



## **Mountain Line**

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

### **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, November 16, 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 1-3

1. CALL TO ORDER
2. ROLL CALL
3. SAFETY MINUTE  
-Sam Short, Safety Manager
4. CALL TO THE PUBLIC
5. MILESTONE ANNIVERSARIES  
-Heather Dalmolin, CEO and General Manager
6. APPROVAL OF MINUTES
  - a. Regular Meeting 9/21/2022
  - b. Board and TAC Strategic Policy Advance 10/19/2022

-pages 4-10

-pages 11-18

*Getting you where you want to go*





## **Mountain Line**

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

7. SEDONA TRANSIT PRESENTATION -pages 19-23  
-Robert Weber, Transit Administrator, City of Sedona

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

8. APPROVE THE UPDATED STRATEGIC PLAN AND ADOPT THE 12-18 MONTH WORKPLAN  
-Heather Dalmolin, CEO and General Manager -pages 24-40  
Staff recommends the Board of Directors approve the revised 2020-2025 Strategic Plan and adopt the 12-18 month workplan.
9. AWARD OF REQUEST FOR PROPOSAL (RFP) 2023-160, BANKING SERVICES  
-Josh Stone, Management Services Director -pages 41-46  
Staff recommends the Board of Directors award RFP 2023-160, Banking Services to Alliance Bank.
10. PROPOSED SERVICE CHANGES FOR JANUARY 2023 -pages 47-49  
-Bizzy Collins, Transit Planner  
Staff recommends the Board of Directors approve the recommended service changes for implementation in January 2023.
11. KASPAR HEADQUARTERS MASTER PLAN -pages 50-70  
-Anne Dunno, Capital Project Manager  
Staff recommends the Board of Directors adopt the Kaspar Headquarters Master Plan.
12. REVIEW THE BUDGET PROCESS AND KICK-OFF THE FY2024 BUDGET  
-Josh Stone, Management Services Director -pages 71-72  
The Board may provide direction, but there is no recommendation from staff at this time.
13. TAC BUSINESS OR ECONOMIC DEVELOPMENT MEMBER APPOINTMENT  
-Rhonda Cashman, Executive Assistant and Clerk of the Board -pages 73-76  
Staff recommends the Board of Directors consider appointing a Business or Economic Development representative to the TAC, effective January 18, 2023.
14. CONSIDER APPROVAL OF NORTHERN ARIZONA HEALTHCARE HOSPITAL SERVICE AGREEMENT -pages 77-79  
-Kate Morley, Deputy General Manager  
Staff recommends the Board of Directors approve the NAH Service Agreement.

### **PROGRESS REPORTS:**

15. FLAGSTAFF IN MOTION PRIORITIZED TRANSIT IMPROVEMENTS -pages 80-82  
-Bizzy Collins, Transit Planner

*Getting you where you want to go*





## **Mountain Line**

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

16. EQUAL EMPLOYMENT OPPORTUNITY (EEO) WORKFORCE UTILIZATION ANALYSIS,  
FEDERAL FISCAL YEAR 2022 -pages 83-87  
-Josh Stone, Management Services Director
17. DELEGATIONS OF AUTHORITY -pages 88-89  
-Heather Dalmolin, CEO and General Manager
18. SUMMARY OF CURRENT EVENTS -pages 90-91  
-Heather Dalmolin, CEO and General Manager

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

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

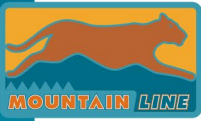
January/February Working Agenda -page 92

The next Board meeting will be January 18, 2023 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. The public is invited to attend. January agenda items will include but not be limited to the Stride Forward, Regional Transportation Plan Presentation, Adopt Updated Federal and State Priorities, Rider Satisfaction Survey Results, Employee Satisfaction Survey, Reallocation of Grant Funds from Kaspar/Route 66 Intersection, FY2024 Meeting Calendar Review, and Delegation of Authority Updates. The January 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.

19. ADJOURNMENT

*Getting you where you want to go*





## Board of Directors Minutes for Wednesday, September 21, 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, September 21, 2022, at 10:00am 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 attend.

### ***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, Vice Mayor, City of Flagstaff;  
Jeronimo Vasquez, Board of Supervisors, Coconino County, (Zoom), left at approximately 10:40am;  
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:***

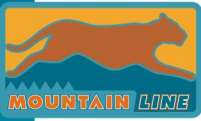
Heather Dalmolin, CEO and General Manager;  
Kate Morley, Deputy General Manager, left at approximately 11:21am;  
Jim Wagner, Operations Director, (Zoom), left at approximately 11:21am;  
Josh Stone, Management Services Director, left at approximately 11:21am and returned at approximately 12:09pm;  
Jacki Lenners, Marketing and Communications Director, (Zoom), left at approximately 11:21am;  
Sam Short, Safety Manager, (Zoom), left at approximately 11:21am;  
Estella Hollander, Mobility Planner, left at approximately 11:21am;  
Heather Higgins, Purchasing and Contracts Officer, (Zoom), left at approximately 11:21am;  
Jon Matthies, IT Manager, left at approximately 11:25am and returned at approximately 12:09pm;  
Rhonda Cashman, Executive Assistant and Clerk of the Board, left at approximately 11:25am and returned at approximately 12:09pm;  
Scott Holcomb, Mountain Line Attorney, (Zoom)

### ***GUESTS PRESENT:***

Joseph Tyree, Transit Bus Operator, Mountain Line, (Zoom), left at approximately 10:15am;  
Stephen Olvera, Transit Bus Operator, Mountain Line, left at approximately 11:21am;  
Russell Beck, Transit Bus Operator, Mountain Line, left at approximately 11:10am;  
Dave Wessel, Planning Manager, MetroPlan, left at approximately 10:46am







## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

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

Mr. Short reported on preparing for winter driving conditions.

4. CALL TO THE PUBLIC

There were no members of the public present.

5. MILESTONE ANNIVERSARIES

Ms. Dalmolin introduced Russell Beck. She noted his 5 year anniversary was in August and he was not able attend that meeting. She announced five milestone anniversaries in September and shared a little information about each staff member: Dave Janeway, 10 years; Stephen Olvera, 5 years; Joseph Tyree, 5 years; Estella Hollander, 5 years; and Jeremiah McVicker, 5 years.

6. APPROVAL OF MINUTES 8/17/2022:

Vice Chair Williams moved to approve the minutes for August 17, 2022. Director Sweet 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. STRIDE FORWARD – REGIONAL TRANSPORTATION PLAN

-Dave Wessel, Planning Manager, MetroPlan

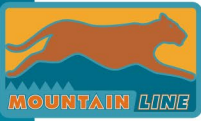
Mr. Wessel shared a PowerPoint presentation with the Board. Board member comments were heard, and questions were responded to by Mr. Wessel.

### 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.

*Getting you where you want to go*





**8. UPDATED PURCHASING AND TRAVEL POLICIES**

-Heather Higgins, Purchasing and Contracts Officer

Staff recommends the Board of Directors approve and adopt updated Purchasing and Travel policies to provide direction to staff on these activities in a manner that meets the regulations of local, state, and federal agencies while ensuring the delegation of authority approved by the Board of Directors in the Procurement Resolution.

**9. MOUNTAIN LINE CHARTER SERVICE POLICY**

-Jacki Lenners, Marketing & Communications Director

Staff recommends the Board of Directors adopt the updated Charter Service Policy.

The Consent Agenda items 8 and 9 received a motion to approve as presented by Director Maher. Director Sweet 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	
Josh Maher	X	

**DISCUSSION / ACTION ITEMS:**

**10. APPROVE THE FY2022 ANNUAL REPORT**

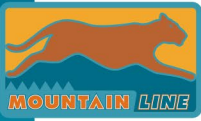
-Josh Stone, Management Services Director

Staff recommends the Board of Directors approve the FY2022 Annual Report and authorize staff to submit the report to the State of Arizona and partner agencies as required in the Master IGA.

Mr. Stone reviewed a PowerPoint presentation with the Board. He shared highlights of the year related to ridership recovery, staffing challenges, the pay adjustment, Small Transit Intensive Cities (STIC) funding award, and other federal funds used. He reported capital plans in process include the Downtown Connection Center (DCC), the Kaspar Master Plan, and the joint project with Northern Arizona University (NAU) for the Commercial Driver's License (CDL) Training Course and Bus Storage facility. He reviewed ridership data by program for Bus, Paratransit, City and County Taxi, and Vanpools, as well as Revenues and Expenses. There were no questions. Director Sweet moved to approve the FY2022 Annual Report 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	
Josh Maher	X	





**11. TRANSIT ASSET MANAGEMENT (TAM) PLAN**

-James Wagner, Operations Director

Staff recommends the Board of Directors approve Mountain Line's Transit Asset Management (TAM) Plan and delegate authority to the CEO and General Manager to make necessary updates that are not substantive to the intent of the plan as adopted.

Mr. Wagner provided some history regarding the TAM Plan which tracks asset age and mileage. It was first submitted in 2018, but it was never formally approved by the Board. He stated this update is due in October 2022. There were no questions. Vice Chair Williams moved to approve the TAM Plan as presented. Director Sweet 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	
Josh Maher	X	

**12. CONSIDER METROPLAN EXECUTIVE BOARD MEMBER ASSIGNMENT**

-Heather Dalmolin, CEO and General Manager

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

Ms. Dalmolin stated Vice Chair Williams will rotate into the Mountain Line Chair position in January and currently serves as the Mountain Line Board Member on the MetroPlan Executive Board. She stated the preference for the MetroPlan Board seat is to assign our Coconino Community College (CCC) and NAU Board members so there is not a problem with quorum for the City and County. Vice Chair Williams noted he wanted to make sure no one felt like there would be a conflict of interest. No concerns were voiced by Board members.

**PROGRESS REPORTS:**

There were no questions regarding the progress reports.

**13. CAPITAL PLANNING PROCESS**

-Anne Dunno, Capital Project Manager

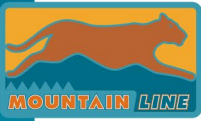
**14. SUMMARY OF CURRENT EVENTS**

-Heather Dalmolin, CEO and General Manager

Ms. Dalmolin shared the following highlights:

- Anniversaries for September were reviewed.
- Promotions – Congratulations!
- Drive Flagstaff, the joint job fair was held by Mountain Line, NAU, and Flagstaff Unified School District (FUSD).





## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

- Most fixed route service was restored in August.
- Approximately 10 employees short now, five will finish their training soon.
- Thank you to Ms. Collins for overseeing the triage service plan.
- Thank you to Mr. Lesinski for keeping up with staffing changes and finding coverage.
- Staff met with the Arizona Department of Transportation (ADOT) regarding the traffic signal at Phoenix and Milton and it was a good conversation.
- FUSD is looking into how to get passes for students and staff and not overlap service.
- Staff has discontinued the Department of Economic Security (DES)/Division of Developmental Disabilities (DDD) contract for 12 clients. They still have the service, but there was a cost to the DDD mandates, which are now removed. All clients were given 60 day notice and support related to this change.
- Ms. Morley has received concurrence on our National Environmental Policy Act (NEPA) for the DCC. Staff are planning a groundbreaking event real soon.
- Our first electric bus should arrive in October. It will need to be wrapped for Mountain Line locally. A public unveiling event will be planned in the near future.

At approximately 11:21am, Vice Chair Williams made a motion to convene an executive session. Director Maher seconded. All approved, none opposed. Motion carried.

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

### EXECUTIVE SESSION

Executive sessions are closed to the public.

The Board convened an executive session at approximately 11:25am pursuant to A.R.S. § 38-431.03(A)(1) for the following purpose:

1. Discussion among the Board with Mountain Line CEO and General Manager regarding the Mountain Line CEO and General Manager evaluation. A.R.S. § 38-431.03(A)(1).

Following the conclusion of the Executive Session, the Board reconvened the public meeting at approximately 12:09pm.

### DISCUSSION / ACTION ITEM:

15. CHIEF EXECUTIVE OFFICER (CEO) AND GENERAL MANAGER CONTRACT AMENDMENT  
-Josh Stone, Management Services Director  
Staff recommends the Board of Directors adopt the second amendment to the CEO and General Manager Contract.

*Getting you where you want to go*





## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

Mr. Stone asked Board members to approve the CEO Contract Amendment. The Board member consensus was that the requests were reasonable. Ms. Dalmolin expressed her gratitude. Vice Chair Williams moved to approve the CEO Contract Amendment as presented. Director Sweet 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	
Josh Maher	X	

### ITEMS FROM COMMITTEE AND STAFF:

Ms. Dalmolin reminded Board members the October Advance would be in person only at the Aquaplex on the 19<sup>th</sup>, 9am-2pm for strategic planning.

### SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

October/November Working Agenda

The Board and TAC Strategic Policy Advance will be held on Wednesday, October 19, 2022. It will be held in person at the Flagstaff Aquaplex, in the Community Room, 1702 N. Fourth Street, Flagstaff, AZ 86004 at 9am. The public is invited to attend. October agenda items may include but not be limited to Flagstaff in Motion, Financial Plan Review, Downtown Connection Center (DCC) Discussion, and Strategic Plan Update. The October 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 and TAC.

The next Board meeting will be November 16, 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. The public is invited to attend. November agenda items will include but not be limited to Sedona Transit Presentation, Kaspar Headquarters Master Plan Adoption, Bus Stop Acquisition Policy, Reallocation of Grant Funds from the Kaspar/Route 66 Intersection, Budget Process Kickoff, Workforce Utilization Report, and Delegation of Authority Updates. The November 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.

**16. ADJOURNMENT** -Chair Shimoni adjourned the meeting at approximately 12:14pm.

---

Adam Shimoni, Chair of the Mountain Line Board of Directors

*Getting you where you want to go*







## **Mountain Line**

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

Board Agenda Packet  
11/16/2022 - Page 10 of 92

ATTEST:

---

Rhonda Cashman, Executive Assistant and Clerk of the Board

*Getting you where you want to go*





## Board of Directors and Transit Advisory Committee Strategic Policy Advance Minutes for Wednesday, October 19, 2022

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

The Board of Directors and Transit Advisory Committee met in Joint Session on Wednesday, October 19, 2022 at 9:00am in the Community Room at the Flagstaff Aquaplex, 1702 N. Fourth Street, Flagstaff, AZ 86004.

**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.**

Unless otherwise noted, this meeting held in the Community Room at the Flagstaff Aquaplex is open to the public. Public may observe and participate in the meeting at the address above.

### **BOARD MEMBERS PRESENT:**

Tony Williams, (Vice Chair), Acting Meeting Chair, Dean of Student Affairs, CCC, designee;  
Miranda Sweet, City Council, City of Flagstaff;  
Jeronimo Vasquez, Board of Supervisors, Coconino County;  
Josh Maher, Associate Vice President for Community Relations, NAU, alternate;  
Paul Deasy, Mayor, City of Flagstaff, alternate, left at approximately 12:10pm;  
Judy Begay, Board of Supervisors, Coconino County, alternate

*\*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.

### **TAC MEMBERS PRESENT:**

Erin Stam, (Vice Chair), Director of Parking and Shuttle Services, NAU, designee;  
Greg Clifton, City Manager, City of Flagstaff, arrival at approximately 11:40am;  
Dave Wessel, Manager, MetroPlan, alternate;  
Gillian Thomas, Citizen Representative, Coconino County;  
Carol Covington, Citizen Representative, Coconino County, alternate;  
Kurt Stull, Executive Director of Facilities and Security, CCC, designee;  
Gail Jackson, Economic Development Representative, ECoNA, left at approximately 10:20am and returned at approximately 11:30am;  
Tiffany Kerr, Health Disparities Program Manager, Coconino County, designee;





## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

Michele James, Citizen Representative, City of Flagstaff;  
Brendan Trachsel, President, ASNAU;  
Brian Eekhoff, Assistant Director of Shuttle Services, NAU, alternate;  
*\*Five of our eight TAC member seats must be present to constitute a quorum.*

### *TAC MEMBERS EXCUSED:*

Jeff Meilbeck, (Chair), Executive Director, MetroPlan;  
Kim Musselman, Director of Health and Human Services, Coconino County, alternate;  
Jeff Bauman, Traffic Engineer, City of Flagstaff, alternate;  
Kinsey Kavanagh, Vice President of Student Affairs, ASNAU, alternate

### *MOUNTAIN LINE STAFF PRESENT:*

Heather Dalmolin, CEO and General Manager;  
Kate Morley, Deputy General Manager;  
Jim Wagner, Operations Director;  
Josh Stone, Management Services Director;  
Jacki Lenners, Marketing and Communications Manager;  
Anne Dunno, Capital Project Manager;  
Bizzy Collins, Transit Planner;  
Estella Hollander, Mobility Planner;  
Lyra Littner, Associate Transit Planner;  
Mitch Reddy, Montoya Fellow, left at approximately 1:05pm;  
Jon Matthies, IT Manager, left at approximately 9:13am;  
Rhonda Cashman, Executive Assistant and Clerk of the Board;  
Scott Holcomb, Mountain Line Attorney;  
Kris Beecher, Mountain Line Attorney

### *GUESTS PRESENT:*

Rick Tadder, Management Services Director, City of Flagstaff

1. CALL TO ORDER -Vice Chair Williams called the meeting to order at approximately 9:10am.
2. ROLL CALL AND INTRODUCTIONS
3. SAFETY MINUTE  
Jim Wagner, Operations Director

Mr. Wagner reported October is Pedestrian Safety Month. He shared some statistics on pedestrian deaths by motorists and offered some safety tips for motorists and pedestrians.

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

4. FLAGSTAFF IN MOTION, A COMMUNITY TRANSIT PLAN PRESENTATION AND ACTIVITY #1  
-Bizzy Collins, Transit Planner

*Getting you where you want to go*





Ms. Collins stated her presentation was a culmination of a process that has taken over a year. She shared rider survey results. She reviewed the ranked needs, cost estimates, and ridership estimates. Ms. Hollander reviewed On-Demand Transportation options such as Microtransit (cost per hour) and partnerships with Transportation Network Companies (TNCs – cost per trip). She described some of the benefits and challenges for each. Ms. Collins noted assumed improvements and staff recommendations for three tiers of optional improvements.

BREAK 9:50-9:55am

Ms. Collins explained the activity and answered questions. Board and TAC members and staff were split into six groups for the activity.

1<sup>st</sup> Tier Funding – 15 minutes/11 chips/sales tax increase for 25% more funding

Ms. Lenner: Spent all their chips on Weekday Peak Extended to 9pm - All Routes, M-F; and Route 66 Frequency - Peak 20 Minutes, M-F.

Ms. Morley: Route 66 Frequency – Peak 20 Minutes, M-F; Route 8 Extension – To Woody Mountain Road; and last priority to spend all their chips they did some bargaining, Increase Saturday Service – Span Only, not Frequency, for 4 chips.

Ms. Littner: Route 66 Frequency – Peak 20 Minutes, M-F; Route 8 Extension – To Woody Mountain; Increase Saturday Service – 10am-4pm Peak Frequency; Route 3 Frequency – Peak 20 Minutes, M-F to spend all of their chips.

Ms. Dunno: Route 8 Extension – To Woody Mountain Road; Route 66 Frequency - 20 Minutes, M-F; Increase Saturday Service – 10am-4pm Peak Frequency; and Span Smooth Weekdays to 11pm – Routes 4,5, 7, 8, and 14 to spend all of their chips.

Ms. Hollander: Route 8 Extension – To Woody Mountain Road; Route 66 Frequency - Peak 20 Minutes, M-F; Route 66 Frequency - Off Peak 30 Minutes, M-F; Route 3 Frequency - Peak 20 Minutes, M-F; and Span Smooth Weekdays to 11pm – Routes 4,5, 7, 8, and 14 to spend all of their chips.

Mr. Wagner: Route 66 Frequency - Peak 20 Minutes, M-F; Route 66 Frequency - Off Peak 30 Minutes, M-F; Span Smooth Weekdays to 11pm – Routes 4,5, 7, 8, and 14; Route 8 Extension – To Woody Mountain Road; and Increase Saturday Service – 10am-4pm Peak Frequency.

2<sup>nd</sup> Tier Funding – 10 minutes/18 chips/sales tax increase for 50% more funding

Ms. Morley: Route 66 Frequency – Off Peak 30 Minutes, M-F; Route 3 Frequency – Peak 20 Minutes, M-F; Route 3 Frequency – Off Peak 30 Minutes, M-F; Ponderosa Trails and Airport – Fixed Route; Weekday Peak Extended to 9pm – All Routes, M-F; and Span Smooth Weekdays to 11pm – Routes 4, 5, 7, 8, and 14 to spend all of their chips.

Ms. Littner: They spent all of their chips on 20 Minute Peak Frequency – All Routes, M-F; Modified Span Smooth Weekdays to 11pm on Routes 5, 7, and 8; Late Night TNC – Friday 11pm-2:30am, Saturday 8pm-2:30am; and Kachina Village – Fixed Route Commuter, M-F, 6-9am and 3-6pm.

Ms. Dunno: 20 Minute Peak Frequency – All Routes, M-F, except for Route 5; Increase Saturday Service – Match Weekday Frequency and Span; Route 3 Frequency – Off Peak 30 Minutes, M-F; and last chip was unspent.





## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

Board Agenda Packet  
11/16/2022 - Page 14 of 92

Ms. Hollander: 20 Minute Peak Frequency – All Routes, M-F; Increase Saturday Service – 10am-4pm Peak Frequency; Route 3 Frequency – Off Peak 30 Minutes, M-F; Ponderosa Trails and Airport – Fixed Route, got creative and changed routing to include the hospital; and Kachina Village – Fixed Route Commuter, M-F, 6am-9am and 3-6pm.

Mr. Wagner: 20 Minute Peak Frequency – All Routes, M-F, negotiated down from 15 to 11 chips due to Route 66 Frequency being chosen in the first round; Increased Saturday Service – Match Weekday Frequency and Span, similarly modified from eight to six chips; and last chip spent on Route 3 Frequency – Off Peak 30 Minutes, M-F.

Ms. Lenners: All chips were spent; 20 Minute Peak Frequency – All Routes, M-F, bargaining from 15 down to 13 chips due to Route 66 Frequency being chosen in the first round; Route 8 Extension – To Woody Mountain Road; Route 66 Frequency – Off Peak 30 Minutes, M-F; and Span Smooth Weekdays to 11pm – Routes 4, 5, 7, 8, and 14.

### 3rd Tier Funding - 10 minutes/21 chips/sales tax increase for 75% more funding

Ms. Morley: 12am Service End – All Routes, 7 Days a Week; Kachina Village – Fixed Route Commuter, M-F, 6-9am and 3-6pm; Doney Park – Fixed Route Commuter, M-F, 6-9am and 3-6pm; Bellemont – Fixed Route Commuter, M-F, 6-9am and 3-6pm; and Fort Valley – Fixed Route Commuter, M-F, 6-9am and 3-6pm.

Ms. Littner: Some negotiating was done for 12am Service End – All Routes, 7 Days a Week due to investment in prior rounds and not necessarily needed on all routes, removed Sunday; Ponderosa Trails and Airport – Fixed Route; Route 66 Frequency – Off Peak 30 Minutes, M-F; Route 3 Frequency – Off Peak 30 Minutes, M-F; Fort Valley – Fixed Route Commuter, M-F, 6-9am and 3-6pm; and Doney Park – Fixed Route Commuter, M-F, 6-9am and 3-6pm.

Ms. Dunno: Ponderosa Trails and Airport – Fixed Route, would like to add the hospital, thought that was a great idea; Weekday Peak Extended to 9pm – All Routes, M-F; Late Night TNC – Friday 11pm-2:30am, Saturday 11pm-2:30am; and Kachina Village – Fixed Route Commuter, M-F, 6-9am and 3-6pm.

Ms. Hollander: Increase Saturday Service – Match Weekday Frequency and Span and one chip was added to request 20 minute service; Weekday Peak Extended to 9pm – All Routes, M-F; and Late Night TNC - Friday 11pm-2:30am, Saturday 8pm-2:30am.

Mr. Wagner: 12am Service End – All Routes, 7 Days a Week; Kachina Village – Fixed Route Commuter, M-F, 6-9am and 3-6pm with addition of a Park and Ride; Ponderosa Trails and Airport – Fixed Route, as a Bus Rapid Transit (BRT); and Doney Park – Fixed Route Commuter, M-F, 6-9am and 3-6pm with addition of a Park and Ride.

Ms. Lenners: Spent all but one chip; Increased Saturday Service – Match Weekday Frequency and Span; Route 3 Frequency – Off Peak 30 Minutes, M-F; Some bargaining done for 12am Service End – All Routes, 7 Days a Week, removed Sunday; and modify Late Night TNC – Friday and Saturday, 12-2:30am only.

### 4th Tier Funding – 5 minutes/19 chips/sales tax increase for 100% more funding

Ms. Morley: Finished investing in 20 Minute Peak Frequency – All Routes, M-F for 9 chips; Then got creative and spent 3 chips on morning service, starting earlier, and spent 7 chips working our way toward 2:30am by fixed route, not TNC. A couple new services there.

Ms. Littner: Bellemont – Fixed Route Commuter, M-F, 6-9am and 3-6pm; Ms. Dalmolin: Would like to buy into Ms. Morley's plan for early morning service.

*Getting you where you want to go*







## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

Board Agenda Packet  
11/16/2022 - Page 15 of 92

Ms. Dunno: Finish out the County coverage Commuter Routes in Doney Park, Bellemont, and Fort Valley; 12am Service End – All Routes, 7 Days a Week; commented that TNC from 12am to start of fixed route service may be beneficial.

Ms. Hollander: Doney Park – Fixed Route Commuter, M-F, 6-9am and 3-6pm, with Park and Ride; 12am Service End – All Routes, 7 Days a Week; and Late Night TNC – Friday 11pm-2:30am, Saturday 11pm-2:30am, but make it fixed route; and change their Tier 2 to expand the loop from the DCC to the hospital to the Airport to Lone Tree, but two loops.

Mr. Wagner: Some negotiation done for University Heights and Ponderosa Trails – Microtransit; Route 5 Frequency – Peak 30 Minutes, M-F; Fort Valley – Fixed Route Commuter, M-F, 6-9am and 3-6pm; and Switzer Canyon – Microtransit.

Ms. Lenner: Only spent 12 chips; they did not like the return on investment for microtransit; Ponderosa Trails and Airport – Fixed Route; Doney Park – Fixed Route Commuter, M-F, 6-9am and 3-6pm; and Kachina Village – Fixed Route Commuter, M-F, 6-9am and 3-6pm.

A discussion followed regarding policies, opportunities to gain support of other agencies, and coordination efforts. Specifically, Ms. Dalmolin stated Mountain Line provides transit on behalf of the City, utilizing the dedicated transit tax approved by voters, but our challenge is that transit is not in City codes. She asked how transit becomes part of City code for development, just like roads, bike, and pedestrian access to move within our community. She noted Mountain Line has plans, but we don't have a mechanism to ensure transit is considered. She stated her appreciation of this being brought forward. Ms. Morley stated the activity this morning will help define an increase in the transit tax and Mountain Line will be looking for partnerships. She explained staff will continue to be creative. There may be grant opportunities available as mentioned by Mr. Wessel.

Mr. Beecher reported on the Navajo Nation political situation and potential partnerships with Mountain Line.

### 5. STRATEGIC PLAN UPDATE AND WORKPLAN DEVELOPMENT

-Heather Dalmolin, CEO and General Manager

Ms. Dalmolin explained the Strategic Plan was adopted by the Board of Directors in 2020; a five-year plan for which she would like to develop a 12-18 month work plan. She asked the Board and TAC members if they would like to update the plan or remove the tasks. The consensus was to keep the tasks and the original plan intact for ease of recognizing progress. Ms. Dalmolin stated she would bring back a draft work plan next month and key performance indicators (KPIs) would be updated annually.

### 6. LUNCH 11:50am-12:20pm

### 7. FLAGSTAFF IN MOTION, A COMMUNITY TRANSIT PLAN PRESENTATION

-Bizzy Collins, Transit Planner

Ms. Collins reviewed a spreadsheet of results from the morning activity. She stated she would confirm all equations are good since some seemed not quite right. She reviewed next steps with

*Getting you where you want to go*





the results from the activity becoming the final list of priorities to go to the Citizen Advisory Committee (CAC) in two weeks. She noted some minor refinement may be needed and hopefully the plan will go to the Board for adoption in January. She explained from there a survey of likely voters would be done, and a tax package could be considered. There was a brief discussion about Bus Rapid Transit (BRT) improvements not being included in the five-year plan. Ms. Collins explained there is a separate funding source for a BRT route which is the Capital Improvement Grant (CIG). There was a comment about microtransit not offering a good return on investment. There was no further discussion.

**8. FINANCIAL PLAN REVIEW**

-Heather Dalmolin, CEO and General Manager

Ms. Dalmolin reported Mountain Line's existing funding is based on expense valuation from 2000; funding questions were not modified for cost inflation when pursuing the renewal initiative in 2008 or 2016. She noted costs have increased by 30 percent in the last six years; fuel cost alone has increased by roughly 70 percent in the last year. She shared that each electric bus costs around \$200,000 more than our hybrid electric buses. She listed capital needs as the Kaspar Master Plan, the Downtown Connection Center (DCC), and our Bus Shelter Program. She listed multiple assumption for the 10-year financial outlook. She noted the fund balance dips in FY2024 due to the construction of the DCC, and a projected recession by the City in FY2027; fleet replacement will also need to begin during this time. There were questions about the lifespan of a bus, a ballot measure in 2024, the cost of electric, and a potential recession sooner. Ms. Dalmolin and Mr. Tadder answered all questions. The next steps are to consider the impact to go "Zero Fare" and to enlist a Citizen Advisory Committee (CAC) to help determine future funding options and or tax question(s). There was no further discussion.

**9. DOWNTOWN CONNECTION CENTER BUDGET UPDATE**

-Kate Morley, Deputy General Manager

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

Ms. Morley stated things are moving quickly now. She reported AECOM was the consultant that developed 30 percent design necessary to get Mountain Line through the Conditional Use Permit (CUP) process, and the National Environmental Policy Act (NEPA) process. She stated HDR is now onboard to do final design. She noted the Rio de Flag project will impact Phase 2 of the DCC project. She explained a review of the project budget shows Phase 1, the building, will take all \$26 million of available funds at this point; leaving a budget deficit of \$12 million for Phase 2. She noted the cost could escalate further and reiterated that we have no known timeline for Phase 2. She conveyed that staff would have the option to pursue additional federal funding and/or a Transportation Infrastructure Finance and Innovation Act (TIFIA) loan, a federal low cost loan, to pursue Phase 2 when ready. Ms. Dalmolin added that staff could also continue to pursue grants to pay back the TIFIA loan, if a TIFIA loan was secured. She also confirmed that the \$12 million shortfall is not accounted for in the fund balance. Ms. Morley reviewed the design elements and space needs for the building, and the redesign of the entrance. There was some discussion regarding the parking garage and civic space. Mr. Clifton stated the City should know more about





the Rio de Flag timeline very soon. The consensus was to proceed with the building. Vice Chair Williams stated his appreciation of the entrance redesign and said he thought it was much better. There was no further discussion.

**PROGRESS REPORTS:**

**10. DELEGATION OF AUTHORITY UPDATE**

-Heather Dalmolin, CEO and General Manager

There were no questions regarding this report.

**11. SUMMARY OF CURRENT EVENTS**

-Heather Dalmolin, CEO and General Manager

Ms. Dalmolin shared three anniversaries. She also reported a few promotions, due to implementation of a reorganization of fleet to recognize need for succession planning.

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

November/January Working Agenda

The next TAC meeting will be Thursday, November 3, 2022 and will be a hybrid in person/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. November agenda items will include but not be limited to the Strategic Plan Work Plan Adoption, Route 10 Optimization, Kaspar Headquarters Master Plan Adoption, Bus Stop Acquisition Policy, Budget Process Kickoff, Flagstaff in Motion, TAC Citizen Business/Economic Development Representative Appointment, Reallocation of Grant Funds from Kaspar/Route 66 Intersection, Workforce Utilization Report, and Delegation of Authority Updates. The November 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 TAC.

The next Board meeting will be Wednesday, November 16, 2022 and will be a hybrid in person/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. November agenda items will include but not be limited to the Strategic Plan Work Plan Adoption, Route 10 Optimization, Kaspar Headquarters Master Plan Adoption, Bus Stop Acquisition Policy, Budget Process Kickoff, Flagstaff in Motion, TAC Citizen Business/Economic Development Representative Appointment, Reallocation of Grant Funds from Kaspar/Route 66 Intersection, Workforce Utilization Report, and Delegation of Authority Updates. The November 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.

**12. ADJOURNMENT**

-Vice Chair Williams adjourned the meeting at approximately 1:30pm.





## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

Board Agenda Packet  
11/16/2022 - Page 18 of 92

\_\_\_\_\_  
Adam Shimoni, Chair, Mountain Line Board of Directors

ATTEST:

\_\_\_\_\_  
Rhonda Cashman, Executive Assistant and Clerk of the Board

*Getting you where you want to go*





**SEDONA  
SHUTTLE**

## Key Performance Indicators

[Service Calendar](#)

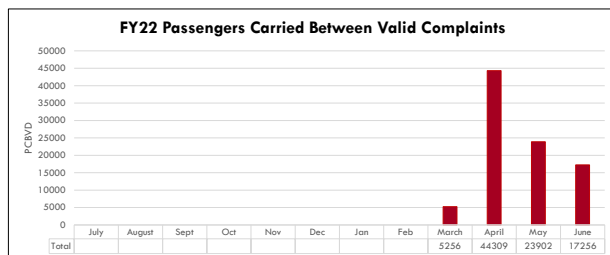
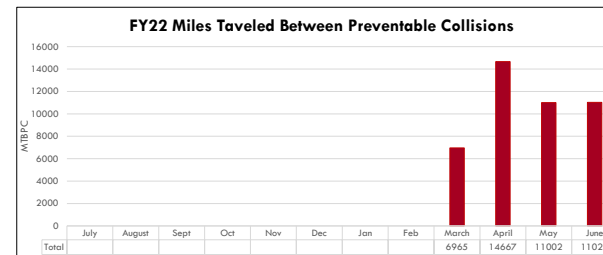
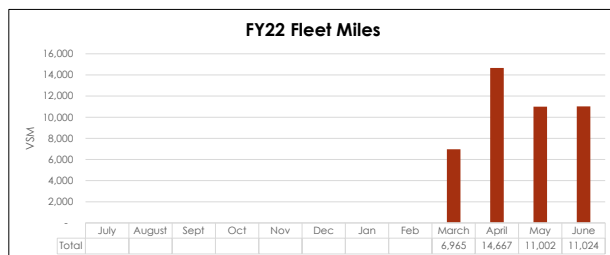
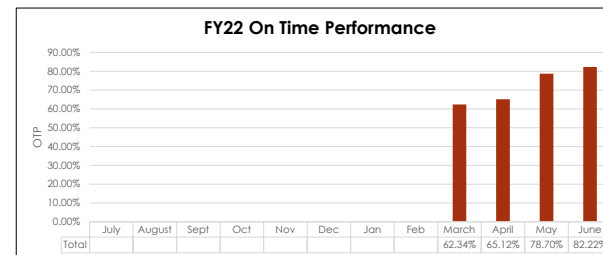
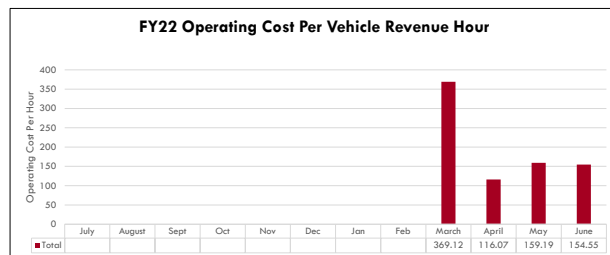
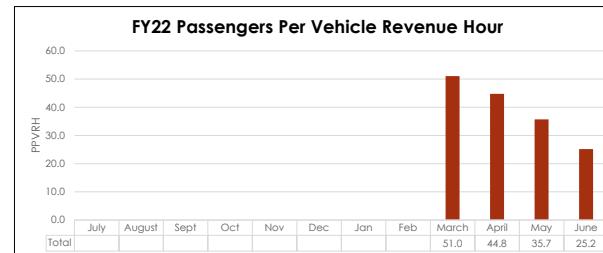
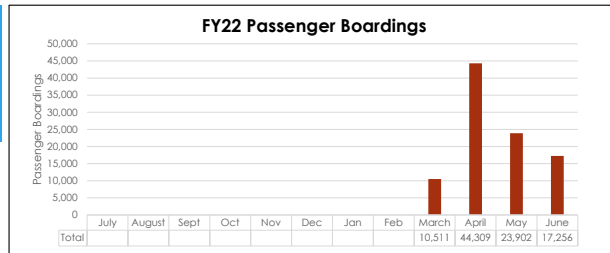
**System Data**

April

June

March

May





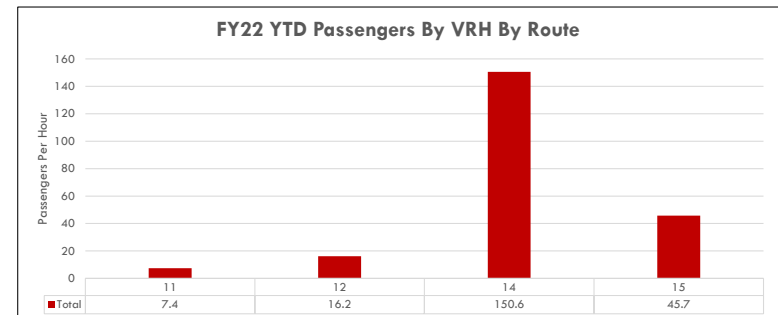
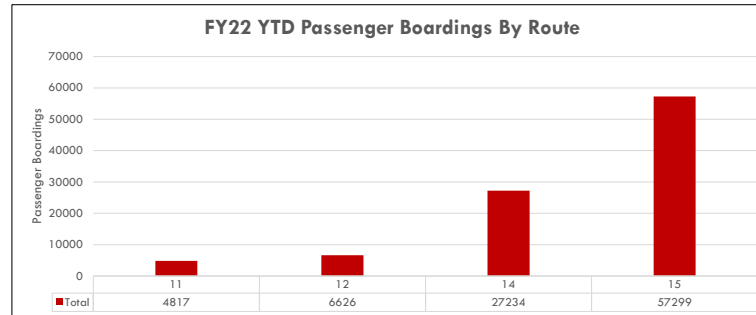


**SEDONA  
SHUTTLE**

## Key Performance Indicators

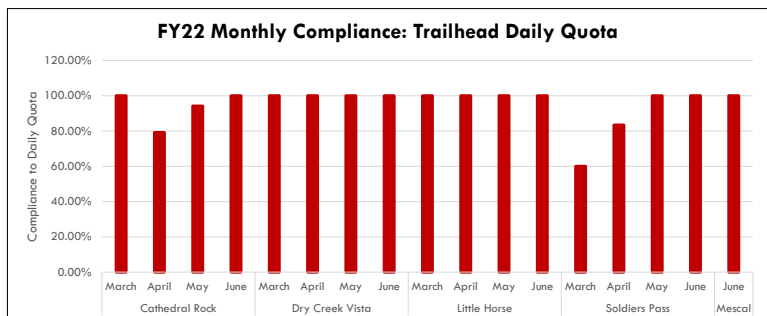
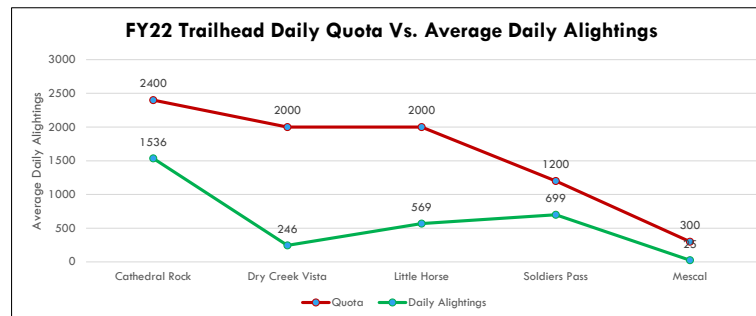
**Route Data**

11
12
14
15



**Daily Quota Data**

March
April
May
June





**SEDONA  
SHUTTLE**

## Key Performance Indicators

[Service Calendar](#)

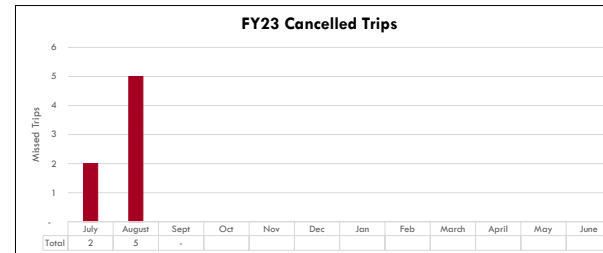
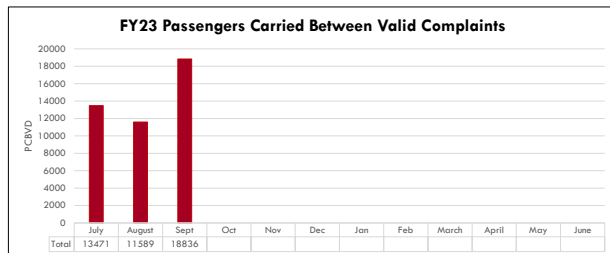
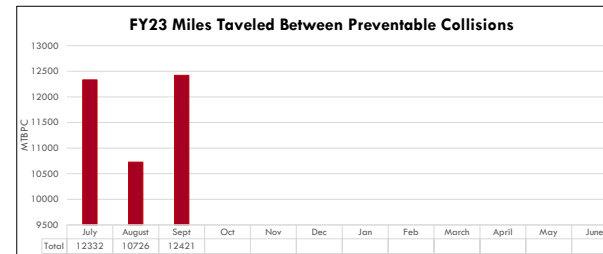
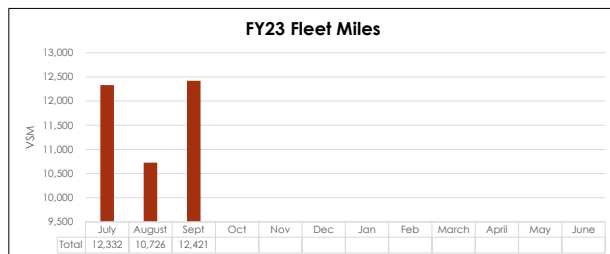
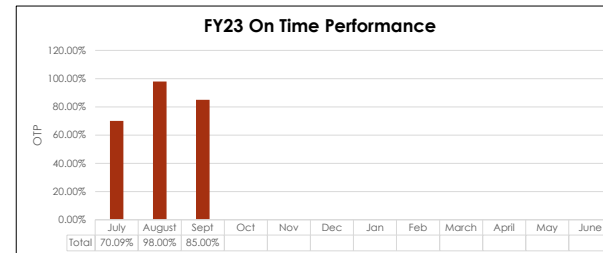
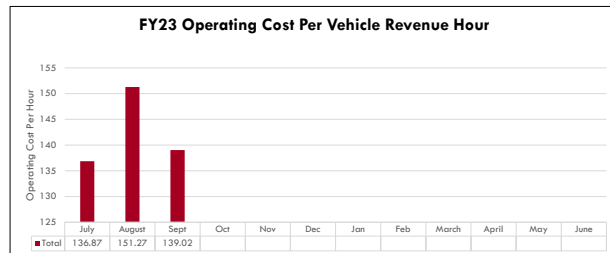
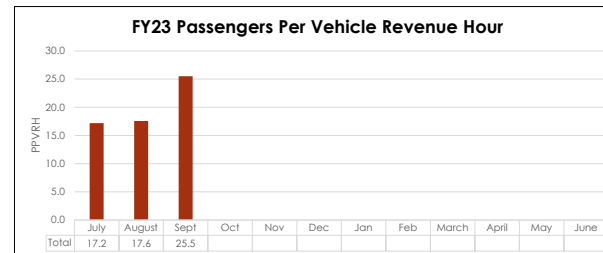
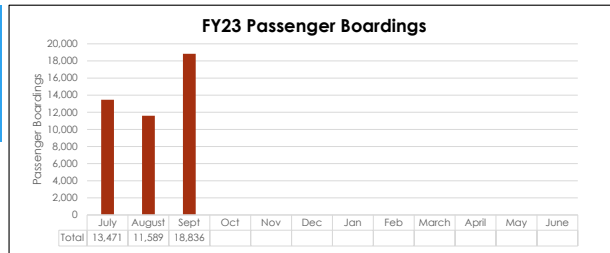
System Data

August

July

Sept

April



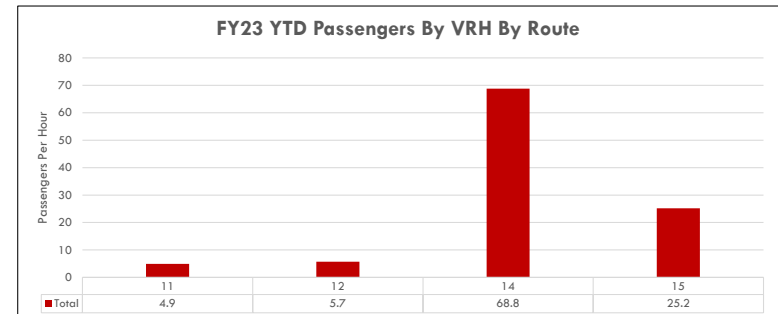
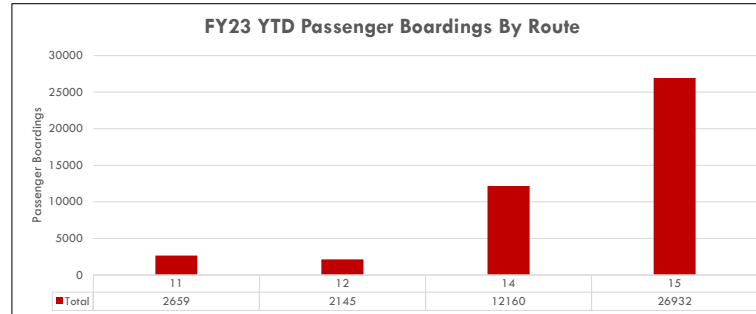


**SEDONA  
SHUTTLE**

## Key Performance Indicators

**Route Data**

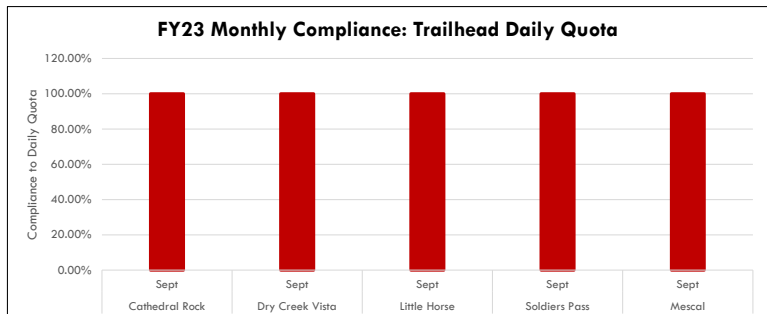
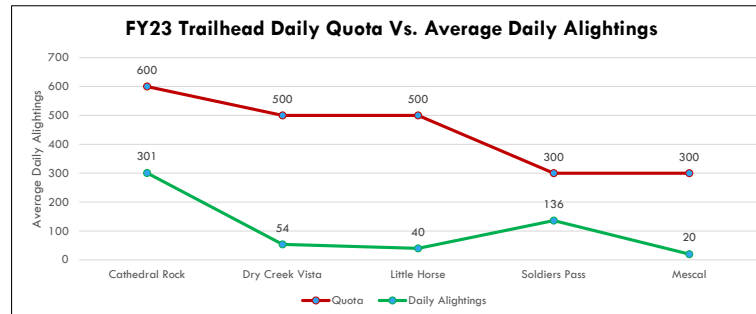
11
12
14
15

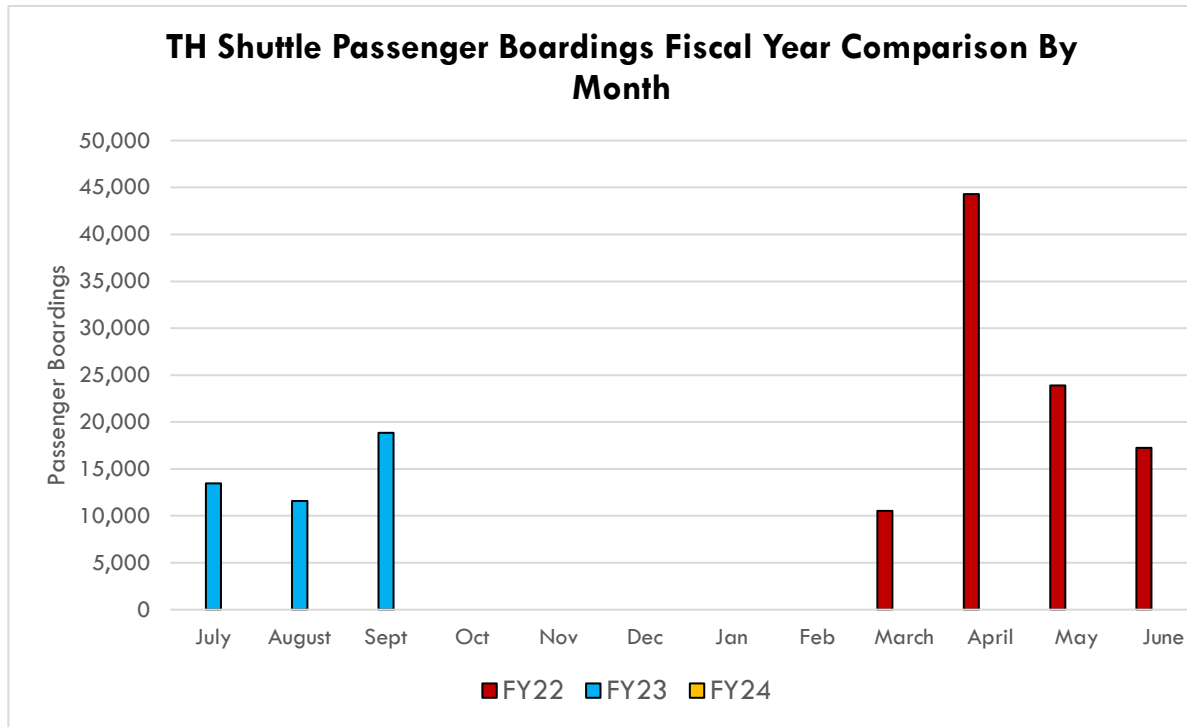


**Daily Quota Data**

Aug
July
Sept
March

As of: 11





Month	FY22	FY23	FY24
July		13,471	
August		11,589	
Sept		18,836	
Oct			
Nov			
Dec			
Jan			
Feb			
March	10,511		
April	44,309		
May	23,902		
June	17,256		
<b>Totals</b>	<b>95,978</b>	<b>43,896</b>	<b>0</b>



## **Mountain Line**

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

**DATE PREPARED:** October 26, 2022

**MEETING DATE:** November 16, 2022

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

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

**SUBJECT:** Approve the Updated Strategic Plan and Adopt the 12-18 Month Workplan

### **RECOMMENDATION:**

Staff recommends the Board of Directors approve the revised 2020-2025 Strategic Plan and adopt the 12-18 month workplan.

### **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:**

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 were 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 drives 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. The Mountain Line 2020-2025 Strategic Plan (the Strategic Plan) was adopted in late 2019.

As discussed at the October Strategic Advance, staff are recommending we update the 2020-2025 Strategic Plan and adopt a 12-18 Month Workplan that supports the Strategic Plan. The recommended update to the Strategic Plan is to clarify objectives and remove the tasks under the objectives to move them into the proposed 12-18 Month Workplan. The 12-18 Month Workplan is proposed as an attachment to distinguish between the overarching document, the Plan, and the short term tasks staff are committed to completing in support of the Plan.

The 2020-2025 Strategic Plan is attached in both markup format and in final form. The proposed 12-18 Month Workplan will be presented at the meeting.







## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

### **FISCAL IMPACT:**

The fiscal impact of the Strategic Plan and associated Workplan items are encompassed in the five-year financial plan. Depending on timeframe, items will also be part of current and future budgets.

### **ALTERNATIVES:**

- 1) Approve the recommended changes to the Strategic Plan and adopt the proposed Workplan **(recommended)**: The changes are reflective of the conversation with the Board and Transit Advisory Committee in October. The Workplan offers an opportunity for reporting on and measuring success as related to implementing the Strategic Plan.
- 2) Do not approve the recommendation **(not recommended)**: Without these changes, the tasks of the Plan remain out of date and staff do not have the necessary updated guide of workplan items.

### **TAC DISCUSSION:**

The Transit Advisory Committee made some suggested edits to language within the Workplan items and overall supported the proposed changes.

### **SUBMITTED BY:**

Heather Dalmolin  
CEO and General Manager

### **ATTACHMENTS:**

- |                                     |              |
|-------------------------------------|--------------|
| 1. 2020-2025 Strategic Plan final   | -pages 26-29 |
| 2. 2020-2025 Strategic Plan Mark Up | -pages 30-33 |
| 3. 12-18 Month Workplan             | -pages 34-40 |

*Getting you where you want to go*



# Mountain Line Strategic Plan 2020-2025



## GOAL ONE: SERVICE EXCELLENCE

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



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

### OBJECTIVES:

- 1. Deliver service enhancements that are in line with our 5-year transit plan and make transit an attractive mode choice.*
- 2. Invest in capital to improve efficiencies and infrastructure to enhance service delivery.*
- 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.*

## GOAL TWO: STEWARDSHIP OF RESOURCES

Transit is a public investment, and Mountain Line is charged with caring for that investment. Mountain Line demonstrates pride in our transit system, from maintaining quality facilities and buses to delivering on promises made to the voters and stakeholders. In addition to caring for our assets and ensuring they are viable until or beyond their usable life, Mountain Line also has

# Mountain Line Strategic Plan 2020-2025



a commitment to environmental stewardship. Public transit is a critical component of the City of Flagstaff's Climate Action Plan, and Mountain Line weaves sustainability into its messaging, facilities, and everyday actions.

## **OBJECTIVES:**

- 1. Be exemplary at supporting community goals towards environmental sustainability.*
- 2. Maintain our facilities and equipment to demonstrate the pride we take in service excellence and to maximize their useful life.*

## **GOAL THREE: INVESTING IN MOUNTAIN LINE WORKFORCE**

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



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

*Getting you where you want to go*

## **OBJECTIVES:**

- 1. Expand and enhance employee Training and Development.*
- 2. Evaluate operational structure to find efficiencies in service delivery and reduce costs.*
- 3. Enhance workplace culture to support employee development and work-life balance.*

# Mountain Line Strategic Plan 2020-2025



## GOAL FOUR: ENHANCED SAFETY CULTURE

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

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



### OBJECTIVES:

1. *Develop a holistic safety plan that guides us to effectively and proactively manage risk.*
2. *Manage transportation facilities and amenities to support a safe environment for staff and customers.*
3. *Utilize available and emergent technology to enhance existing and future fleet, optimizing safety for all staff and public transportation users.*

## GOAL FIVE: COMMUNITY ENGAGEMENT

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



### OBJECTIVES:

1. *Ensure active participation from a supportive network of stakeholders.*
2. *Increase the community's awareness of Mountain Line's value to the community.*

# Mountain Line Strategic Plan 2020-2025



## **GOAL SIX: FISCAL RESPONSIBILITY**

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



### **OBJECTIVES:**

- 1. Ensure a sustainable financial future through long-term financial planning.*
- 2. Diversify funding sources to reduce dependency on federal funding for ongoing operations.*
- 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.*



# Mountain Line Strategic Plan 2020-2025



## GOAL ONE: SERVICE EXCELLENCE

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



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

### OBJECTIVES:

- 1. Deliver service enhancements that are in line with our 5-year transit plan and make transit an attractive mode choice.*
- 2. Invest in capital to improve efficiencies and infrastructure to enhance **customer-first** service delivery.*
- 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.*

## GOAL TWO: STEWARDSHIP OF RESOURCES

Transit is a public investment, and Mountain Line is charged with caring for that investment. Mountain Line demonstrates pride in our transit system, from maintaining quality facilities and buses to delivering on promises made to the voters and stakeholders. In addition to caring for our assets and ensuring they are viable until or beyond their usable life, Mountain Line also has



# Mountain Line Strategic Plan 2020-2025



a commitment to environmental stewardship. Public transit is a critical component of the City of Flagstaff's Climate Action Plan, and Mountain Line weaves sustainability into its messaging, facilities, and everyday actions.

## **OBJECTIVES:**

1. *Be exemplary at supporting community goals towards environmental sustainability.*
2. *Maintain our facilities and equipment to demonstrate the pride we take ~~our pride~~ in service excellence and to maximize their useful life.*

## **GOAL THREE: INVESTING IN MOUNTAIN LINE WORKFORCE**

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



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

*Getting you where you want to go*

## **OBJECTIVES:**

1. *Expand and enhance employee Training and Development.*
2. *Evaluate operational structure to find efficiencies in service delivery and reduce costs.*
3. *~~Develop a~~ Enhance workplace culture ~~that supports~~ to support employee development and work-life balance.*

# Mountain Line Strategic Plan 2020-2025



## GOAL FOUR: ENHANCED SAFETY CULTURE

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

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



### OBJECTIVES:

1. *Develop a holistic safety plan that guides us to effectively and proactively manage risk.*
2. *Manage transportation facilities and amenities to support a safe environment for staff and customers.*
3. *Utilize available and emergent technology to enhance existing and future fleet, optimizing safety for all staff and public transportation users.*

## GOAL FIVE: COMMUNITY ENGAGEMENT

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



### OBJECTIVES:

1. *Ensure active participation from a supportive network of stakeholders.*
2. *Increase the community's awareness of Mountain Line's value to the community.*

# Mountain Line Strategic Plan 2020-2025



## **GOAL SIX: FISCAL RESPONSIBILITY**

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



### **OBJECTIVES:**

- 1. Ensure a sustainable financial future through long-term financial planning.*
- 2. Diversify funding sources to reduce dependency on federal funding for ongoing operations.*
- 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.*

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



## 12 - 18 MONTH WORKPLAN FOR 2023-2024





# Mountain Line Strategic Plan 2020-2025

Board Agenda Packet  
11/16/2022 - Page 35 of 92



## **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.***

- Complete Flagstaff in Motion and identify a path for funding its recommendations.
- Optimize service delivery on NAU campus to ensure the efficient use of vehicles while ensuring capacity to serve trips.

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

- Construct the Downtown Connection Center phase 1, that is seen as a community asset and reflects who we are and how we treat our customers.
- Consider a “missing and incomplete bus stops” grant to fund new bus stops and needed upgrades for stops per the Transit Guidelines.
- Plan for fleet expansion and maintenance through the implementation of the Kaspar Master Plan recommendations to support growing operations.
- Develop a plan for Phoenix Ave and Milton improvements that are supported by permitting jurisdiction.
- Implement bus only lanes as a part of the Beulah realignment project with the City.

### ***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.***

- Coordinate with NACOG and other regional transit providers in supporting regional transit service needs.
- Propose code and engineering standard amendments to the City of Flagstaff to better integrate transit into development projects.
- Seek new and update existing partner agreements to reflect current conditions, including cost structures and updated legal language.

## **GOAL TWO: STEWARDSHIP OF RESOURCES**

### **OBJECTIVES:**

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

- Continue to follow the Board adopted Zero Emissions Bus (ZEB) plan and implement best practice strategies transitioning to a zero-emission fleet.
- Obtain Coconino County Sustainable Building Certifications in the development of all new facilities, through sustainable building practices and site design.



# Mountain Line Strategic Plan 2020-2025

- Educate staff on how they can support community through personal choices, use transit, carpool etc. Be role models for our community.

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

- Protect, preserve, and maintain physical assets to assure best condition possible.
- Pursue opportunities and partnerships to repurpose, donate (to another transit agency) or disposed-of assets at end-of-life cycle.
- Continue to collect and maintain 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

## **GOAL THREE: INVESTING IN MOUNTAIN LINE WORKFORCE**

### **OBJECTIVES:**

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

- Develop a succession plan that identifies training and development opportunities to staff that want to grow within Mountain Line.
- Create a training program that focuses on all staff at Mountain Line, with specific training topics for each division or department
- Develop a part time Training staff to be utilized when needed and to support existing Trainers.
- 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.
- Develop an outreach plan 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.***

- Develop a parttime employment opportunity that addresses need for variable hours and offers a variety of schedule options for parttime staff to close staff coverage gaps around fulltime team members.
- Modify the guaranteed work hours per full-time employee by June 30, 2023, educate staff on status options as a measure to reduce employee absenteeism, and transition to new bidding/scheduling rules with less than 10 percent employee loss.

# Mountain Line Strategic Plan 2020-2025



### ***3. Enhance workplace culture to support employee development and work-life balance.***

- Explore new health and benefit options including but not limited to, a new insurance or insurance pool and parttime staff as eligible for these benefits.
- Rejuvenate the job shadowing and cross training program to expand respect and understanding for varying degrees of difficulty experienced in our jobs and improve morale and camaraderie.
- Develop an employee engagement plan to ensure diverse groups of employees are included in shared decision making, project work teams, and all staff meetings 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.

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

### **OBJECTIVES:**

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

- Create a stronger safety culture throughout Mountain Line by ensuring all staff are included in safety and health programs, given the training and tools needed to recognize good and bad safety practices, and feel comfortable advocating for their own safety, and the safety of others around them.
- Partner with Coconino County Health and Human Services to train staff on Narcan delivery and introduce Narcan into all First Aid Kits.
- Continue to partner with the Coconino County Emergency Management and the Emergency Operation Center, to draft an agreement regarding evacuation needs that can be provided by Mountain Line staff.
- Present updated rider suspension policies to the Board for adoption.

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

- Participate and partner with Mountain Line staff and building designers, to help identify potential hazards in the final building design of the new Downtown Connection Center and to implement Environmental Design into landscaping and construction of Phase 2.
- Work with Mountain Line staff, designers, and local partners to identify potential hazards in the construction of the CDL course on Northern Arizona University.



# Mountain Line Strategic Plan 2020-2025



- Implement new and update existing duress procedures for all public facing employees.
- Implement new procedures for determining “Working Conditions, Exposures to Risk and Physical Dangers” of each positions Job Description. Such as using a documented Job Hazards Analysis.
- Implement new procedures for reporting, mitigating, and determining root causes of workplace injuries.

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

- Partner with local first responders to determine best practices when dealing with safety issues caused by electric buses.
- Upgrade air filtration system, including air scrubbers, across the fleet to improve environment for staff and riders.
- Evaluate driver barrier to improve conditions, reduce staff concerns and injuries, and provide an improved solution that is widely accepted across the team
- Implement an improved customer comment and complaint system to reduce dependency on manual entry by staff and provide for more data and analysis for evaluation and correction of concerns.

## **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.
- 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.
- Engage community leaders in messages to the public regarding Mountain Line’s contribution to community goals and in open houses surrounding the next transit tax initiative.

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

- Engage in a minimum of 10 community events each year.

# Mountain Line Strategic Plan 2020-2025



- 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.
- Conduct robust, project-related outreach before and during all significant transit related projects.
- Conduct an education campaign on Mountain Line's fare options including benefit of mobile ticketing and fare capping.

## **GOAL SIX: FISCAL RESPONSIBILITY**

### **OBJECTIVES:**

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

- Refine 10-year Capital Plan to clarify necessary projects post Downtown Connection Center build-out and identify possible funding mechanisms.
- Continue investment in workforce with an updated compensation plan to remain competitive at attracting staff with changing cost of living locally while securing sustainable funding appropriate to future wage and service growth.
- Develop benefit plan and budget for more flexible workforce, to include expanded benefits for part time staff, housing assistance where needed, and employee education and development benefits.
- Continue pursuing performance indicators necessary to maintain increased federal operating funds.

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

- Engage City and community partners to promote ecoPASS program use as a necessary component of the City and County's climate action plan.
- Retain ecoPASS program participants by confirming value and conducting outreach/travel training to enhance participation.
- Connect health benefit to use of transit and explore possible ecoPASS purchase through NAPEBT as part of health and wellness program.
- Identify new or expanded revenue sources to fund expansion of routes or services (i.e. airport) and to assist in paying for new transit service.
- Develop options to replace fares with alternative revenue sources to implement a zero fare system promoting more broad public use of system.
- Implement an 18-month pilot program for K-12 and college students to study impact of zero fare on increased transit use.

# Mountain Line Strategic Plan | 2020-2025



### ***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, in coordination with the Creative Local Match plan, to diversify the sources of funding from City of Flagstaff and other public partners.
- Coordinate and develop an implementation plan with State Transit peers on long-term State Legislation changes to restore and/or establish statewide transit funding.



## **Mountain Line**

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

**DATE PREPARED:** November 9, 2022

**MEETING DATE:** November 16, 2022

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

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

**SUBJECT:** Award of RFP 2023-160, Banking Services

### **RECOMMENDATION:**

Staff recommends the Board of Directors award RFP 2023-160, Banking Services to Alliance Bank.

### **BACKGROUND:**

RFP 2023-160, Banking Services was released on September 28, 2022, and closed on October 27, 2022, with proposals from Alliance Bank and Wells Fargo Bank. Mountain Line staff scored the proposals based on the evaluation criteria in Section VII of the RFP. The scoring is as follows:

Alliance Bank	100 points
Wells Fargo Bank	100 points

Both respondents are well qualified to provide Mountain Line with the requested services. Both respondents also already provide Mountain Line with some services, and we are familiar with their quality of work. As a small public agency, staff recommends Alliance Bank as a better fit for Mountain Line as they can offer local service and support with our account representatives. Alliance Bank also currently provides Mountain Line with some services that are not available through Wells Fargo Bank. Consolidation with Alliance Bank will allow for better integration of all accounts and services. Additionally, concern has been raised about public funding being used to purchase services from Wells Fargo Bank due to practices and management decisions that may not align with the principles and policies of this community and our agency. Based on these factors, staff recommend awarding RFP 2023-160, Banking Services to Alliance Bank.

### **FISCAL IMPACT:**

There is no significant fiscal impact to award. Bank service fees are paid from local operating funds. Alliance Bank fees are reasonable and similar to current expenses.

*Getting you where you want to go*







## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

### **ALTERNATIVES:**

- 1) Award RFP 2023-160, Banking Services to Alliance Bank. (**recommended**): Award will allow Mountain Line to complete a service contract with Alliance Bank for services requested.
- 2) Do not award RFP 2023-160, Banking Services to Alliance Bank. (**not recommended**): Without an award, Mountain Line would need to considering secure banking services elsewhere.

### **TAC DISCUSSION:**

The Transit Advisory Committee was not provided an opportunity to weigh in on this award recommendation as the procurement was not closed or scored before the TAC meeting.

### **SUBMITTED BY:**

Josh Stone  
Management Services Director

### **APPROVED BY:**

Heather Dalmolin  
CEO and General Manager

### **ATTACHMENTS:**

- |   |                         |
|---|-------------------------|
| 1. RFP 2023-160, Banking Services Scoring and Decision Matrix     | -pages 43-45            |
| 2. RFP 2023-160, Banking Services Section VII Evaluation Criteria | -page 46                |
| 3. RFP 2023-160, Banking Services                                 | -available upon request |
| 4. Alliance Bank proposal   | -available on request   |

*Getting you where you want to go*



**Procurement Name and Serial Number:** RFP 2023-160, Banking Services  
**Scoring Committee:** Josh Stone, Heather Dalmolin, Heather Higgins

		Vendor Name:	
		Alliance Bank of Arizona	Wells Fargo Bank
Criteria	Max Points	Score	Score
Qualifications and Experience	40	40	40
Ability to meet scope requirements	30	30	30
Price	30	30	30
<b>Overall Score</b>	<b>100</b>	100	100

**Evaluation, Decision, and Justification:** Relations with both vendors provide firsthand knowledge that both offer the services needed and have quality support. We have at least 2 services with Alliance as Wells was unable or unwilling to respond to our need. A pricing sheet to compare costs was developed. Alliance developed an average monthly quote based on our estimated highest transaction demand and type, resulting in costs that look higher than Wells. Wells is estimated at roughly \$1000 less than Alliance. Overall we would be a better fit within Alliance as we are a small public agency, we will gain the personal connection with our account representatives that we already experience with Alliance, Alliance has provided us with support for services Wells couldn't/wouldn't provide, and there is ongoing concern about public funding being used to purchase services from Wells due to practices and management decisions that do not align with ethics and policies of our community and agency. Staff recommends award to Alliance.☐

Activity Charges	Alliance	Wells Adjusted
Monthly Maintenance	\$ 24.00000	\$ 30.00000
ZBA Monthly maint	\$ 35.00000	\$ 10.00000
ZBA sub Monthly maint	\$ 25.00000	\$ 5.00000
monthly maint 1st acct	\$ 25.00000	\$ 20.00000
monthly maint add acct	\$ 10.00000	\$ 10.00000
positive pay monthly maint	\$ 40.00000	\$ 25.00000
ach monthly maint	\$ 12.00000	\$ 15.00000
remote deposit monthly maint	\$ 35.00000	\$ 15.00000
	\$ 206.00000	\$ 130.00000
recoup monthly fee per transaction		
E-Debit	\$ 0.18000	\$ 0.18
desktop deposit		\$ 0.18
Currency Vault Deposit *	\$ 0.00150	\$ 0.13 * Wells charge per vo
Coin Bag Vault	\$ 5.00000	\$ 3.63
positive pay per item	\$ 0.05000	\$ 0.18
Check Clearing	\$ 0.18000	\$ 0.23
e-Credit	\$ 0.18000	\$ 0.18
remote deposit item	\$ 0.12000	\$ 0.18
Cash Vault Deposit	\$ 1.50000	\$ 2.00000
est total per month	\$ 589.56	
actual based on August 2022 activity		\$ 349.30

lume for currency and coin

## SECTION VII – EVALUATION

**1. Most Advantageous to Mountain Line:** Pursuant to Mountain Line Purchasing Policy, evaluation of Responses and award of the Contract will be made with reasonable promptness to the Respondent whose Response best conforms to the Scope of Services and will be most advantageous to Mountain Line with respect to price, qualifications, conformity to Scope of Services and other factors.

**2. Mandatory Compliance:** This is a compliance section and carries no evaluation points. Respondents must meet minimum criteria as specified to receive further consideration.

### A. Professional Standing

- 1) The Arizona Corporation Commission shall properly have certified the Respondent for corporation and limited liability companies.
- 2) The lead professional must be properly registered, licensed and certified at the time of submission, if required.
- 3) The Respondent must have been in continuous business for a minimum of five years.

### B. Financial Stability

1. Respondents must demonstrate the availability of resources and financial capability required to complete the Services.
2. Copies of audited financial statements are not required with the Submittal. Prior to the final selection, Mountain Line reserves the right to require a Respondent to provide a copy of the Respondent's financial statements for the previous two fiscal years.
3. Mountain Line reserves the right to make such additional investigations as it deems necessary to establish the competence and financial stability of any Respondent submitting a Response.

**3. Evaluation Criteria for Responses and Scoring:** This is an evaluation section which establishes criteria and the associated total potential points for each category.

Max points * Quality Level = Score <b>Evaluation Factors</b>	<b>Max Points</b>	<b>Quality Level</b>	<b>Score</b>
Qualifications and Experience		40	
Ability to meet Scope requirements		30	
Price		30	
<b>TOTAL POSSIBLE</b>		100	



## **Mountain Line**

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

**DATE PREPARED:** October 24, 2022

**MEETING DATE:** November 16, 2022

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

**FROM:** Bizzy Collins, Transit Planner

**SUBJECT:** Proposed Service Changes for January 2023

### **RECOMMENDATION:**

Staff recommends the Board of Directors approve the recommended service changes for implementation in January 2023.

### **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:**

Service analysis is conducted year-round as opportunities and challenges arise. Additionally, Operator and public comments are regularly received and always considered by staff. A Service Planning Team comprised of representatives from all Mountain Line divisions meet regularly to discuss the items listed above as well as on-time performance, special events, detours, and seasonal services. A list of service changes is considered and discussed by the team, reaching consensus on what to recommend to the Board of Directors. Typically, staff consolidate implementation to save costs on printing ride guides, posters, marketing, and staff time.

Route 10 weekday ridership patterns were analyzed to understand bus utilization in an effort to more efficiently operate Route 10 that serves NAU campus, student housing in Woodlands Village, and downtown Flagstaff. The findings of that analysis are below.

- Route 10 ridership is at crush-load levels between classes and bus schedules could be optimized to ensure more buses are on campus during these times.
- Compared to Monday through Thursday, ridership decreases by 33% on Friday due to fewer classes offered on Fridays.
- Mountain Line currently operates peak service (the highest number of buses) from 7am-6pm while crush-load ridership is only experienced between 9am and 4pm Monday through Thursday and 10am-2pm on Fridays.

*Getting you where you want to go*







## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

Based on these results, staff is recommending the following schedule changes to Route 10. First, Route 10 will have a Monday through Thursday schedule that differs from Friday. Second, bus levels of service will change to match ridership peaks and troughs; below is a summary of proposed changes with impacted times highlighted in grey.

	Current	Proposed
<b>Monday-Thursday</b>		
6-7am	2 buses	2 buses
7-9am	5 buses	2 buses
9-10am	5 buses	5 buses
10am-2pm	5 buses	5 buses
2-4pm	5 buses	5 buses
4-6pm	5 buses	3 buses
6-11pm	2 buses	2 buses
<b>Friday</b>		
6-7am	same as M-Th	2 buses
7-9am		2 buses
9-10am		3 buses
10am-2pm		4 buses
2-4pm		3 buses
4-6pm		2 buses
6-11pm		2 buses

The service change will result in an annual reduction of 1,650 hours and 16,000 miles compared to scheduled service. As this change represents a 10% reduction in hours compared to current Route 10 service, it does not meet Mountain Line's Title VI threshold of 25% reduction in hours requiring a public comment period. Mountain Line has not run the full scheduled service since 2019 due to COVID and is currently only running four buses at peak periods according to the Triaged Service Reduction Plan. Implementing the proposed changes now would be a more strategic way to return service to campus.

While ridership needs, and the lack thereof, are the basis of the evaluation and recommendation, there is some potential loss of ridership. Staff believe it to be minimal but will monitor the impacts over the spring semester. Staff will also test if platooning buses during class break can better support student travel patterns and further mitigate ridership loss. Additional refinements to the service can then be made in August prior to the start of the fall semester.

If the Board approves, implementation is scheduled for January 16, 2023, when NAU begins their spring semester. This is when Route 10 typically resumes peak service, therefore the peak service schedule will

*Getting you where you want to go*





## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

be consistent throughout the semester. Staff will conduct messaging and distribute new RideGuides with the proposed Route 10 schedule prior to implementation.

### **FISCAL IMPACT:**

Mountain Line will have an annual cost savings of \$150,528 due to reduced revenue service hours and miles on Route 10. Small Transit Intensive Cities (STIC) Funding, a bonus from the federal allocations for service and ridership that resembles large urban area performance levels, is not projected to be impacted as a result of the proposed changes. Service Changes are a regular budget line item, and the printing costs are in FY2023 budget.

### **TAC DISCUSSION:**

NAU TAC Member Stam supported the Friday decreased service level, as NAU Shuttles also experience less ridership on Fridays compared to Monday through Thursday. If the Board approves of the changes, Chair Meilbeck requested updates on Route 10 ridership following implementation.

### **ALTERNATIVES:**

- 1) Approve the recommended service changes (**recommended**): Staff recommends that the Board of Directors approve the recommended service changes. This allows staff enough time to update printed materials and implement changes on January 16, 2023.
- 2) Do not approve the recommended service changes (**not recommended**): If the Board does approve the recommended service changes, inefficient service remains a burden staff must fill.

### **SUBMITTED BY:**

Bizzy Collins  
Transit Planner

### **APPROVED BY:**

Heather Dalmolin  
CEO and General Manager

### **ATTACHMENTS:**

None.

*Getting you where you want to go*





## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

**DATE PREPARED:** October 25, 2022

**MEETING DATE:** November 16, 2022

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

**FROM:** Anne Dunno, Capital Project Manager

**SUBJECT:** Kaspar Headquarters Master Plan Adoption

### **RECOMMENDATION:**

Staff recommends the Board of Directors adopt the Kaspar Headquarters Master Plan.

### **RELATED STRATEGIC PLAN OBJECTIVE**

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

### **BACKGROUND:**

The Kaspar Headquarters Master Plan (KHMP) outlines a long-term plan to maximize fleet storage and maintenance at the main facility, Kaspar Headquarters (Kaspar HQ), to accommodate Mountain Line's future growth as a regional transportation provider. The timing for the master plan adoption is important for several reasons: (1) the Downtown Connection Center will create opportunities for new uses as administration moves downtown in 2024; (2) the adopted zero emissions plan (ZEB) outlining transition to electric fleet by 2030, creates new electrical infrastructure needs; and (3) Mountain Line's maintenance bays are currently undersized and overcapacity to support current fleet efficiently.

Below are the KHMP key recommendations:

- 1) Adopt Concept A as the KHMP.

In April 2022, staff and Board identified Concept A as the preferred master plan alternative compared to Concepts B and C; the full report is available upon request. Concept A is split into Phase 1 which demolishes the existing Shop 0 (the portion of the main building that is currently used for small vehicle and parts storage) and constructs a new Maintenance Facility, allows for phased integration of electrification, and identifies bus storage for long term to support anticipated fleet/service growth through 2043. The Concept A and phasing plan allows Administration to remain at the Kaspar site until the Downtown Connection Center (DCC) Phase 1 construction is complete. Operations will remain in the existing office facilities at Kaspar HQ until the forecasted need for additional bus storage triggers the





## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

demolition of the existing administrative facility and construction of the new bus storage, operation offices and staff parking.

- 2) Dispose of the Linda Vista Vacant Land Parcel: The KHMP conducted a feasibility study of the vacant land for transit use which identified both technical, relational, and budgetary challenges to develop the property for bus storage. Disposition of the property will provide revenue to Mountain Line; staff will bring a formal recommendation to the Board for disposition of real estate in 2023.

The next steps associated with implementation of Phase 1 of the KHMP include:

- 1) Obtain funding for completion of NEPA, final design and permitting of Phase 1. This will include the need to update the existing Conditional Use Permit (CUP) for the Kaspar HQ site.
- 2) Move forward with the construction of the electrification infrastructure (slow and fast charging) to support the initial ZEBs arriving in late 2022 - early 2023. Final design is complete for the electrification infrastructure pantograph adjacent to Shop 3 (existing large storage building on northern most line of our property). City permitting and GMP approval for construction is forthcoming with installation of fast charging equipment anticipated for fall 2023. New outlet upgrades have already been completed to ensure we are ready for the pending electric bus arrivals.
- 3) Submit grant applications to secure funding to construct Phase 1.

### FISCAL IMPACT:

The KHMP project was funded by an FTA 5307 grant in amount of \$250,000 (\$200K federal/\$50K local) which covered costs for HDR consultant Task Order, a portion of the Zero Emission Plan, and project management.

### TAC DISCUSSION:

TAC was supportive of adopting the Kaspar Master Plan. TAC requested future agenda item regarding the status of the Kaspar Intersection Project. TAC advised staff to consider logistics for snow removal for Concept A rooftop parking based on experience at NAU.

### ALTERNATIVES:

- 1) Adopt the Kaspar Headquarters Master Plan. **(Recommended):** Approval will allow Mountain Line to pursue the recommendations in the plan.
- 2) Do not adopt the Kaspar Headquarters Master Plan. **(Not Recommended):** Without approval, Mountain Line staff will need to develop an alternative plan for long term bus storage and maintenance.

*Getting you where you want to go*





## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

### SUBMITTED BY:

Anne Dunno  
Capital Project Manager

### APPROVED BY:

Heather Dalmolin  
CEO and General Manager

### ATTACHMENTS:

- |                           |                         |
|---------------------------|-------------------------|
| 1. KHMP Executive Summary | -pages 53-62            |
| 2. KHMP Concept A         | -pages 63-70            |
| 3. KHMP Full Report       | -available upon request |

*Getting you where you want to go*





# 1 Executive Summary

## 1.1 Key Recommendations

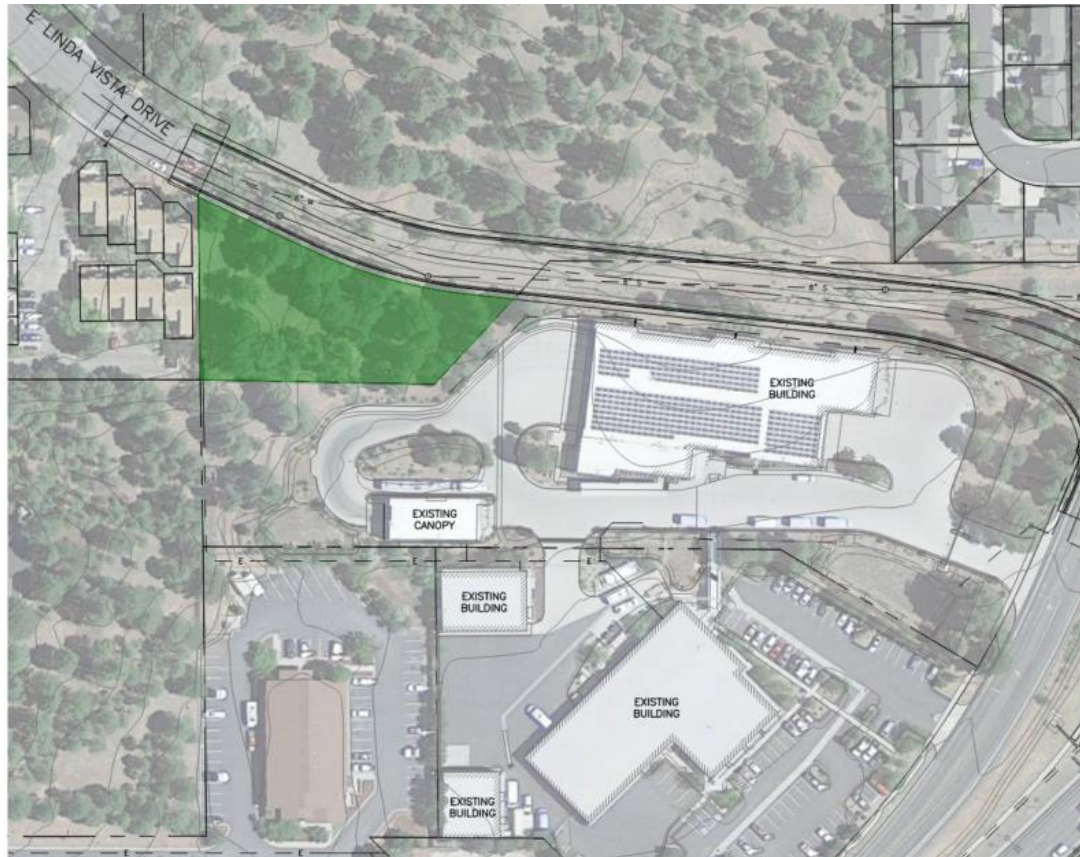
This report presents a Master Plan for the Mountain Line Kaspar Headquarters Facility (KHQ) projected 20-year horizon needs, planned growth, and facility recommendations.

**Key Recommendations include:**

1. **Adopt Concept A as the Master Plan.** This preferred alternative Concept A was identified with staff and Mountain Line Board input which compared alternative Concepts A, B, and C. Reference concepts in Section 6. Concept A addresses the immediate needs for a new Maintenance Facility, allows for phased integration of electrification, and plans for phased growth to accommodate anticipated fleet/service through 2043. The Concept A phasing allows the Administration and IT/Data staff to stay at the Kaspar site until the Downtown Connection Center (DCC) phase 1 construction is complete. Operations will remain in the existing office facilities at the Kaspar site until the need for additional bus storage triggers the need to demolish the existing administrative facility and replace it with a larger 2 story bus storage, operation offices and staff parking.
2. **Dispose of the Linda Vista Vacant Land Parcel:** The Kaspar Master Plan conducted a feasibility study of the vacant land for transit use which identified both technical, relational, and budgetary challenges to develop the property for bus storage. Disposition of the property will provide revenue to Mountain Line to match future FTA grants to implement Concept A.
3. Obtain City and County administrative approval of a Lot Line Adjustment between the vacant land and developed parcel. It is recommended the lot line adjustment generally follow the future southerly right of way of Linda Vista Extension. This will allow for a trapezoidal area south of the future extension of Linda Vista Road to remain with Mountain Line ownership. This trapezoidal area will be essential to replace the required preservation of natural resources (native trees) on the main campus site that will be lost in the full build-out of the Master Plan.



**Figure 1-1. Trapezoidal Area Diagram**



4. Update the existing Conditional Use Permit (CUP) for the Kaspar Headquarters site to obtain the necessary approvals for the phased components of the Master Plan in advance of submitting the first projects for building department review and approval. Rezoning will be required for the trapezoidal area from Multi-Family Residential to Highway Commercial. Rezoning can be pursued with Mountain Line's future CUP at the time of a future development application to the City.
5. Move forward with the construction of the Electrification Project to support the initial ZEBs arriving by 2022, as developed by the HDR team in accordance with the Master Plan.
6. Move forward with the detailed programming, planning and design of the new Maintenance Building as soon as funding allows. Mountain Line may use the recommendations in the Kaspar Master Plan to support future grant funding applications for final design and construction. Outline grant strategy and timeline for future grant applications to secure funding to construct Phase 1 within three years (2025) and Phase 2 bus storage by 2027.

The Master Plan, Program and Studies included in this report were developed in close collaboration between Mountain Line leadership and the HDR team. The stakeholder groups involved in this master plan include Administration, Operations, Information Technology (IT), Fleet Maintenance, and Facilities Maintenance. The report encompasses input from the stakeholders, together with HDR's recommendations based on thorough review, analysis and assessment of current state and future needs.

The information shared in this report will provide large scale improvements for the facility. The KHQ Master Plan was generated by evaluating the existing property utilized, facility functional operations, staffing projections, fleet electrification transition plan, project phasing, and facility resiliency. The Master Plan Report provides concept designs and project budgets for the recommended concept provided in the report. Mountain Line will be able to utilize this report as a vision and plan to identify and budget for the future of the KHQ.

In its current state, daily operations at KHQ consist of five buildings that supports Mountain Line's bus operations and maintenance on a 6.81 acre site. In addition, Mountain Line owns a vacant property to the north of the facility that is sloped, wooded, and zoned for high density residential development. The existing facility is undersized and additional bus storage space is needed to accommodate the future growth in the bus fleet. The goal, given by Mountain Line, is to fit as many buses as possible at this site and develop the facility to a maximum capacity.

## 1.2 Master Plan Goals

1. Improve efficiency and safety of Operations and address needed facilities growth
  - Evaluate existing facilities for deficiencies and recommended expansion to accommodate fleet/service through 2043
  - Provide the maximum facility capacity for bus operations and maintenance
  - Identify likely timing of key program components and phasing
  - Facility Life Cycle Cost Analysis
2. Plan for optimal Use of the Kaspar Site to meet Mountain Line's projected growth through 2043
  - Plan for Phased evolution from hybrid diesel fleet to an all-electric fleet by 2043
  - Plan for Phased Development of the site while maintaining continuous Operations
  - Evaluate impact of Administration move to the DCC including the residual federal investment value of the existing administration building.
  - Evaluate the Value of the Vacant Land Site and make recommendations as to its disposition
    - Consider impact of City of Flagstaff requirements for extension of Linda Vista Road
    - Consider impact of City of Flagstaff requirements and timeline for Zone Change/public hearings required for industrial use of Vacant Land Site
    - Recommendation to keep area south of road for landscape/tree preservation and what that will require for City Approvals
  - Evaluate Resiliency of Kaspar site, infrastructure, and facilities

The Executive Summary section gives an overview of the results and recommendations from the facility evaluation and planning that HDR and Mountain Line stakeholders underwent from November 2021 through July 2022. The executive summary is broken up into the following sections of the report:

- Programming
- O&M Life Cycle Costing

- Phasing Plan
- Vacant Land Feasibility Study
- Concept Plans
- Cost Estimates
- Resilience Plans

## Programming

### *Staffing and Fleet Overview*

Staff growth at KHQ over the next 20 years is expected to increase approximately 27% to accommodate the planned growth in service and fleet expansion.

**Table 1-1. Kaspar Facility Staff**

Position	Existing Conditions	2028	2033	Master Plan 2043	Shift	Status
<b>Kaspar Headquarters</b>						
Administration	18.75	0	0	0	Day	Varies
Operations	67	77	92	118	Varies	Varies
Maintenance	12.5	14	19	23	Varies	Varies
Information Technology	4	0	0	0	Day	Varies
<b>Total</b>	<b>102.25</b>	<b>91</b>	<b>11</b>	<b>141</b>		

Source: Space Needs Program – Table 3. Staffing Summary

The expansion of the fleet of buses is limited at KHQ because of the site constraints. However, the facility master plan indicates that the facility will be able to accommodate the planned bus fleet growth through 2043 of 64 buses of varying sizes and stored indoors out of the weather.

**Table 1-2. Kaspar Facility Bus Fleet**

Vehicle Type	Existing Conditions	2028	2033	Master Plan 2043	Parking Size (feet)
Paratransit Unleaded Fuel	7	6	6	0	14 x 35
Paratransit Electric	0	1	3	12	14 x 35
Standard Hybrid	23	12	6	0	14 x 45
Standard Electric	0	14	26	42	14 x 45
Articulated Hybrid	6	4	3	0	14 x 70
Articulated Electric	0	2	6	10	14 x 70
<b>Total</b>	<b>36</b>	<b>39</b>	<b>50</b>	<b>64</b>	

Source: Space Needs Program – Enclosed Vehicle Parking Table



The facility capacity is a balance of the number of buses and the number of repair bays to maintain those buses. The master planned facility will be at maximum capacity with the number of buses and the size of the maintenance facility. The maintenance facility will have five repair bays and one chassis wash bay to maintain the 68 buses. This is a repair ratio of 13.6 buses per bay and is within the industry standard of 12-15 buses per bay.

### *Building & Site Area*

As Mountain Line expands their operations, funding and resources for new infrastructure is needed to construct the bus operations and maintenance facility in phases. The facility master plan indicates that the new facility buildings will be double the size of the current facility to approximately 103,000 square feet.

The physical site area at the ground level did not increase. However, the facility master plan addresses additional parking required at KHQ by providing rooftop employee parking above the maintenance and bus storage areas. This area will be accessed by a ramp that will require a new curb cut/driveway off Kaspar Drive to enhance the separation of bus fleet movement from private vehicle movement.

Reference Figure 2.4 Space Needs Program Summary in Section Two showing estimated projected growth in both building and site areas.

### O&M Life Cycle Costing

HDR evaluated the current and projected future O&M costs. It is anticipated that the O&M costs will be approximately double the current cost of \$161,000 to \$316,000 in current year dollars. See the table below for the Summary of the estimated O&M future costs.

**Table 1-3 Future Life Cycle Costs**

O&M Function	Annual Labor Future Cost	Other Annual Future Costs
<b>Operations Building</b>		
1.0 Building Maintenance	\$3,335	\$62,500
2.0 Utilities	--	\$63,538
<b>Bus Storage Building</b>		
1.0 Building Maintenance	\$3,335	\$19,500
2.0 Utilities (includes EV charging)	--	\$59,292
<b>Service Facility</b>		
1.0 Building Maintenance	\$2,223	\$3,500
2.0 Utilities	--	\$4,630
<b>Maintenance Building</b>		
1.0 Building Maintenance	\$3,335	\$13,500
2.0 Utilities	--	\$28,167
3.0 Parking Deck Maintenance	--	\$8,800

O&M Function	Annual Labor Future Cost	Other Annual Future Costs
<b>Facilities Maintenance Building</b>		
1.0 Building Maintenance	\$3,335	\$5,000
2.0 Utilities	--	\$6,852
3.0 Site Maintenance	\$1,112	\$23,900
<b>Totals</b>		
<b>Totals</b>	<b>\$16,674</b>	<b>\$299,180</b>
<b>Annual O&amp;M Costs</b>	<b>--</b>	<b>\$315,854</b>

## Phasing Plan

The new maintenance facility is needed immediately to replace the current and undersized in limited function and indoor heated bus storage is also at capacity in Shop 2 and Shop 3. It is recommended to begin design in 2023 for the design of the whole project and start construction for the Phase 1 maintenance facility in spring of 2024.

According to the timeline for the bus fleet growth, (see timeline below), additional heated bus storage will be required beyond the Phase 1 capacity by 2024 and it is recommended that construction for Phase 2 begin in the Spring of 2026.

**Figure 1-2. Phasing Plan**

Phase	Phasing Plan																							
	Curr.	PH 1 Design/Const.				PH 2 Const.				Occupy Phase 2														
Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043		
Standard Buses Hybrid	23	21	19	16	13	10	7	4	12	6	6	6	6	6	4	4	4	4	2	2	2	0		
Articulated Buses Hybrid	6	6	6	6	6	6	6	6	5	4	3	3	3	3	3	2	2	1	1	1	1	0		
Standard Buses - EV	0	2	4	8	11	16	19	22	16	20	24	26	26	29	29	32	32	35	35	38	38	42		
Articulated Buses - EV	0	0	0	0	0	0	0	0	1	4	4	6	6	6	6	7	7	8	8	9	9	10		
Subtotal Fixed Route	29	29	29	30	30	32	32	32	34	34	37	41	41	44	42	45	45	48	46	50	50	52		
Paratransit Buses (Gas)	7	7	6	6	5	5	5	4	4	4	4	3	3	3	2	2	2	1	1	0	0	0		
Paratransit Buses - EV	0	0	1	1	2	2	2	3	4	4	4	5	5	6	7	8	9	10	10	12	12	12		
Subtotal Paratransit	7	7	7	7	7	7	7	7	8	8	8	8	8	9	9	10	11	11	11	12	12	12		
<b>Total Bus Fleet</b>	<b>36</b>	<b>36</b>	<b>36</b>	<b>37</b>	<b>37</b>	<b>39</b>	<b>39</b>	<b>39</b>	<b>42</b>	<b>42</b>	<b>45</b>	<b>49</b>	<b>49</b>	<b>53</b>	<b>51</b>	<b>55</b>	<b>56</b>	<b>59</b>	<b>57</b>	<b>62</b>	<b>62</b>	<b>64</b>		

See Section Four Phasing Plan for images of the phased KHQ Master Plan.

## Vacant Land Feasibility Study

Mountain Line staff and the HDR team met with representatives from the City of Flagstaff to better understand whether the property to the north of the existing campus could be effectively used for expanded operations and maintenance facilities. Reference Table 5.1 in Section Five for the commentary from the questions that Mountain Line had for the City and their responses.

Utilizing the site north of the future extension of Linda Vista Drive for transit posed several major technical, budgetary and relationship challenges. The first technical challenge related to the slope of the existing site much of would fall into the City's Habitat Protection requirements rendering significant parts of the site unbuildable. The second technical challenge was how to get buses and/or operators across the road safely. Options including at grade crossings and/or a pedestrian bridge while relatively cost effective in terms of initial construction costs would impact the long-term operational efficiency of utilizing the northern site for transit and would ultimately cost far more over



the life of the project. Next alternatives were briefly considered utilizing the change in grade to provide a tunnel under the road but the need to go under existing utilities in the right of way further complicated that option. Tunneling under the road would also have required a multi-structure facility with employee parking above an indoor below-grade built into the slope of the site. These budgetary impacts would have been further exacerbated by the year to two-year timeline for processing a zone change from multifamily housing use to industrial use that the City staff felt would be uncertain to win approval from either the neighbors or the Planning Commission or City Council. In addition to the budgetary impacts, seeking this modification had the potential of negatively impacting positive working relationship between Mountain Line, your neighbors and the City as a whole.

Given this input, staff instructed HDR to focus on finding a master plan solution that did not rely on the northern site. The recommended Concept A proposes vertical development that optimizes the use of the existing Kaspar site still respecting the height limitations of the highway commercial zoning. As noted in the Recommendation Section this will require both the Lot Line Adjustment and an updated CUP to move forward with the Concept A Master Plan.



## Concept Plans

### Phase One Level One



### Phase One Level Three



Phase Two Level One



Phase Two Level Three



## Cost Estimates

The project is constructed in phases; therefore, an estimate has been prepared to provide total construction costs with escalation for each of the phases. The estimate excludes hard rock excavation, FF&E, and soft costs.

Start Phase 1 Design 2023 and Construction in 2024- \$17,999,000

Start Phase 2 Construction in 2026 (escalation included) - \$32,226,000

## Resilience Plans

In the immediate term HDR recommends that infrastructure standby power is need for Dispatch and IT communications supporting dispatch.

Recommend future standby power needs include, pantograph bus chargers, all IT communications, diesel fueling system, site security including door hardware and cameras, critical heating and cooling systems and shop 1 and 2 for bus maintenance.

For the new facility HDR recommends electrical service consolidation and new service should include space for future connections to Shop 3, photovoltaic arrays, admin, and a standby generator.



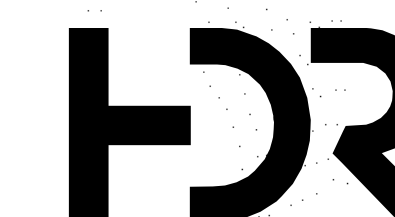
# Mountain Line: Master Plan at Kaspar Headquarters Flagstaff, AZ

April 13, 2022

A-01

## CONCEPT A

1" = 50'-0"





**Mountain Line:**  
**Master Plan**  
**at Kaspar Headquarters**  
Flagstaff, AZ

April 13, 2022

A-02

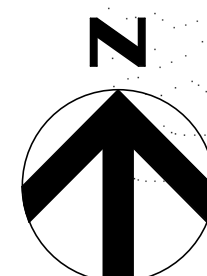
**CONCEPT A**  
**PHASE 1**  
**LEVEL 1**

1" = 50'-0"

EXISTING TO REMAIN	
BUS STORAGE	- 24,445 SF
BUS OPERATIONS	- 1,700 SF
BUS WASH BUILDING	- 2,700 SF
FACILITIES MAINTENANCE	- 3,970 SF
FLEET MAINTENANCE	- 2,710 SF

EXISTING TO BE RENOVATED	
BUS OPERATIONS	- 10,700 SF

PHASE ONE / LEVEL ONE	
FLEET MAINTENANCE	- 21,220 SF
NEW PAVEMENT	- 16,000 SF





**Mountain Line:**  
Master Plan  
at Kaspar Headquarters  
Flagstaff, AZ

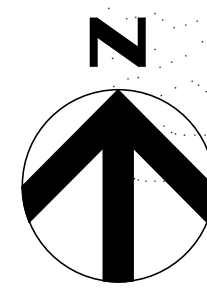
April 13, 2022

A-03

**CONCEPT A**  
**PHASE 1**  
**LEVEL 2**

1" = 50'-0"

PHASE ONE / LEVEL TWO  
FLEET MAINTENANCE - 6,240 SF





# Mountain Line: Master Plan at Kaspar Headquarters Flagstaff, AZ

April 13, 2022

A-04

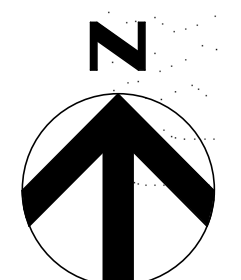
## CONCEPT A PHASE 1 LEVEL 3

1" = 50'-0"

PHASE ONE - LEVEL THREE

EMPLOYEE PARKING - 18,720 SF

RAMP - 5,900 SF





**Mountain Line:**  
**Master Plan**  
**at Kaspar Headquarters**  
Flagstaff, AZ

April 13, 2022

A-05

**CONCEPT A**  
**PHASE 2**  
**LEVEL 1**

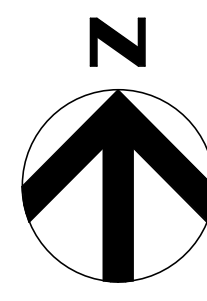
1" = 50'-0"



EXISTING TO REMAIN	
BUS STORAGE -	24,445 SF
BUS OPERATIONS -	1,700 SF
BUS WASH BUILDING -	2,700 SF
FACILITIES MAINTENANCE -	3,970 SF

EXISTING TO BE RENOVATED	
FACILITIES MAINTENANCE -	2,710 SF

PHASE TWO / LEVEL ONE	
BUS OPERATIONS -	5,540 SF
BUS STORAGE -	26,364 SF
NEW PAVEMENT -	31,100 SF





**Mountain Line:**  
**Master Plan**  
**at Kaspar Headquarters**  
Flagstaff, AZ

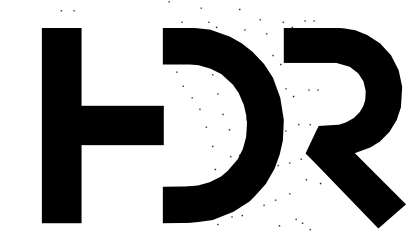
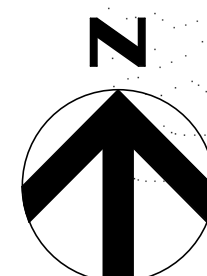
April 13, 2022

A-06

**CONCEPT A**  
**PHASE 2**  
**LEVEL 2**

1" = 50'-0"

PHASE TWO / LEVEL TWO  
BUS OPERATIONS - 10,800 SF





**Mountain Line:**  
Master Plan  
at Kaspar Headquarters  
Flagstaff, AZ

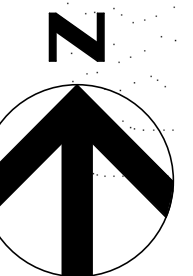
April 13, 2022

A-07

**CONCEPT A  
PHASE 2  
LEVEL 3**

1" = 50'-0"

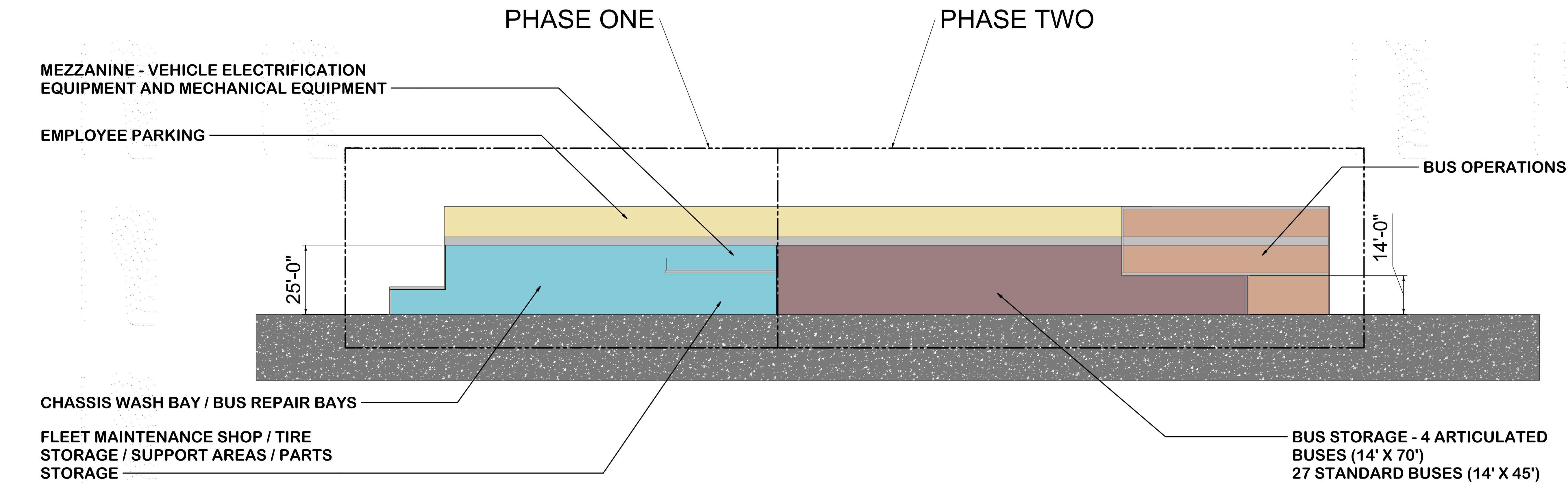
PHASE TWO / LEVEL THREE	
BUS OPERATIONS	- 10,800 SF
EMPLOYEE PARKING	- 19,344 SF





**Mountain Line:**  
**Master Plan**  
**at Kaspar Headquarters**  
Flagstaff, AZ

April 13, 2022

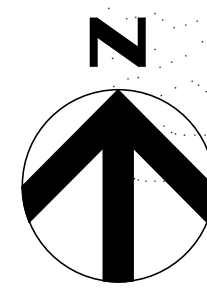


A-08

**CONCEPT A  
SECTION  
DIAGRAM**

1" = 20'-0"

<b>EXISTING TO REMAIN TOTAL:</b>	<b>EXISTING TO BE RENOVATED TOTAL:</b>	<b>ALL NEW TOTAL:</b>	<b>SPACE NEEDS PROGRAM:</b>
<b>BUS STORAGE - 24,445 SF</b>	<b>EXISTING ADMIN TO BUS OPERATIONS - 10,700 SF</b>	<b>BUS STORAGE - 26,364 SF</b>	<b>BUS STORAGE - 55,156 SF</b>
<b>BUS OPERATIONS - 1,700 SF</b>	<b>EXISTING FLEET MAINT. TO FACILITIES MAINTENANCE - 2,710 SF</b>	<b>BUS OPERATIONS - 27,140 SF</b>	<b>BUS OPERATIONS - 12,239 SF</b>
<b>BUS WASH BUILDING - 2,700 SF</b>		<b>FLEET MAINTENANCE - 27,460 SF</b>	<b>FLEET MAINTENANCE - 22,264 SF</b>
<b>FACILITIES MAINTENANCE - 3,970 SF</b>		<b>EMPLOYEE PARKING - 38,064 SF</b>	<b>EMPLOYEE PARKING - 36,216 SF</b>
		<b>NEW PAVEMENT - 47,100 SF</b>	<b>FACILITIES MAINTENANCE - 8,117 SF</b>
		<b>RAMP - 5,900 SF</b>	





## **Mountain Line**

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

**DATE PREPARED:** October 25, 2022

**MEETING DATE:** November 16, 2022

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

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

**SUBJECT:** Review the Budget Process and Kick-Off the FY2024 Budget

### **RECOMMENDATION:**

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

### **BACKGROUND:**

As required by the A.R.S., Mountain Line must adopt a fiscal budget on or before July 1 of each new fiscal year. Accordingly, Mountain Line has considered and adopted the new budget in June of each year, giving staff time to work through programming needs and time to set up the new budget. As we work towards forming priorities for the FY2024 budget, we wanted to pause to review our typical budget process and ensure we are providing a schedule and plan that provides the Board of Directors with adequate information in the months leading up to the request to adopt the budget. The goal of this process should provide the Board with a level of confidence in the information shared, the development of the proposed budget, and identified funding sources, ultimately leading to the approval of the Mountain Line FY2024 Budget in June of 2023.

A typical timeline for the budget process is as follows:

November/December	Review of City of Flagstaff Revenue Projections
December/January	Development of base budget and increments
January/February	Budget requests to partner agencies for local funding
February	Presentation of workforce budget overview
March	Presentation of operating budget overview
April	Final revisions and carryovers; Presentation of capital budget overview
May	Presentation of revenue sources overview
June	Mountain Line budget wrap up and adoption

Information typically presented and reviewed in the process:

Status of revenues and projection of future revenues  
Current and prior year performance, including budget and actual expense information

*Getting you where you want to go*







## **Mountain Line**

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

- Review projects and operating changes
- Review of employee pay plan and overall benefit programs
- Review of capital programs, including potential carryover needs
- Summary budget review, evaluation of change as total and percent
- Summary of 5-year financial plan and sustainability of budget

Bringing this process to the TAC and Board now, affords staff the ability to incorporate additional information and steps into the process used over the next several months, future presentations, and within the budget documents. Staff is seeking input regarding the information presented and additional information that may improve our presentations.

### **FISCAL IMPACT:**

The budget process will result in the adoption of the FY2024 Budget. There is no anticipated fiscal impact due to the process of creating the budget as staffing resources to facilitate already exist.

### **TAC DISCUSSION:**

The Transit Advisory Committee had no comments or requests.

### **SUBMITTED BY:**

Josh Stone  
Management Services Director

### **APPROVED BY:**

Heather Dalmolin  
CEO and General Manager

### **ATTACHMENTS:**

None.

*Getting you where you want to go*





## Northern Arizona Intergovernmental Public Transportation Authority

3773 N. Kaspar Drive • Flagstaff, AZ 86004 • 928-679-8900 • FAX 928-779-6868 • [www.mountainline.az.gov](http://www.mountainline.az.gov)

**DATE PREPARED:** November 3, 2022

**MEETING DATE:** November 16, 2022

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

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

**SUBJECT:** TAC Business or Economic Development Member Appointment

### **RECOMMENDATION:**

Staff recommends the Board of Directors consider appointing a Business or Economic Development representative to the TAC, effective January 18, 2023.

### **BACKGROUND:**

#### **REGARDING THE TRANSIT ADVISORY COMMITTEE:**

**In accordance with the Restated Master IGA Section 11, titled "Transit Advisory Committee",**

**Membership:** *"The 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; Coconino County Community College District Vice President or designee; the Manager of the Flagstaff Metropolitan Planning Organization; 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."* Terms: *"Citizen members of the TAC shall serve for terms of 3 years each."* **In accordance with the Rules of Procedure, Section 8.4, titled "Alternate Members of BOD and TAC."** *Alternate representatives to both the BOD and TAC shall be appointed as provided herein and shall be authorized to attend BOD or TAC meetings and vote on all issues coming before the body, in the event that the regular representative is unable to attend a meeting. The BOD or TAC member representing a County, City, Town, or University seat may appoint the BOD or TAC member's alternate. The governing body of each Citizen, Student or Business Member shall designate an alternate representative to the TAC. The TAC currently has eight (8) voting positions, effective July 1, 2013.* Gail Jackson has been serving as the Economic Development Representative on behalf of the Economic Collaborative of Northern Arizona (ECoNA). She has not had an alternate. Her terms will expire on January 17, 2023. The Mountain Line Board may appoint a business or economic development representative and the organization may designate an alternate.



*Getting you where you want to go*





# Northern Arizona Intergovernmental Public Transportation Authority

3773 N. Kaspar Drive • Flagstaff, AZ 86004 • 928-679-8900 • FAX 928-779-6868 • [www.mountainline.az.gov](http://www.mountainline.az.gov)

Board Agenda Packet  
11/16/2022 - Page 74 of 92

TAC Members:

8 Voting members with 5 needed for Quorum

	Member Agency	Term Expires	Primary	Designee	Alternate (optional)
Voting Members					
	Coconino County			Tiffany Kerr	Kim Musselman
	Coconino County Citizen	1/23/2023	Gillian Thomas		Carol Covington
	City of Flagstaff		Greg Clifton		Jeff Bauman
	City of Flagstaff Citizen	6/20/2025	Michele James		
	NAU		Vice President - Administration	Erin Stam	Brian Eekhoff
	CCC		Vice President	Kurt Stull	Tony Williams
	MetroPlan		Jeff Meilbeck		David Wessel
	Business or Economic Development Representative	1/17/2023	Gail Jackson (ECoNA)		
Ex-Officio					
	NAU Student Senate President		Brendan Trachsel	Kinsey Kavanagh	
	CCC Student Senate President		Vacant		
	Others		Not Applicable		

## TAC DISCUSSION:

The TAC had no questions and there was no discussion regarding the one letter of interest received.

## FISCAL IMPACT:

Board and TAC appointments have no fiscal impact.

## **SUBMITTED BY:**

Rhonda Cashman  
Executive Assistant and Clerk of the Board

## **APPROVED BY:**

Heather Dalmolin  
CEO and General Manager

## **ATTACHMENTS:**



*Getting you where you want to go*





**Northern Arizona Intergovernmental Public Transportation Authority**

3773 N. Kaspar Drive • Flagstaff, AZ 86004 • 928-679-8900 • FAX 928-779-6868 • [www.mountainline.az.gov](http://www.mountainline.az.gov)

1. Gail Jackson (ECoNA) Letter of Interest -page 76



*Getting you where you want to go*



## Rhonda Cashman

---

**From:** gjackson@econa-az.com  
**Sent:** Friday, October 21, 2022 4:51 PM  
**To:** Rhonda Cashman  
**Cc:** Heather Dalmolin  
**Subject:** RE: Mountain Line Transit Advisory Committee - Citizen Opportunity to Serve

Good Afternoon Ms. Cashman,

This email is to express my continued interest to remain on the Transit Advisory Committee (TAC) in the business/economic development position. Transportation connectivity is critical to attracting and retaining businesses in northern Arizona. Employees commute has been lengthened due to the current housing shortage in our region which makes accessible transportation a necessity.

My 15 years of experience working with Flagstaff businesses gives me a unique perspective on business needs. Northern Arizona has seen significant growth and is projected to continue to increase in population. Here at ECoNA we are working to improve the economic vitality of the region. Influencing transit policy and planning is necessary to ensure a healthy business climate. My collaborative nature and ability to get things across the finish line would make me a great candidate for your committee.

Ms. Cashman, I hope that you will consider this letter of interest to remain on the TAC representing economic development. I welcome further conversations and look forward to your correspondence.

Best,

Gail

Gail Jackson  
President/CEO  
Economic Collaborative of Northern Arizona  
Office: 928-707-7528  
Cell: 928-607-6521  
[gjackson@econa-az.com](mailto:gjackson@econa-az.com)  
[www.econa-az.com](http://www.econa-az.com)



“With our partners, we provide quality economic growth for northern Arizona.”



## **Mountain Line**

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

**DATE PREPARED:** October 21, 2022

**MEETING DATE:** November 16, 2022

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

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

**SUBJECT:** Consider Approval of Northern Arizona Healthcare Hospital Service Agreement

### **RECOMMENDATION:**

Staff recommends the Board of Directors approve the NAH Service Agreement.

### **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 to just north of Fort Tuthill outside of the existing route service area and transit's related watershed, 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 and other improvements.

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. In accordance with this request and aligned with discussions regarding service to the site, Mountain Line has drafted a Service Agreement and submitted it to NAH.

At the November meeting, the latest status of agreements will be presented.

### **FISCAL IMPACT:**

A route to the new facility is estimated to cost approximately \$1.3 million per year in operating and require the purchase 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







## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

on-going operations. A full cost share breakdown of several service scenarios is attached. The scenarios all have 20 minute service to the hospital when it opens but vary in how service to the initial ambulatory care center to be built first would be provided.

### **ALTERNATIVES:**

- 1) Approve the NAH Service Agreement (**recommended**): The NAH Service Agreement provides financial assurance to Mountain Line regarding the provision of service to the new hospital location.
- 2) Do not approve the NAH Service Agreement (**not recommended**): Without a service agreement, there are no financial obligations for NAH to assist in the provision of transit service to the new hospital. Mountain Line is unable to fund the route on its own and so service to the hospital would not be guaranteed.

### **TAC DISCUSSION:**

The TAC raised two concerns related to whether the City has seen the agreement and that Mountain Line's costs are covered for providing service. Staff responded that the City has not yet seen the agreement, but is aware of the key points; and the costs were presented in such a way as to allow for future cost escalation. Overall, the TAC was supportive of Mountain Line's efforts to secure an agreement with NAH.

### **SUBMITTED BY:**

Kate Morley  
Deputy General Manager

### **APPROVED BY:**

Heather Dalmolin  
CEO and General Manager

### **ATTACHMENTS:**

- |                            |                      |
|----------------------------|----------------------|
| 1. Draft Service Agreement | -separate attachment |
| 2. Cost Share Scenario     | -page 79             |

*Getting you where you want to go*



# NAH Cost Share

share

<b>Total mileage</b>	4.25 miles	100%
Walmart to Purple Sage via NAH	2.25 miles	<b>53% NAH</b>
DCC to Walmart	2 miles	<b>47% Mountain Line</b>

Years in scenario	<b>1</b>
<u>Ambulatory Center</u>	<u>7AM-6PM M-F</u>

	Fixed Route		Microtransit - DCC plus service south along .5 mile buffer of corridor to NAH		Microtransit- adjacent stops or DCC only	
Direct Cost (NAH)	\$ 505,384		\$ 676,012		\$ 338,006	
Paratransit (Mountain Line)	\$ 200,088		\$ 200,088		\$ 200,088	
Overhead (Mountain Line)	\$ 123,162		\$ 123,162		\$ 123,162	
Capital- Vehicles (Mountain Line)	\$ 2,000,000		\$ 276,538		\$ 138,269	
Capital- Spare Vehicle (Mountain line)			\$ 138,269		\$ 138,269	
Capital Stops (Mountain Line)	\$ 35,000		N/A		N/A	
<b>Total</b>	<b>\$ 2,863,634</b>		<b>\$ 1,414,069</b>		<b>\$ 937,794</b>	
NAH	\$ 505,384	18%	\$ 676,012	48%	\$ 338,006	36%
Mountain Line	\$ 2,358,250	82%	\$ 738,057	52%	\$ 599,788	64%

Years in scenario	<b>1</b>
<u>Hospital</u>	<u>20 Min Fixed Route Service</u>

	20 Min Fixed Route Service		20 Min Fixed Route Service		20 Min Fixed Route Service	
Direct Cost (NAH)	\$ 879,942		\$ 879,942		\$ 879,942	
Direct Cost (Mountain Line)	\$ 421,371		\$ 421,371		\$ 421,371	
Paratransit (Mountain Line)	\$ 200,088		\$ 200,088		\$ 200,088	
Overhead (Mountain Line)	\$ 308,033		\$ 308,033		\$ 308,033	
Capital Vehicles (Mountain Line)	\$ 1,000,000		\$ 3,000,000		\$ 3,000,000	
Capital- Spare Vehicle (Mountain Line)	\$ 1,000,000		\$ 1,000,000		\$ 1,000,000	
Capital Stops (Mountain Line)			\$ 35,000		\$ 35,000	
<b>Total</b>	<b>\$ 3,809,434</b>		<b>\$ 5,844,434</b>		<b>\$ 5,844,434</b>	
NAH	\$ 879,942	23%	\$ 879,942	15%	\$ 879,942	15%
Mountain Line	\$ 2,929,492	77%	\$ 4,964,492	85%	\$ 4,964,492	85%

<b>Total Ambulatory plus Hospital</b>	<b>\$ 6,673,068</b>		<b>\$ 7,258,503</b>		<b>\$ 6,782,228</b>	
<b>NAH</b>	<b>\$ 1,385,326</b>	<b>21%</b>	<b>\$ 1,555,954</b>	<b>21%</b>	<b>\$ 1,217,948</b>	<b>18%</b>
<b>Mountain Line</b>	<b>\$ 5,287,742</b>	<b>79%</b>	<b>\$ 5,702,549</b>	<b>79%</b>	<b>\$ 5,564,280</b>	<b>82%</b>



## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

# MOUNTAIN LINE MEMORANDUM

**DATE:** November 16, 2022

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

**FROM:** Bizzy Collins, Transit Planner

**SUBJECT:** Flagstaff in Motion Prioritized Transit Improvements

At the October Advance the Board of Directors and TAC members participated in an activity to prioritize transit improvements. The activity consisted of six small groups who “invested” in transit improvements over four rounds of funding, each round representing a 25% increase in funding from the dedicated transit sales tax. This progress report shows the services improvements that fell into each of the investment tiers by raw results.

Next steps are for staff to refine the options based on conversations that occurred to further refine the improvements such as modifications to times or days of suggested service improvements. The results will also be vetted through the Citizen Advisory Committee. A final prioritization will be included in Flagstaff in Motion, to adopted early in the new year.

		More Funding from Sales Tax			
Improvement	Annual Cost	25%	50%	75%	100%
Route 66 Frequency Peak 20 Mins, M-F	\$ 389,511.00	25%			
Route 8 Extension To Woody Mountain Rd	\$ 278,196.00				
Span Smooth Weekdays to 11PM	\$ 106,548.00				

*Getting you where you want to go*





## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

Route 66 Frequency Off-Peak 30 Min, M-F	\$	111,605.00		
Increase Saturday Service 10AM-4PM Peak Frequency	\$	240,105.00		
Route 3 Frequency Off-Peak 30 Mins, M-F	\$	123,198.00		
Kachina Village Fixed Route Commuter	\$	276,242.00	50%	
20-Minute Peak Frequency All Routes, M-F	\$	1,473,485.00		
Weekday Peak Extended to 9PM - All Routes, M-F	\$	662,696.00		
Increase Saturday Service Match Weekday Freq. & Span	\$	248,091.00		
Route 3 Frequency Peak 20 Mins, M-F	\$	226,133.00		
Ponderosa Trails & Airport - Fixed Route	\$	576,956.00	75%	
12AM Service End - All Routes, 7 Days a Week	\$	948,886.00		
Doney Park - Fixed Route Commuter	\$	265,835.00		
Late Night TNC - Fri 11PM- 2:30AM, Sat 8PM-2:30AM	\$	495,924.00		100%

*Getting you where you want to go*





## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

Route 5 Frequency Peak 30 Minutes, M-F	\$	259,894.00	
Fort Valley - Fixed Route Commuter	\$	280,996.00	
Bellemont - Fixed Route Commuter	\$	352,437.00	
Late Night TNC - Fri 11PM- 2:30AM, Sat 11PM-2:30AM	\$	597,109.00	These improvements are beyond 100% more funding from sales tax.
Uni. Heights & Pond. Trails - Microtransit	\$	759,441.00	
Switzer Canyon - Microtransit	\$	592,225.00	
Ponderosa Trails & Airport - Microtransit	\$	592,225.00	
University Heights - Microtransit	\$	592,225.00	
Country Club - Microtransit	\$	1,078,297.00	

Getting you where you want to go





## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

---

# MOUNTAIN LINE MEMORANDUM

---

**DATE:** November 16, 2022  
**TO:** Honorable Chairman and Members of the Board  
**FROM:** Josh Stone, Management Services Director and EEO Officer  
**SUBJECT:** EEO Workforce Utilization Analysis, Federal Fiscal Year 2022

---

Mountain Line has the following update regarding the Workforce Utilization Analysis:

Mountain Line has been evaluating the overall diversity of the workforce by completing the Workforce Utilization report two times per year in accordance with the United States Equal Employment Opportunity Commission (EEOC). Mountain Line updates the Workforce Utilization Goals every three years to represent the actual workforce in the Flagstaff, AZ area using data available from Data USA (<https://datausa.io/profile/geo/flagstaff-az/>). Mountain Line's current workforce encompasses Coconino County and utilizes the American Community Survey for Coconino County, AZ to obtain additional demographics.

Mountain Line is a small-sized employer within Flagstaff; thus, our workforce is also a small portion in comparison to the community workforce. Mountain Line employees are divided into 5 categories: Officials and Administrators, Professionals, Office/Clerical, Skilled Crafts, and Service/Maintenance. The EEO reporting further evaluates Mountain Line's workforce based on males, females, and minorities in the 5 categories. When there is a change to the diverse workforce, Mountain Line will see a significant change in the 5 categories that are evaluated.

It should be noted that due to Mountain Line's employment group size as compared to the various other employment opportunities in Flagstaff, AZ, our current staff levels represent a diverse group of employees comparable to applicant availability. Mountain Line continues to use in-house tracking of those applicants who elected to answer our areas of demographics at the time of their hire.

Attachment(s):

1. EEO Workforce Analysis, FFY2022 09.30.22

-pages 84-87

*Getting you where you want to go*







## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

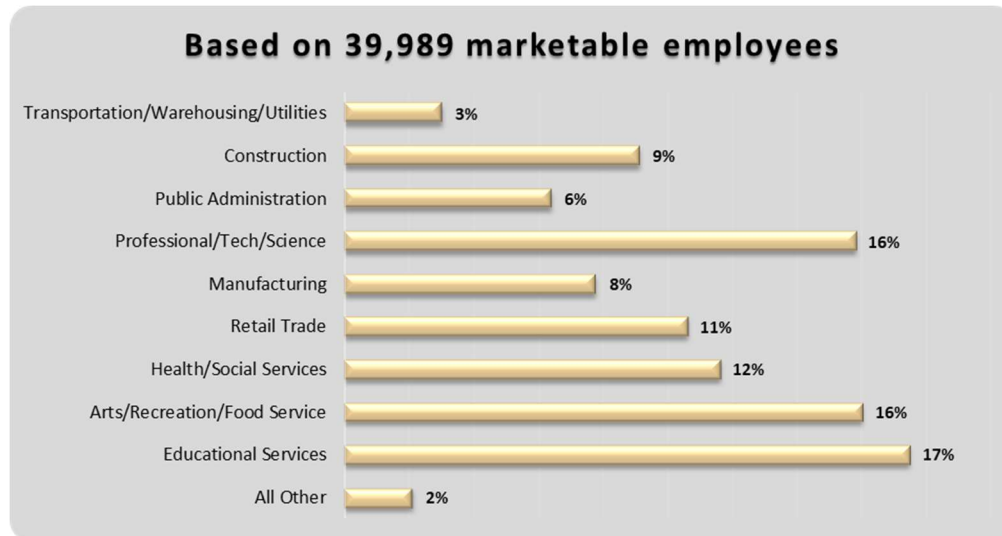
### Human Resources Equal Employment Opportunity (EEO) Workforce Utilization Based on Federal Fiscal Year 2022

For the Period April 1, 2022 through September 30, 2022

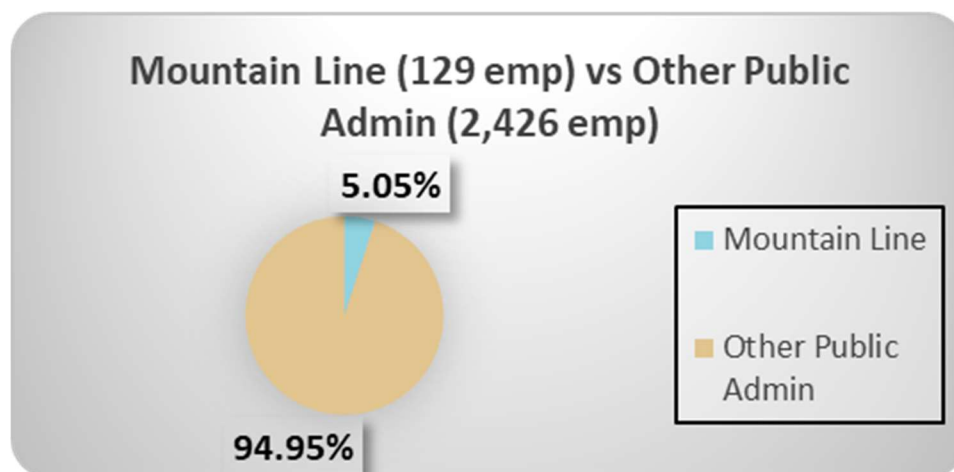
The Equal Employment Opportunity (EEO) program aids organizations in evaluating whether their recruiting, hiring and termination practices follow all the Diversity programs requirements.

#### **FLAGSTAFF BACKGROUND INFORMATION AND CONSIDERATIONS**

From 2019 to 2021, Flagstaff's employment grew at a rate of 6.64% from 37.5K employees to 40K employees. The most common employment sectors for those who live in Flagstaff, AZ are as follows:<sup>1</sup>



Mountain Line had 129 employees during the 2nd half of Federal Fiscal Year 2022. This accounts for all employees that were hired and terminated during the designated period. Mountain Line is part of the Public Administration sector. The 129 employees during the reporting period equated to 0.32% of all employment sectors and 5.05% of all Public Administration sector employees. The pool of marketable employees is extremely competitive.



<sup>1</sup> American Community Survey has been used to review the most current statistics as of 2021 for the Flagstaff, Coconino County, AZ diversity employment population.



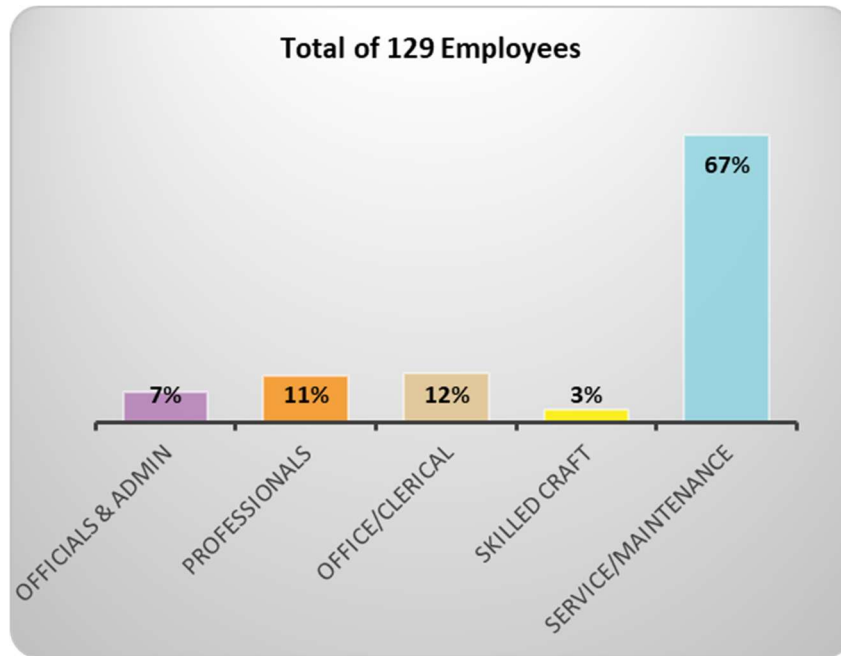


## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

### MOUNTAIN LINE EMPLOYEE COMPARISONS BY GENDER

Mountain Line's 129 employees are categorized into 5 EEO areas: Officials and Administrators, Professionals, Office/Clerical, Skilled Crafts, and Service/Maintenance.



Males represent 67% of Mountain Line's employee workforce and females represent 33%. There is a significant difference between males and females in the job categories of Office/Clerical, Skilled Craft, and Service/Maintenance. Males predominantly are seen in Skilled Craft and Service/Maintenance, while females tend to occupy Office/Clerical. Personnel employed in the Professionals category there is a 28% difference with men occupying more roles than women, while in Officials and Administrators there is an 46% difference between women occupying more roles than men.

	Male	Male	Female	Female
Officials & Admin	4	44.44%	5	55.56%
Professionals	9	64.29%	5	35.71%
Office/Clerical	4	26.67%	11	73.33%
Skilled Craft	4	100.00%	0	0.00%
Service/Maintenance	66	75.86%	21	24.14%
	<b>87</b>	<b>67.44%</b>	<b>42</b>	<b>32.56%</b>

*Getting you where you want to go*





## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

Of Mountain Line's 87 male and 42 female employees, the minority population has 30 male and 18 female employees.

### Male Employees:

Non-minority males represent 66% of the male population while minority males represent 34%

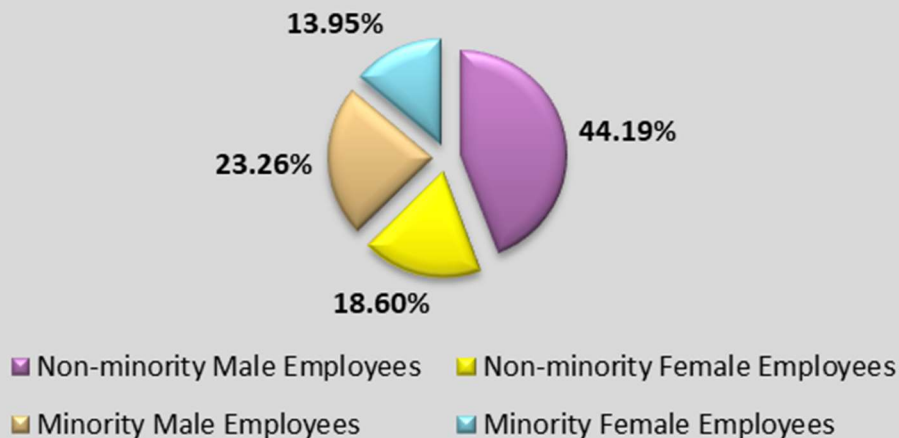
### Female Employees:

Non-minority females represent 57% of the female population while minority females represent 43%

### MOUNTAIN LINE DIVERSITY UTILIZATION AND GOALS

As part of Mountain Line's efforts to comply with the Equal Employment Opportunity (EEO) program and demonstrate commitment, a diverse workforce is employed, and staff have completed the year workforce analysis. The analysis identifies the areas in which Mountain Line doesn't have the same demographics represented in their workforce as are available in the local area.

## Diversity Overview of 129 Employees



*Getting you where you want to go*



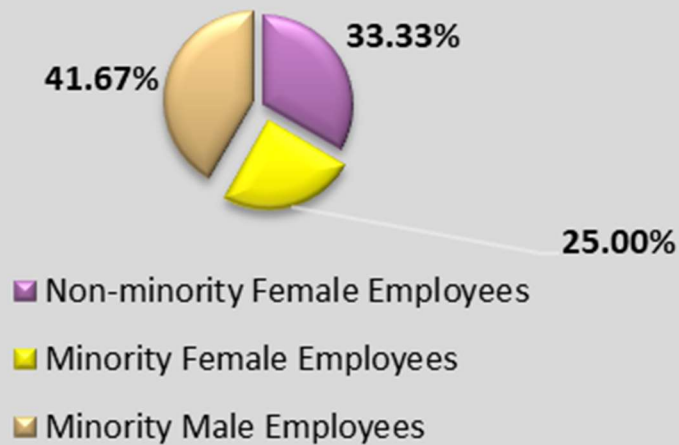


## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

Non-minority employees (male and female) represent 63% of Mountain Line's total workforce while minority employees (male and female) represent 37% of the workforce. The combined population of all females and minorities represents 56% of the overall workforce at Mountain Line, which is distributed relatively evenly between this population.

### A total of 72 of the 129 employees represent female and minority employees



***This report is based on the following data, assumptions, and methodology:***

- "DATA USA for Flagstaff AZ" webpage has been used to review the most current statistics as of 2021 for the Flagstaff, Coconino County, AZ diversity employment population. <https://datausa.io/profile/geo/flagstaff-az/>
- It should be noted that due to Mountain Line's employment group size as compared to the various other employment opportunities in Flagstaff, AZ, our current staff levels represent a diverse group of employees comparable to applicant availability.
- As per the new federal EEO reporting form, the compilation of diversity data will be broken into Female and Minorities. Non-Minority males will be excluded from diversity data.
- Mountain Line information has been used in comparison to data supplied by the 2015-2020 and 2021 American Comm Surveys for Coconino County, AZ.
- In-house applicant tracking of those applicants who elected to answer our areas of demographics at the time of their hire.

*Getting you where you want to go*





## **Mountain Line**

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

---

# **MOUNTAIN LINE MEMORANDUM**

---

**DATE:** November 16, 2022

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

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

**SUBJECT:** Delegations of Authority

---

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**

#### **Procurement Authority – Resolution 2023-110**

##### *Battery Electric Bus Pilot Program Pantograph Charger Purchase*

In order to support the electric buses on order, a 450-kW charger pantograph charging unit was purchased from ABB E-mobility Inc. at a value of \$431,098. The charging unit was purchased directly from ABB for the purpose of the pilot program, as this offers best value to Mountain Line not only in terms of cost, but also in terms of keeping the pilot program on track for desired timeline of implementation. Staff will perform a full competitive procurement resulting in a contract at a later date to select another charge solution for the second site allowing other charging innovations and vendors to be considered as the Mountain Line fleet expands to include more electric vehicles.

##### *RFP 2022-200, Asbestos Abatement Services*

Mountain Line RFP 2022-200, Asbestos Abatement Services was released March 28, 2022, and closed April 29, 2022, for the remediation of asbestos in the City of Flagstaff Warehouse to be demolished for the new DCC. Two responses were received. A committee reviewed and scored proposals. A contract was awarded to Southwest Hazard for the amount of \$187,542.11, with a contract term of August 1, 2022, though June 30, 2023.

*Getting you where you want to go*





## **Mountain Line**

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

### ***Sole Source Purchase of Data Management Software***

In June 2022, it was determined that Mountain Line needed a data management system. After review of available options on the market, it was determined that a sole source purchase of the data management system from TransTrack was in Mountain line's best interest and offered best value. TransTrack offers unique software designed to integrate data from other software (financial, asset management, fuel management, ridership) to create analytics and reporting. The solution will provide all reports needed for annual NTD reporting, reducing manual data collections and analysis. The solution also offers improved customer complaint and incident tracking and reporting, adding reporting and analytics. The contract was executed August 26, 2022, for the amount of \$220,644.00, with a one-year term with one 1 year optional renewal.

### **Agreements and Contracts Authority – Resolution 2020-100**

#### ***ecoPass Agreement, Ponderosa Parkway Condominium Community Association***

An ecoPass agreement was executed with Ponderosa Parkway Condominium Community Association. Mountain Line will provide to the Property a residential ecoPASS program for all households. Each ecoPASS will provide access to all Mountain Line Transit routes within the City of Flagstaff, subject to all of Mountain Lines' rules, policies, and procedures. The Association will pay for passes in an amount the sum of \$33.50 per unit. The Agreement was executed October 6, 2022, for a ten-year term, which will auto-renew for subsequent one-year terms in perpetuity unless notice is provided by either party.

*Getting you where you want to go*







## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

---

# MOUNTAIN LINE MEMORANDUM

---

**DATE:** November 16, 2022  
**TO:** Honorable Chair and Members of the Board  
**FROM:** Heather Dalmolin, CEO and General Manager  
**SUBJECT:** Current Events

---

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

### Operations and Staffing

- We have begun interviews for two Assistant Operations Manager positions with two internal candidates and two external. We are looking forward to bringing this additional support to our operations team.
- Operations has eight people scheduled to start in our next Operator training class on November 7. This is the largest class we have seen and my thanks to Jim Wagner, Operations Director, Sam Short, Safety Manager, and Sheldon Yazzie, HR Technician, for their constant effort to recruit and onboard team members. If all ten complete training successfully, we will be fully staffed at 52 fulltime operators for the first time since 2019.

### Partnerships and Outreach

- Mountain Line's Customer Service/Community Relations Specialist visited two Montessori schools to do a demonstration about the bus. The kids each got their own pass to take a ride and learned all about Mountain Line's buses.
- In late September, Bizzy and Jeremiah attended the Zero Emission Bus Conference (Zeb Con; attending sessions and networking with key transit members to support our ZEB transition.
- In Mid-October, Gavin H. and Matthew B. attended the first Arizona Transit Association (AZTA) sponsored Maintenance forum. They attended 13 separate original equipment manufacturer (OEM) trainings. This forum is the first to be offered in Arizona and our team was grateful for the opportunity to participate.
- In Mid-October, Andrew E. and Jeremiah attended the TRANSITIONS Conference where they learned directly from industry peers, policy experts, and suppliers. They also attended the 40 under 40 reception where Andrew was recognized with his award.
- Mountain Line will participate in the City of Flagstaff's Regional Plan kick off happening on November 10<sup>th</sup>.
- Fleet hosted a demonstration of a new electric van option being sold by Schetky Bus and Van Sales. The vehicle is a Ford Transit van.
- One year ago, we launched Mountain Line GO!. Although it has come with its challenges with transferring over to a new software, piloting out a new service, and testing out comingling of two (and at one point 3) services, it is important to recognize the flexibility and

*Getting you where you want to go*





## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

adaptability of the operations team to successfully implement this service! Since November 1, 2021, we have completed the following:

- Served over 220 individuals
- Successfully completed 1,351 GO! trips
- 95% of trips were on-time
- 41% of the trips booked through the rider application, over 3,000 downloads of the application

### Finance, Compliance, and Procurement

- In Early October, Mountain Line completed phase B of the Kaspar headquarters master plan (KHMP) electrification. Shop 2 has two upgraded outlets (480v) for our new Battery Electric Buses (BEB) as well as received the Heliox portable charger 50kW.
- Staff held a Downtown Mile/Downtown Connection Center Coordination meeting to ensure the design of the two adjacent projects is cohesive.
- I presented at the Friends of Transit Annual meeting at the end of October, alongside our Arizona transit peers. Friends of Transit is a group of supporters, including transit providers and vendors, in the Greater Phoenix area. I was able to share our 3 major projects and talk about the value of partnerships we are achieving.
- A huge congratulations to Bizzy, Jeremiah, Josh, and Estella on submission of our annual National Transit Database report. The report is a federal requirement and timely submission ensures we remain in good standing with FTA, key to our federal funding eligibility.

### Employees and Morale

- Happy Anniversary to our November and December anniversaries.
- Congratulations to the following staff who have been promoted within their division and the agency.
  - Joseph Tyree and Rachel Scala have been promoted from Transit Operators to Operations Supervisors. We are excited to see this interest in growth from these employees. Three other staff that were interviewed were offered a role as a Relief Operations Supervisor to further their development of skills and offer future growth opportunities.

*Getting you where you want to go*



**January: TAC Meeting is Thurs, 1/5 Board Meeting is Wed, 1/18**

ITEMS:	WHO & WHAT:
Stride Forward, Regional Transportation Plan - MetroPlan Presentation	Dave W
Adopt Updated Federal Priorities	Heather D - D/A
Rider Satisfaction Survey Results – Survey in October 2022 – Results	Jacki - D/A
Employee Satisfaction Survey	Heather D - D
Reallocation of Grant Funds from Kaspar/Route 66 Intersection	Kate - PR
FY2024 Meeting Calendar Review	Rhonda - PR
Delegation of Authority Update – Agreements, Grants, and Procurements: NAU Campus CDL Course IGA and Lease Agreement, NAU CMAR, Kaspar EV CMAR GMP with Loven, and Pedestrian/Bike RSOQ Award	Heather D - PR
February/March Agenda Calendar	

**February: TAC Meeting is Thurs, 2/2 Board Meeting is Wed, 2/15**

ITEMS:	WHO & WHAT:
CCC Prop 438 Utilization of Funds Presentation	Cheyenne Grabiec
Workforce Budget Overview	Josh - D
Bus Stop Program Update	Jeremiah - D
Beulah Extension – Bus Only Lanes	Anne - PR
Possible Executive Session for Vacant Land Discussion	Anne - D
Possible Vacant Land Disposition	Anne - D/A
March/April Agenda Calendar	