
Deputy General Manager

### **APPROVED BY:**

Heather Dalmolin  
CEO and General Manager

### **ATTACHMENTS:**

None.

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**DATE PREPARED:** August 9, 2022

**MEETING DATE:** August 17, 2022

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

**FROM:** Bizzy Collins, Transit Planner

**SUBJECT:** Delegate Authority to the CEO and General Manager to Execute the Mountain Express Service Agreement with Arizona Snowbowl Resort Limited Partnership.

### **RECOMMENDATION:**

Staff recommends the Board delegate authority to the CEO and General Manager to execute the Mountain Express service agreement with Arizona Snowbowl Resort Limited Partnership.

### **RELATED STRATEGIC PLAN OBJECTIVE**

- ❖ 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.
- ❖ Goal: Fiscal Responsibility
- ❖ Objective: Diversify funding sources to reduce dependency on federal funding for ongoing operations.

### **BACKGROUND:**

Upon completion of a study done in conjunction with Arizona Department of Transportation, Arizona Snowbowl Resort Limited Partnership, U.S. Forest Service, and Coconino County, the Mountain Line Board adopted the U.S. 180 Implementation Plan in 2018. The purpose of the Plan was to look at Transportation Demand Management (TDM) measures that could be implemented to address winter congestion on U.S. 180 that was adversely impacting the community and especially the residents in neighborhoods along the corridor. The plan evaluated how a variety of tools could address congestion including public transit, parking fees, carpooling incentives, real time travel information, and other strategies. As an outcome of the study, it was determined that bus service would be one of the most efficient ways to reduce traffic.

Projected traffic reduction by TDM strategy:

	Low End of Range	High End of Range
Bus service	4.0%	5.0%
\$15 paid parking	2.0%	5.0%
Carpool incentives	1.0%	2.0%

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Dynamic signage	0.5%	1.5%
Marketing	0.5%	1.5%
Limited-hour passes	0.5%	1.5%

Mountain Line studied multiple options for bus service including going to Wing Mountain, Arizona Snowbowl, and other popular snowplay destinations. Providing the service to Arizona Snowbowl was the most effective traffic reduction because Arizona Snowbowl typically has fewer passengers per car than cars headed to snowplay sites. This means that each bus has the capacity to take more cars off the road with a destination of Arizona Snowbowl. Additionally, the run time of the route to Arizona Snowbowl is shorter than other destinations, meaning the same number of buses can make the trip faster and move more people. Finally, there were safety concerns for other routing such as no safe place for people to wait and pedestrian crossing U.S. 180 to access the bus.

Mountain Line has had a contract with Arizona Snowbowl Resort Limited Partnership since 2015 to provide Mountain Express. However, as the U.S. 180 Plan was being finalized, Arizona Snowbowl Resort Limited Partnership amended the contract to significantly increase service based on the recommendations of the U.S. 180 Plan. Terms of the agreement include:

- Mountain Line will provide a program “Mountain Express” to Arizona Snowbowl during peak days and hours to alleviate growing traffic concerns on Highway 180, as per the terms of this Agreement.
- Arizona Snowbowl Resort Limited Partnership recognizes that Mountain Line service is public and that all members of the public may board on a first come first served basis. Reserving space on the bus or prioritizing Mountain Line passengers based on their Arizona Snowbowl pass-holding status is strictly prohibited.

The most current contract reached the end of its term with the end of the 2021-2022 ski season. Mountain Line has proposed updates to the contract including a new method for determining the fully allocated cost of service that is in line with our latest budget and the updated costing measurements from Mountain Line’s Strategic Investment Plan and making contract language more accurately reflect the process and responsibilities, such as deadlines for setting Mountain Express service schedule and requiring ambassadors at park-and-ride locations only on high ridership days.

### **Benefits of Service**

Ridership on Mountain Express has been successful and inbound travel times for all vehicles on U.S. 180 have decreased since its implementation. During the 2018-2019 season, we moved 26,500 people on the bus; at 14 miles each way and 2.2 people per car (estimate), we replaced 6,000 vehicles saving 337,235 vehicles miles and 284,932 lbs. of CO<sub>2</sub> helping the City meet its carbon neutrality goals.

This is public transit and not charter service, which is prohibited by the Federal Transit Administration. While it is built around Arizona Snowbowl as a major trip generator, the service is available to anyone for any purpose. The service provides equity by allowing people without cars or licenses access to areas that would otherwise have been unattainable. Mountain Express increases the safety of the corridor as it

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## Mountain Line

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offers professional drivers over drivers unfamiliar with snow/ice and our vehicles are equipped with chains.

### **FISCAL IMPACT:**

Arizona Snowbowl Resort Limited Partnership pays for 100% of the Mountain Express services provided. The previous contract contained a per hour rate which covered 100% of the fully allocated cost of running Mountain Express. Since that time, Mountain Line adopted the Strategic Investment Plan which allows for more refined costing formulas that include both per hour and per mileage costs in determining the fully allocated cost of service. The new contract adopts this costing methodology and allows for costs to be updated annually based on the adopted budget.

### **ALTERNATIVES:**

- 1) Delegate authority to the CEO and General Manager to execute the Mountain Express service agreement with Arizona Snowbowl Resort Limited Partnership. **(recommended)**: This will allow Mountain Line to finalize legal review of the contract and execute in time to begin planning a 2022-2023 schedule and continue to provide Mountain Express service in effort to mitigate traffic on US 180.
- 2) Do not delegate authority to the CEO and General Manager to execute the Mountain Express contract with Arizona Snowbowl Resort Limited Partnership. **(not recommended)**: The Board could provide further direction to staff to modify the contract. This may delay the ability to plan for executing a 2022-2023 Mountain Express season.

### **TAC DISCUSSION:**

TAC members did not have any questions regarding the agenda item and appreciated the update.

### **SUBMITTED BY:**

Bizzy Collins  
Transit Planner

### **APPROVED BY:**

Heather Dalmolin  
CEO and General Manager

### **ATTACHMENTS:**

- |                   |                         |
|-------------------|-------------------------|
| 1. Draft Contract | -pages 69-76            |
| 2. U.S. 180 Plan  | -available upon request |

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## MOUNTAIN LINE-SNOWBOWL AGREEMENT

### **Agreement Mountain Line and Arizona Snowbowl Resort Limited Partnership**

The purpose of this Agreement ("Agreement") between the Northern Arizona Intergovernmental Public Transportation Authority ("Mountain Line") and Arizona Snowbowl Resort Limited Partnership ("Snowbowl") is to define the roles and responsibilities for Public Transportation Services, the "Mountain Express" service, to be provided to and from Snowbowl Ski Area. The Agreement is effective September 1~~this~~ \_\_\_\_\_ day of \_\_\_\_\_, 2022 for the 2022-2023 winter season. Upon mutual agreement, this agreement may be renewed for up to fourteen additional one-year periods. If either party does not wish to renew this contract, written notice of non-renewal must be delivered to the other party no later than 90 days prior to the renewal date. In such case, this agreement will terminate immediately following delivery of the notice of non-renewal. Otherwise, this agreement shall automatically renew.

### **RECITALS**

A. Mountain Line provides Public Transportation Services in the Flagstaff area as approved and supported by the community through a dedicated transit tax;

B. Snowbowl operates the ski area off of Highway 180 in Flagstaff that draws skiers and visitors from the local community as well as outside the local area;

C. Mountain Line and Snowbowl agree that Mountain Line will provide a program called "Mountain Express" to Snowbowl ski area during peak days and hours in an effort to alleviate growing traffic concerns on Highway 180, as per the terms of this Agreement;

~~C.D.~~ Mountain Line's Strategic Workplan identifies Stewardship of Resources with the objective of being exemplary at supporting community goals towards environmental sustainability, including the City of Flagstaff's Carbon Neutrality Plan. Mountain Express supports goal by reducing vehicle miles traveled and greenhouse gas emissions; and

~~D.E.~~ Mountain Line and Snowbowl agree that the program will be reviewed and evaluated at the conclusion of each ski season.

### **AGREEMENTS**

NOW, THEREFORE, in consideration of the agreements set forth in this Agreement, Mountain Line and Snowbowl agree as follows:

#### **1. Snowbowl's Responsibilities.**

1.1. Schedule. Snowbowl staff will meet with Mountain Line to determine preliminary service days and hours required for maximum impact of service no less than three months in advance of the start of the ski season. Service days and hours schedule, as mutually agreed upon, will be developed no less than 45 days prior to the start of the ski season as the Service

## Mountain Line –SNOWBOWL AGREEMENT

Schedule. Snowbowl will request additional hours of service as needed during the season and acknowledges that Mountain Line reserves the right to refuse or delay daily service or a portion of service at any time due to Operator and fleet availability, safety concerns, and changing weather conditions.

- 1.2. Access, Parking, and Loading Zones. Snowbowl is responsible for clearing snow and maintaining, at its own expense, Snowbowl Road to ensure the road is passable by public transit vehicles, including providing a plow as needed for passage. Snowbowl will provide park and ride facilities, in mutually agreed upon locations. Parking and restroom facilities at Hart Prairie Lodge will be made available to the bus/operator between trips.
- 1.3. Payment. Snowbowl will provide the funding of this program. Fees paid by Snowbowl will cover all actual costs associated with the route and as such the fee shall serve as fare for riders of the route. Fees will be adjusted annually to reflect changes in actual costs. Fee will be set in July each year based on Mountain Line's adopted budget per the Strategic Investment Plan cost allocation methodology using fully allocated revenue hours. Prices for FY2023 will use Variable Operating Cost, revenue units, and in FY2024 prices will build from Variable Operating Cost to Fully Allocated Operating Cost, and in FY2025 and thereafter prices will be the Fully Allocated Operating Cost to capture the full burden of operating Mountain Express. The total service hours and miles will be documented in the updated Service Schedule annually. If additional service hours and miles are determined and mutually agreed upon during the season, Snowbowl will pay the fee per hour and mile for each added hour and mile of service.

Snowbowl agrees to the following billing schedule. Mountain Line will issue the first invoice for 1/3 estimated program fees per the agreed Service Schedule, payable at the beginning of service. Thereafter, Mountain Line will invoice monthly for the service provided during the previous month and include the difference of billing for the Service Schedule, additional service hours, and credits for any service hours canceled. All invoices are payable within 30 days of receipt.

- 1.4. Ambassadors. Line management of park and ride facilities on crowded days is recognized as a need. During such high ridership events, Snowbowl will provide parking ambassadors at the Flagstaff High School parking lot and/or other park and rides locations exclusive of the Downtown Connection Center or pay Mountain Line to provide parking ambassadors at the actual cost of salaries and benefits for ambassador(s) provided. Snowbowl is responsible for managing the Hart Prairie parking lots or other lots under their management to assist with boarding activities. Additionally, Snowbowl will make daily announcements regarding last bus to ensure passengers don't miss the final bus.
- 1.5. Point of Contact and Phones. Snowbowl will provide an ordered list of

## Mountain Line –SNOWBOWL AGREEMENT

contacts for the season. The point of contact is authorized to direct snow removal and road clearing activities as needed as well as authorize additional service hours. The point of contact will be reachable by phone.

1.6. Marketing and Advertisement of Service. Snowbowl will support Mountain Line in development of marketing and advertising service for this program. Snowbowl will share in the cost of the marketing effort through the previously defined cost per service hour. Snowbowl will make available their logo and agrees to post a link to Mountain Line's service schedule on the Snowbowl website.

1.7. Cancellation or Delay of Service. Snowbowl acknowledges that Mountain Line reserves the right to cancel or delay daily service or a portion of service at any time due to Operator and fleet availability, safety concerns, and changing weather conditions. Snowbowl will provide announcements and communication to skiers as necessary to ensure skiers are notified of change in service times or options. Mountain Line is responsible for posting information about changes.

1.8. Public Transportation. Snowbowl recognizes that Mountain Line service is public and that all members of the public may board on a first come, first-served basis. Reserving space on the bus or prioritizing Mountain Line passengers based on their Snowbowl pass-holding status is strictly prohibited.

## 2. **Mountain Line's Responsibilities.**

2.1. Schedule. Mountain Line will operate a route to provide Public Transportation Services to Snowbowl Ski Resort. The route will operate during the times and days determined through mutual agreement by Mountain Line and Snowbowl during annual Service Schedule development. Mountain Line may make additional trips on scheduled service days as determined necessary during regular operation of the program.

Mountain Line is willing to transport as many passengers in a single trip as can be on the vehicle, both seated and standing, without passengers crossing the yellow 'standee' line. Passengers are required to have personal belongings, including skis, secured at all times.

2.2. Fares. Mountain Line will not collect fares from passengers on Mountain Express service because Snowbowl is paying a fee in lieu of fares as outlined in Section 1.3

2.3. Access, Parking, and Loading Zones. Mountain Line agrees to communicate with the Snowbowl contacts as needed for road clearing service and will delay traveling on Snowbowl Road until Snowbowl makes it possible to do so at Mountain Line's sole discretion. Mountain Line will use chains to increase safe passage of bus whenever chains are required

## Mountain Line –SNOWBOWL AGREEMENT

~~on roadways and as determined necessary by the operator. Mountain Line will use chains to increase safe passage of bus, as determined necessary by operator and fleet maintenance staff.~~ Mountain Line will use the predetermined parking and loading zones.

- 2.4. Billing. Mountain Line will provide Snowbowl with three invoices. The first invoice will be issued for 1/3 estimated program fees per the agreed Service Schedule, payable at the beginning of service. Thereafter, Mountain Line will invoice monthly for the service provided during the previous month and include the difference of billing for the Service Schedule, additional service hours, and credits for any service hours cancelled. All invoices are payable within 30 days of receipt.
- 2.5. Point of Contact. Mountain Line will provide an ordered list of contacts for the season. Mountain Line Dispatch is authorized to request Snowbowl conduct snow clearing or other road safety activities as needed for the operation of buses on Snowbowl Road, direct the operator of the bus to stand down or wait as needed, as well as authorize additional service hours. Mountain Line Dispatch will be reachable by phone.
- 2.6. Marketing and Advertisement of Service. Mountain Line will lead the development of marketing and advertising service for this program. Mountain Line will pay for all costs associated with the marketing effort. Mountain Line will make available their logo and agrees to post a link to Snowbowl's Schedule on the Mountain Line website.
- 2.7. Cancellation or delay of Service. Mountain Line reserves the right to cancel or delay daily service or a portion of the service at any time due to Operator and fleet availability, safety concerns, and changing weather conditions. The decision to cancel can be triggered by the operator and requires approval of the Operations Director or Designee. Mountain Line will provide as much notice as possible to Snowbowl point of contact so that skiers are notified of change in service times or options.
- 2.8. Reporting. Mountain Line will collect and provide to Snowbowl a summary of services provided and consumed. The data, including hours, miles, and passengers by pick up location, will be provided monthly, no later than 30 days after end of the period. Mountain Line will also provide a copy of the annualized report within 60 days of the end of the service.
- 2.9. Safety of Transportation. Mountain Line will be solely responsible for compliance with all State and Federal Regulations applicable to public transport of passengers, including but not limited to, proper maintenance of vehicles, proper training and screening of drivers and all other necessary elements to operate a public transportation system over roadways during the winter months.

### 3. **General.**

## Mountain Line –SNOWBOWL AGREEMENT

3.1. This Agreement may be amended only by mutual agreement between the parties.

3.2. This Agreement may be terminated by either party with 30-day written notice to the other party.

3.3. Insurance and Indemnity. Each party is responsible for maintaining general liability insurance to cover their individual activities hereunder and specifically agree to name the other party as an additional insured under each of their respective insurance policies for purposes of this Agreement and to each maintain general liability insurance policies with a minimum of Five Million dollars coverage per occurrence. The parties also specifically agree that this Agreement is not a joint venture and that, instead, Mountain Line is solely and exclusively responsible for the passengers during transport on their vehicles from the time they board the vehicles until the time they disembark and that Snowbowl is responsible for compliance with A.R.S. Section 5-701 through 5-707 (2011) in the operation of its ski area, which ski area includes the surface of designated loading and unloading areas. Mountain Line agrees to fully defend and indemnify Snowbowl from any and all claims of personal injury, death or property damage arising from Mountain Line's transporting of passengers pursuant to this Agreement and to provide primary insurance coverage for any claims of such types that are made arising from such transportation. Snowbowl agrees to fully defend and indemnify Mountain Line from any and all claims for personal injury, death or property damage arising out of any allegation that Snowbowl has violated A.R.S. Section 5-701 through 5-707 (2011) made by any passenger transported by Mountain Line to Snowbowl and to provide its insurance coverage as primary on any claims of personal injury, death or property damage arising out of the operations of Snowbowl pursuant to A.R.S. Section 5-701 through 5-707 (2011), including the designated loading and unloading surfaces.

3.4. Notices. All notices given pursuant to the terms of this Agreement, shall be given to the other party in writing, delivered in person, sent by e-mail , or deposited in the United States mail, postage prepaid, registered or certified mail, return receipt requested at the addresses set forth below, or to such other address as the parties may substitute by written notice.

Mountain Line:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
Phone: (\_\_\_\_)\_\_\_\_\_  
Email: \_\_\_\_\_

Snowbowl:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
Phone: (\_\_\_\_)\_\_\_\_\_  
Email: \_\_\_\_\_

## Mountain Line –SNOWBOWL AGREEMENT

A notice shall be deemed received on the date delivered, if delivered by hand, or on the delivery date indicated on receipt, if delivered by certified or registered mail. Any time period stated in a notice shall be computed from the time the notice is deemed received.



## Snowbowl

(Signature)

} SS.

County of \_\_\_\_\_ }

by \_\_\_\_\_  
\_\_\_\_\_. (Grantor).

IN WITNESS WHEREOF I hereunto set my hand and official seal.

Notary Seal

Notary Public

Mountain Line –SNOWBOWL AGREEMENT

**IN WITNESS WHEREOF, Mountain Line** has caused this Agreement to be executed by its duly authorized representative, this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

**Mountain Line**

By: \_\_\_\_\_

Its: \_\_\_\_\_

\_\_\_\_\_  
(Signature)

Approved as to form:

ATTEST:

By \_\_\_\_\_  
Todd Baxter  
Dickinson Wright PLLC  
General Counsel, Mountain Line

\_\_\_\_\_  
Rhonda Cashman  
Clerk of the Board  
Mountain Line

PHOENIX 53963-1 263635v4



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**DATE PREPARED:** August 9, 2022

**MEETING DATE:** August 17, 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:**

The objective of Flagstaff in Motion is to identify the best way to provide and fund Mountain Line transit services. Some improvements have staff consensus and will be presented for Board members to confirm. A few examples include

- adding bus stops to address coverage gaps along existing routes,
- pedestrian and bicycle improvements and road crossings per the Active Transportation Master Plan,
- increase frequency on Route 66,
- extend Route 8 to Woody Mountain Road to add coverage to West Route 66 neighborhoods,
- make the Route 2 deviation on McMillian Mesa a regular part of the route through infrastructure improvements, and
- address on-time performance and Zero Emission Bus (ZEB) charging time needs through incremental solutions such as timetable adjustments, utilizing a Relief Operator to keep routes running on-time and providing restroom breaks, and reducing layover at the Mall Connection Center to maximize time at the Downtown Connection Center for ZEB charging and layovers.

Many solutions require additional analyses, such as whether all routes should align frequency to provide better connections to move across Flagstaff and what late-night service options make the most sense. Cost estimates are the next step to refine solutions and continue making recommendations to the Board.

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### **FISCAL IMPACT:**

ADOT awarded Federal Transit Administration (FTA) Section 5305 planning funds for Five-Year Transit Plan Update in the amount of \$218,400 to Mountain Line via MetroPlan who administers the grant. Mountain Line provides a 20% local match in the amount of \$54,600 using transit tax revenue. The identification of the items in this report have no direct fiscal impact; however, the final transit plan will direct future funding conversations and budgets.

### **TAC DISCUSSION:**

TAC members appreciated the update and did not present challenges to staff's consensus items. MetroPlan reminded the group that they are working on a creative local match report and results may be available in time to contribute to funding source recommendations for Flagstaff in Motion.

### **SUBMITTED BY:**

Bizzy Collins  
Transit Planner

### **APPROVED BY:**

Heather Dalmolin  
CEO and General Manager

### **ATTACHMENTS:**

- |                             |              |
|-----------------------------|--------------|
| 1. Evaluation Criteria      | -pages 79-80 |
| 2. Transit Needs Assessment | -pages 81-82 |

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## 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>

## TRANSIT NEEDS ASSESSMENT

Rank	Prioritized Needs	What is the problem we are trying to solve?
1	<b>Route 66</b>	1. Peak & off-peak frequencies are low for density and demographics it serves. 2. Gaps in bus stop spacing.
2	West Route 66, north side (Railroad Springs, West Village, Crestview)	Majority of area is beyond 1/4 mile walkshed.
3	<b>Route 7</b>	1. Adjust layover/timetables for On-time Performance, recovery period, ZEB charging (+1 minute). 2. Off-peak frequency low for density and demographics it serves. 3. Shorter weekday span than other routes.
4	<b>Route 2</b>	McMillian Mesa land use and current and future developments support regular transit service, not a deviation during school days.
5	<b>Route 10</b>	1. Adjust layover/timetables for ZEB Charging + 2 minutes 2. Can we be more strategic about peak service for the span of hours?
6	Lower Greenlaw Estates (East Flagstaff)	Small area in the center farther than 1/4 mile to Routes 2, 7, or 66.
7	West Route 66, south side (Presidio, Timber Sky, Boulder Point)	Majority of area is beyond 1/4 mile walkshed.
8	Greenlaw Townhomes (East Flagstaff)	Small area in the center farther than 1/4 mile to Routes 2, 7, or 66.
9	Upper Greenlaw Estates (East Flagstaff)	Small area farther than 1/4 mile to Routes 2, 7, or 66.
10	Ponderosa Trails / Airport	No transit within 1/4 mile walkshed.
11	Sunnyside (East Flagstaff)	Small area in the south farther than 1/4 mile to Routes 7 or 66.
12	<b>Route 4</b>	1. Zeb needs +1 minute. 2. Gaps in bus stop spacing.
13	<b>Route 5</b>	1. Hourly service not attractive/hard to use. 2. Shorter weekday span than other routes. 3. Lack of crossings on US 180 for bus stop access 4. Gaps in bus stop spacing
14	<b>Route 3</b>	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.
15	Huntington/Industrial	Majority of area is beyond 1/4 mile walkshed.
16	University Heights (South of I-40)	Majority of area is beyond 1/4 mile walkshed.

17	Doney Park	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.
18	<b>Route 14</b>	Can't achieve 30-minute runtime during peak.
19	Switzer Canyon	Area is beyond 1/4 mile walkshed.
20	McMillian Mesa	McMillian Mesa land use and current and future developments support regular transit service, not a deviation during school days.
21	Kachina Village	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.
22	Smokerise	Small area beyond 1/4 mile walkshed.
23	<b>Route 8</b>	Shorter weekday span than other routes.
24	South Country Club (Country Club Estates)	Majority of area is beyond 1/4 mile walkshed.
25	Pine Knoll / Rio Homes	Majority of area is beyond 1/4 mile walkshed.
26	South 4th Street & Butler Avenue area (Canyon Del Rio, Sinagua Heights, and Forest Springs)	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.
27	Swiss Manor (East Flagstaff)	Area is beyond 1/4 mile walkshed.
28	Cherry Hill	Small area is beyond 1/4 mile walkshed.
29	Boulder Ridge (east of Country Club)	Small area is beyond 1/4 mile walkshed.
30	Bellemont	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.
31	New Hospital	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.
32	NoHo	Half of area is beyond 1/4 mile walkshed.
33	Baderville	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	Reginal service - long term Winslow / Grand Canyon / PHX /	Service requests through Regional Policy - initiated from other communities/partners.





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**DATE PREPARED:** August 9, 2022

**MEETING DATE:** August 17, 2022

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

**FROM:** Kate Morley, Deputy General Manager

**SUBJECT:** Northern Arizona Healthcare Hospital Relocation Update

### **RECOMMENDATION:**

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

### **RELATED STRATEGIC PLAN OBJECTIVE**

- ❖ 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 previously discussed with the Board of Directors, Northern Arizona Healthcare (NAH) has plans to relocate the Flagstaff Medical Center just north of Fort Tuthill outside of the existing route service area and transit's related walkshed, the reasonable distance we can expect someone to walk to or from a transit route or stop. Staff have been working with NAH, and more recently representatives from Genterra on behalf of the overall development that includes NAH, on a plan for serving the new medical facility. At the August meeting, the latest status of that plan will be presented. Conversations are currently active and so not included in this report so they will be the most current for TAC and Board meetings.

Mountain Line's formal request through the City's development process remains unchanged from the submission made on behalf of the Board earlier this year, that the rezoning not be approved without a clear agreed upon plan for transit services including funding mechanisms.

### **FISCAL IMPACT:**

Depending on the outcome of Flagstaff in Motion and final route plan, a route to the new facility is estimated to cost approximately \$1.3 million per year in operating and require three additional fixed route buses at a cost of \$1 million each. The existing transit tax does not have capacity to support these costs. Mountain Line may be able to secure capital grants for buses at an 80/20 split and is seeking creative partnerships to fund the match for the capital expenses and the on-going operations.

### **TAC DISCUSSION:**

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The TAC did not have any comments for staff on the update. Chair Wessel expressed appreciation for the progress Mountain Line is making with NAH.

### **SUBMITTED BY:**

Kate Morley  
Deputy General Manager

### **APPROVED BY:**

Heather Dalmolin  
CEO and General Manager

### **ATTACHMENTS:**

None.

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# MOUNTAIN LINE MEMORANDUM

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**DATE:** August 17, 2022

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

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

**SUBJECT:** Update on 2020-2025 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. 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 considering 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. The Strategic Plan will drive policies, workflow, and investments made by Mountain Line, including setting priorities for the annual budget to ensure we are capturing resources, committing to projects, and pursuing funding opportunities.

As we close out FY2022 and plan for the October Board and TAC Advance, we felt it was prudent to provide an update on progress made to carry out the goals and objectives of the plan. We will present an update on tasks or projects that support the strategic plan for the next 12-18 months at the October meeting.

See the attached 2020-2023 Workplan for a full list of tasks and projects as adopted in the original 2020-2025 Strategic Plan. Tasks completed are indicated with a ✓ (blue check mark) and incomplete items are **bolded** for easy identification. Staff will be proposing new tasks and projects for a 2023-2024 18-Month Workplan at the October 2022 Strategic Advance.

Attachment: Mountain Line 2020-2025 Strategic Plan, Workplan Update

-pages 86-92



# Mountain Line Strategic Plan **2020-2025**



## 18 MONTH WORKPLAN FOR 2020-2023

# Mountain Line Strategic Plan 2020-2025



## GOAL ONE: SERVICE EXCELLENCE

### *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.

### *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.

# Mountain Line Strategic Plan 2020-2025



### *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.

## GOAL TWO: STEWARDSHIP OF RESOURCES

### 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.**



# Mountain Line Strategic Plan 2020-2025

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## GOAL THREE: INVESTING IN MOUNTAIN LINE WORKFORCE

### 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.**

#### 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.**





# Mountain Line Strategic Plan 2020-2025



## GOAL FOUR: **ENHANCED SAFETY CULTURE**

### **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.

#### **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.



# Mountain Line Strategic Plan 2020-2025



### ***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.

## **GOAL FIVE: COMMUNITY ENGAGEMENT**

### **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.



# Mountain Line Strategic Plan 2020-2025



## GOAL SIX: FISCAL RESPONSIBILITY

### 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.

#### *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.



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# **MOUNTAIN LINE MEMORANDUM**

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**DATE:** August 17, 2022

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

**FROM:** Jim Wagner, Operations Director

**SUBJECT:** Update on Zero Emissions Bus (ZEB) Transition Plan & EV Implementation

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### **Background ZEB Plan**

In 2021, the Mountain Line Board of Directors adopted the ZEB plan to transition from the existing hybrid diesel fleet to battery electric buses (BEB) by 2030. The ZEB plan outlined requirements for the BEB buses and associated charging equipment that will best serve Mountain Line's transit system with key depot "fast charging" planned for the DCC and Kaspar Headquarters.

### **Grants**

In December 2019, Mountain Line received a federal 5339 Bus and Bus Facilities grant in the amount of \$2,000,000 for the purchase of two Battery Electric Buses (BEBs) as replacement fleet for end-of-life fixed route buses. In March 2022, Mountain Line received a federal 5339 competitive grant in amount of \$1,615,148 (\$1,292,118 federal/\$323,030 local) to acquire and install electric charging equipment at Kaspar Headquarters. Both grants are approved as part of the adopted FY2023 Mountain Line budget.

### **Procurement**

Staff reviewed options to procure BEBs and determined that the cooperative purchasing option through the state of Washington would be the best fit for our needs since the contract offered the flexibility to purchase both Gillig and New Flyer 35ft BEBs. Mountain Line will conduct a test pilot program to identify how BEB's will perform and to inform future BEB procurements. Staff estimate delivery of the Gillig BEB in October and the New Flyer BEB in late November 2022.

For the test pilot program, staff will purchase two pieces of equipment. For slow overnight charging, Mountain Line will purchase one 50kW mobile charging unit estimated to arrive in fall 2022. For fast charging, Mountain Line will purchase one 450-kW ABB overhead pantograph

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charger estimated to arrive in spring 2023. For the test pilot, the two BEB buses will be limited to routes and service windows that fit within battery range limitations.

For the future Downtown Connection Center (DCC), the BEB electrification charging equipment will be purchased and installed as part of the DCC project.

### **Infrastructure Implementation**

As part of the Kaspar Headquarters Master Plan, the design consultant will provide final design for the EV charging infrastructure; that work is scheduled for completion by August 2022. Mountain Line is currently procuring necessary construction services near the bus storage building to install one pantograph and will install conduit for future expansion to include induction (in-ground wireless charging) technology. The project will also provide electrical outlet upgrades in one of the maintenance shops for a mobile charging unit. Installation of the pantograph is tentatively scheduled for completion by spring 2023. In the interim, Mountain Line will “slow charge” buses overnight with the mobile charging unit.

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# MOUNTAIN LINE MEMORANDUM

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**DATE:** August 17, 2022

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

**FROM:** Jon Matthies, IT Manager

**SUBJECT:** Annual Information Technology Update

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Fiscal Year 2022 brought many changes for Mountain Line's Information Technology department. Highlights include:

### Service-Related Technology:

Mountain Line's IT team helped launch mobile ticketing, online reloading of smartcard-based fare products, and stored value smartcard products in the 3<sup>rd</sup> quarter of 2021.

### Staffing:

Due to various factors, Mountain Line's 3 front-line IT positions experienced 100% turnover last year. We successfully recruited new team members for the 2 full-time positions last fall and have been making steady progress in reducing our technological debt since then. Mountain Line's new Document Control Specialist (a half-time, limited appointment position) starts August 1<sup>st</sup>.

### Infrastructure:

This year, Mountain Line IT has:

- Replaced our core network switch and reconfigured the rest of our network, increasing speed, security, and reliability
- Tripled our internet bandwidth to keep pace with the increased demands of cloud-based applications.
- Migrated physical servers to virtualized servers, which makes them easier to manage.
- Moved more on-premises applications to cloud-hosted solutions, increasing their resistance to outages.

### Cyber Security:

Mountain Line has made the following cyber security improvements this year:

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- Added Distributed Denial of Service (DDOS) protection for our internet connection
- Synchronized all staffs' network and email passwords, making it easier for staff to manage their credentials
- Implemented Multifactor Authentication for all VPN connections
- Deployed a managed network intrusion detection solution that is tailored specifically to local government entities and is monitored 24/7
- Participated in the Nationwide Cybersecurity Review (NCSR), an annual self-assessment that is based on the National Institute of Standards and Technology (NIST) Cybersecurity Framework (CSF). Mountain Line's 2021 NCSR report covers the calendar year and is attached. While Mountain Line saw an average improvement of 42% across the five functions measured, unfortunately we still lag behind our peer transit and local government agencies. Our goal is to double our scores to reach the recommended minimum maturity.

### Next steps:

- Automating audit log monitoring and review
- Replacing our outdated Wi-Fi network
- Moving our file shares to a cloud solution
- Continue developing cyber security policies

Attachment: 2021 Annual National Cyber Security Report

-pages 97-101

### Glossary:

*BEC – Business Email Compromise*

*CIS – Center for Internet Security*

*CSF – Cybersecurity Framework*

*DDOS – Distributed Denial of Service, a cyber-attack which aims to overwhelm an IT resource*

*DHS – Department of Homeland Security*

*DNS – Domain Name System*

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

*NCSR - Nationwide Cybersecurity Review*

*NIST – National Institute of Standards and Technology*

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

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

*SLTT – State, Local, Tribal, and Territorial governments*

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# National Cyber Security Review

MOUNTAIN LINE

JON MATTHIES, IT MANAGER



## NCSR Structure

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

### Overview of the NIST CSF Functions:

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

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

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

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

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



## NCSR Maturity Scale

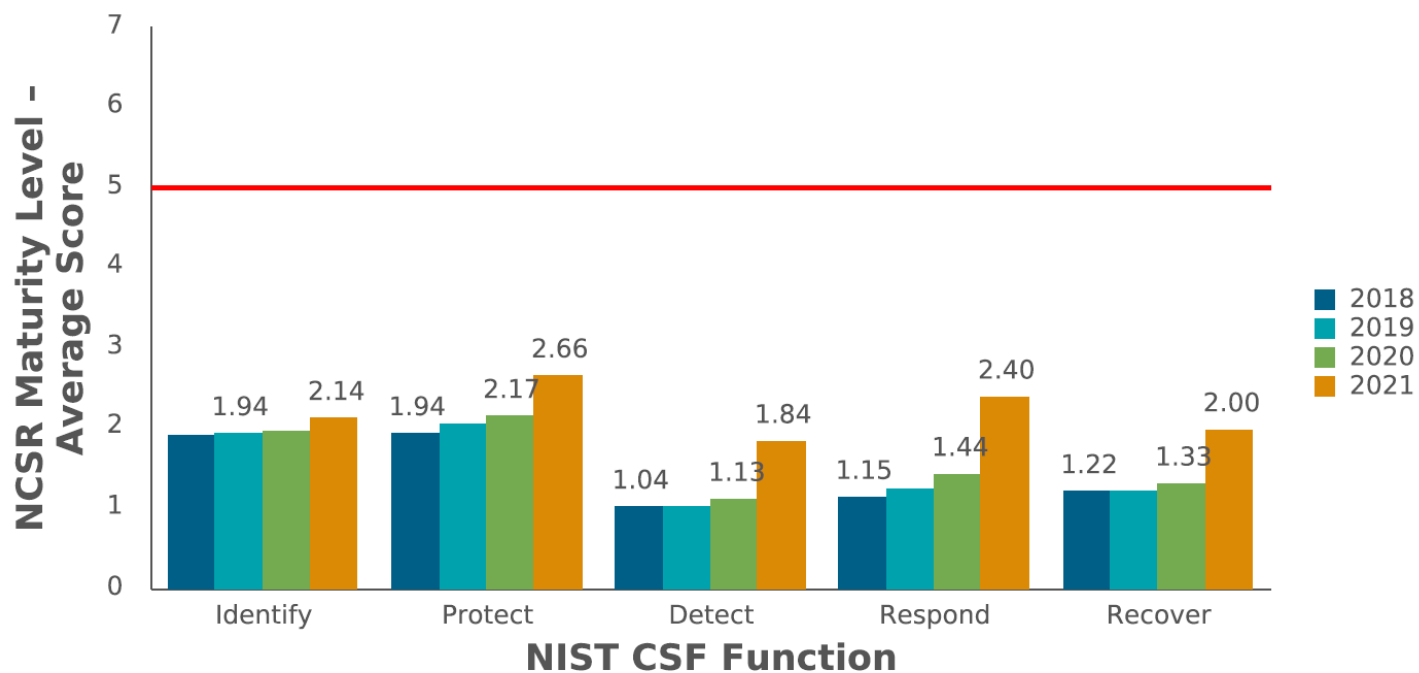
The NCSR utilizes a maturity scale that assesses how an organization is addressing the different activities within the NIST CSF. The maturity scale allows participants to indicate how formalized these cybersecurity activities are within their organization.

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

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

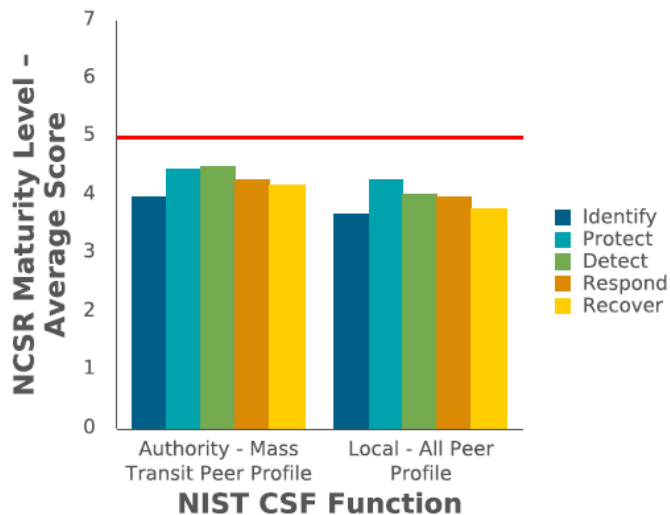
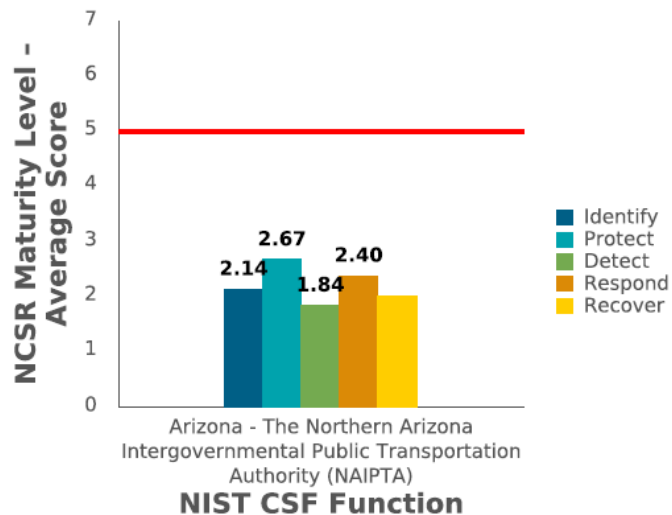
Score	Maturity Level
The recommended maturity level is set at a score of 5 and higher	
7	<b>Optimized:</b> Your organization has formally documented policies, standards, and procedures. Implementation is tested, verified, and reviewed regularly to ensure continued effectiveness.
6	<b>Tested and Verified: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

## Mountain Line's Year-to-Year Function Averages



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

## Mountain Line vs. Peers (Transit Authorities, Local Governments) Function Averages



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



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# MOUNTAIN LINE MEMORANDUM

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**DATE:** August 17, 2022  
**TO:** Honorable Chair and Members of the Board  
**FROM:** Samuel Short, Safety Manager  
**SUBJECT:** Annual Safety Report

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Mountain Line's annual Safety Report for Fiscal Year (FY) 2022 outlines Mountain Line's motor vehicle accidents, motor vehicle accident near misses, and workplace injuries. It also gives a status update on the Mountain Line Agency Safety Plan.

During FY2022 Mountain Line motor vehicles were involved in the following:

- Mountain Line had 61 motor vehicle accidents, while traveling approximately 1,025,789 service miles. This equates to an accident every 16,816 miles traveled.
  - 36 of these accidents were classified as “chargeable” which is an accident in which the operator of the vehicle could have done something to prevent the accident, or when we are culpable in the accident. We experienced a chargeable accident every 28,484 service miles traveled on average.
  - 25 of these accidents were classified as “non-chargeable” which is an accident in which the operator of the vehicle did everything they could to prevent the accident, or when we are not culpable in the accident. We have a non-chargeable accident every 41,031 service miles traveled.
  - 60 of the 61 accidents were considered minor and were not reportable to the Federal Transit Administration (FTA) as they did not meet the FTA reporting thresholds. Most of these accidents consisted of circumstances such as a side mirror striking a sign or minor bumper contact. These accidents are a combination of chargeable and non-chargeable events.
  - 1 of the 61 accidents was considered major, in which it met the FTA reporting thresholds. The accident was a non-chargeable event.
- 25% of all motor vehicle accidents occurred during the construction season months, May through September.
- We received 8 additional “Near Miss” reports, which is an occurrence where the operator of a vehicle avoids having an accident due to taking a defensive action to

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

During FY2022 Mountain Line received 14 Workplace Injury Reports:

- All injuries were minor and time lost was negligible; and
- Injuries included: eight strains/sprains, three lacerations, and 3 contusions

In FY2023 Safety and Training Staff will focus on recurring training for all staff, including post-accident training for staff involved in preventable accidents. Recurring training has been limited during the pandemic due to staffing shortages and social distancing guidelines.

Some other items that Safety and Training Staff will be focusing on in FY2023 is as follows.

- Recruit 1-2 Operations staff to assist training staff with new hire and recurring training needs
- Attend FTA webinars on changes to Agency Safety Plans, as it relates to the Bipartisan Infrastructure Law changes.
- Identify gaps in current processes as they relate to the Safety Plan
- Renewed contract with our safety reporting app, ELERTS/See Say Now for FY2023

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# MOUNTAIN LINE MEMORANDUM

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**DATE:** August 17, 2022  
**TO:** Honorable Chair and Members of the Board  
**FROM:** Jeremiah McVicker, Maintenance Manager  
**SUBJECT:** Annual Fleet Report

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Mountain Line's Annual Fleet Report contains a brief overview of revenue vehicle maintenance and fuel consumption for Fiscal Year 2022. During this period, the Fleet division consisted of Six staff members, a Maintenance Manager, one Fleet Supervisor, three Mechanics, and one Mechanic Assistant. Mountain Line's Fleet Division has been short one Mechanic for this fiscal year and a Mechanic Assistant position was introduced as part of our effort to create a succession plan. This new position offers an opportunity for promotion and development opportunities within the Fleet Division. Fleet staff is charged with ensuring safety, security, maintenance, proper utilization, and appearance of Mountain Line's fleet of vehicles, oversight includes revenue vehicles, service vehicles, and support vehicles. Mountain Line has 29 hybrid electric buses, 23 are 35-foot (Gillig) buses and six are 60-foot (New Flyer) articulated buses. Mountain Line paratransit consists of eight cutaway units. Staff are also responsible for 17 support vehicles. This fiscal year Mountain Line contracted the daily bus cleaning and sanitizing of the bus fleet.

The below information is the total and average of various FY2022 maintenance metrics including fuel usage for Mountain Line's revenue vehicles.

Bus:

- 954,525 miles driven
- 190,628 gallons of fuel
- Average fuel consumption: 5.0 mpg for 35-foot and 3.5 mpg for 60-foot buses
- Average age of the bus fleet is 10 years old
  - The two oldest units are 15 years old
  - The five newest units are 5 years old
- Average lifetime cost of maintenance is \$0.21 per mile
  - The highest cost is \$0.46 per mile (attributable to our oldest unit)
  - The lowest cost is \$0.10 per mile
  - Lifetime maintenance cost excludes cost of tires and fuel

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### Paratransit:

- 76,757 miles driven
- 11,179 gallons of fuel
- Average fuel consumption: 5.1 mpg
- Average age of the paratransit fleet is 7 years old
  - The oldest unit is 9 years old
  - The two newest units are a year old.
- Average lifetime cost of maintenance is \$0.10 per mile
  - The highest cost is \$0.15 per mile (attributable to our oldest unit)
  - The lowest cost is \$0.01 per mile
  - Lifetime maintenance cost excludes cost of tires and fuel

Information on our support vehicles is available upon request.

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# MOUNTAIN LINE MEMORANDUM

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**DATE:** August 17, 2022

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

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

**SUBJECT:** Update on Recruitment and Retention Strategies

As mentioned in June, Mountain Line continues to face multiple staffing challenges. We have been faced with the same staffing shortages as many businesses in our community and the public transit industry across the nation. This past summer, we had to reduce service when a wildfire struck our community and put nearly one third of our drivers in evacuation status. Once that danger was over, we decided to keep reduced status in place as our team members were stretched thin with personal worries compounded by an ever present need to pick up an extra shift every week. Most team members have been asked to work six days a week for the last six to nine months. We are continually monitoring the situation and I wanted to share some of our progress and challenges.

The wage change in October of 2021 has increased the number of responses to our recruitment efforts but challenges in getting a CDL, our mandatory drug and alcohol testing program, and a competitive market have resulted with a hire rate of roughly 25% of applicants and retention of just over 60% of those hired. See below for more data by month.

	Applicants		Hires		Still Driving?	
	Operator	Trainee	Operator	Trainee	Operator	Trainee
January	6	6	3	2	1	1
February	0	0	0	0	0	0
March	1	4	0	0	0	0
April	0	7	0	3	0	0
May	1	1	0	0	0	0
June	7	9	3	3	2	3
July	2	11	1	3	0	0

In June and July alone, five candidates disclosed use of cannabis and were unable to accept offers of employment as they would not pass pre-employment screening.

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### Recruitment –

- We continue with efforts to recruit from students attending CCC CDL training program. We have printed materials and a video to present to students about employment opportunities. We have had success in both hiring and retaining new members out of this effort.
- We have held two job fairs, one at our main office and one at our connection center. While both drew interested candidates, we were not successful in hiring from either event. We are working with FUSD and NAU Shuttle Services on a joint job fair later this month, called Drive Flagstaff. I look forward to sharing materials and hopefully success stories in the future.
- We continue to work on a variety of print and video advertisements to highlight our job opportunities with a focus on flexibility. The video advertisement includes testimonials of drivers and trainers. We also have a single page handout that talks about the benefits programs we offer.

### Retention –

- We introduced a new wage in October 2021 but remain aware that soon the city will mandate a new minimum wage. In anticipation of the impact of that significant change, based on inflation of 9%, we are starting a new compensation study. We want to be prepared to give our team members a plan focused on how we are going to remain competitive.

### Staffing Strategies -

- We introduced a rehire policy for staff that left without notice, while on a performance improvement plan, or because of attendance issues. We have successfully returned three individuals to driving positions and have one additional team member interested in returning once they can find housing.
- We have introduced emergency/evacuation leave to help team members facing evacuation caused by weather events and wildfires. This leave provides for one additional week of paid leave for any staff member that has a need.
- We have implemented a housing assistance program. The program allows an employee to apply for an advance of up to \$5,000 for rent, first month/last month deposit, or security deposit. The assistance is an advance of pay and the employees can request a repayment plan for up to twelve months. We have had one employee accept this assistance and it allowed Mountain Line to retain them as an employee.
- We are implementing a new scheduling software for our operations team. The software will be a large step forward in modifying how we schedule staff. The change we are looking to achieve is the ability to offer flexible and variable schedules alongside our bid system.
- As we move into the next budget cycle, we will be looking at how we can introduce any or all of the following: benefits for parttime employees, housing stipend, and childcare stipends.

### Service -

- As mentioned above, we reduced service from June 13 thru August 1. We were able to keep service span, 6a to 1030p during the week and 7a to 830p on weekends, however we dropped frequency to weekend service levels.
- While we are closer to a normal schedule, we do still have some service reductions in place.

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## **Mountain Line**

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- Route 10 is still operating on a summer schedule with two buses. We anticipate keeping reduced service in place later this month when NAU students come back, offering four buses and 10-minute frequency instead of five buses and 8-minute frequency.
- Route 4 has been reduced to one bus offering 40-minute frequency (regular service is two buses and 20-minute frequency). This reduction was introduced in late April, and we anticipate the need to keep in place until October 1.
- Route 2 has been reduced to two buses offering 30-minute frequency (regular service is three buses and 20-minute frequency). This reduction was introduced as part of the return to service August 1, and we anticipate the need to keep in place until October 1.

This schedule allowed us to reduce mandatory overtime by almost 5 hours a week per employee. While employees are still working between five and eight hours a week of overtime, we have worked hard to define a training plan, if we can hire more staff, to demonstrate to staff that we will be able to gradually reduce the demand of team members over the next couple of weeks and eliminate it by early to mid-October.

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# MOUNTAIN LINE MEMORANDUM

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**DATE:** August 17, 2022

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

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

**SUBJECT:** Delegations of Authority

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In keeping with the requirements of the various authorities granted by the Board of Directors to the CEO and General Manager and as per the most recently adopted Resolutions, this update reports on all actions, including funding applications and executions of awards, enacted by the CEO and General Manager.

### Collective Grant Authority – Resolution 2023-100

#### *ADOT Section 5311 Year 1 Award*

On May 9, 2022, Mountain Line received notification of an award of \$42,500 in federal funds through ADOT Section 5311 program, which funds rural transportation programs. ADOT awarded \$22,500, at a 90/10 split, for Mountain Line's Vanpool Service Contract with Commute with Enterprise. ADOT also awarded \$20,000, at an 80/20 split, for administration for the vanpool program. Staff sent an appeal to ADOT to ask for the full request of \$52,800 for Vanpool Services Contract. This level of funding will support 11 vanpools.

On June 17, 2022, Mountain Line received a new award of \$56,235.86 in federal funds. ADOT awarded \$28,112.27, at a 90/10 split, for Mountain Line's Vanpool Service Contract with Commute with Enterprise. ADOT also awarded \$20,000, at an 80/20 split, for administration for the vanpool program. This level of funding will support 9 vanpools. The vanpool program currently has 6 vanpools and are coordinating with Winslow Indian Healthcare, Kaibab Forest Service, and other regional employers to grow the program.

#### *ADOT Section 5310 Award*

Mountain Line received notification of an award of \$314,175 in federal funds through ADOT Section 5310 program, which funds mobility management and transportation programs for older adults and people with disabilities. ADOT awarded \$13,751 (100%) in CRRSA (Coronavirus Response and Relief Supplemental Act) funds for Mountain Line Taxi Program, \$38,249 (50/50) for Mountain Line Taxi Program, \$30,658 (100%) in CRRSA funds for ADA Plus program, \$85,285 (50/50) for ADA Plus program, \$40,000 (80/20) for Website Accessibility, \$106,232 (80/20) for Mobility Management.

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**September: TAC Meeting is Thurs, 9/1 Board Meeting is Wed, 9/21**

ITEMS:	WHO & WHAT:
Safety Minute	
Sedona Transit	Robert Weber - D
MetroPlan's Stride Forward – Regional Transportation Plan	Dave W - D
Kaspar Headquarters Master Plan Adoption	Anne - D/A
Mountain Line Annual Report	Josh - D/A
Flagstaff in Motion	Bizzy - D/A
Transit Asset Management (TAM) Plan Update	Jim/Jeremiah - PR
Capital Planning Process	Anne - PR
Delegation of Authority Update – Agreements, Grants, and Procurements: NAU Campus CDL Course IGA and Lease Agreement, NAU CMAR, Southwest Fab Contract Renewal – related to pricing, Low/No Grant, and 5339 Grant	
Executive Session: CEO and General Manager Evaluation	Heather D - D
Possible CEO and General Manager Contract Amendment	Josh - D/A
October/November Agenda Calendar	

**October: No TAC Meeting Board and TAC Advance is Wed, 10/19**

ITEMS:	WHO & WHAT:
Safety Minute	
Flagstaff in Motion	Bizzy - D
Financial Plan Review	Josh - D
Strategic Plan Update	GM Team - D
Delegation of Authority Update – Agreements, Grants, and Procurements:	
November/December Agenda Calendar	