



Mountain Line

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

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

Wednesday, March 22, 2023
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. APPROVAL OF MINUTES 2/15/2023
6. SEDONA TRANSIT PRESENTATION
-Robert Weber, Transit Administrator, City of Sedona

-pages 4-9

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DISCUSSION / ACTION ITEMS:

7. UPDATE USER FEE SCHEDULE -pages 10-13
-Josh Stone, Management Services Director
Staff recommends the Board of Directors update the adopted User Fee Schedule to include facility rental and use fees.
8. FY2024 OPERATING BUDGET -pages 14-15
-Josh Stone, Management Services Director
The Board may provide direction, but there is no recommendation from staff at this time.
9. FY2023 MID-YEAR PERFORMANCE REPORT -pages 16-24
-Bizzy Collins, Strategic Performance Planner
The Board may provide direction, but there is no recommendation from staff at this time.
10. DOWNTOWN CONNECTION CENTER UPDATE -pages 25-26
-Heather Dalmolin, CEO and General Manager
The Board may provide direction, but there is no recommendation from staff at this time.
11. 2024 TAX PACKAGE PROCESS -pages 27-28
-Heather Dalmolin, CEO and General Manager
The Board may provide direction, but there is no recommendation from staff at this time.
12. 2023 EMPLOYEE SATISFACTION RESULTS -pages 29-30
-Heather Dalmolin, CEO and General Manager
The Board may provide direction, but there is no recommendation from staff at this time.

PROGRESS REPORTS:

13. DELEGATIONS OF AUTHORITY -pages 31-32
-Heather Dalmolin, CEO and General Manager
14. SUMMARY OF CURRENT EVENTS -pages 33-34
-Heather Dalmolin, CEO and General Manager

ITEMS FROM COMMITTEE AND STAFF:

SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

April/May Working Agenda

-page 35

The next Board meeting will be April 19, 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

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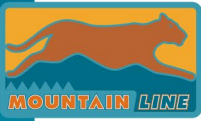
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public is invited to attend. April agenda items may include but not be limited to the Coordinated Plan, Bus Stop Equity Analysis, Bus Stop Acquisition Policy, Zero Fare Pilot Program for students, Capital Budget Overview, Key Performance Indicators, Service Changes, First/Last Mile, Kaspar Maintenance Facility, and Delegation of Authority Updates. The April 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.

15. ADJOURNMENT

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Board of Directors Minutes for Wednesday, February 15, 2023

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, February 15, 2023, 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 Mountain Line staff attended in person, by internet conferencing, or by telephone. The public was invited to attend.

BOARD MEMBERS PRESENT:

Tony Williams, (Chair), Dean of Student Affairs, CCC, designee, (Zoom);
Miranda Sweet, Vice Mayor, City of Flagstaff, (Zoom);
Lori Matthews, City Councilor, City of Flagstaff, (Zoom);
Josh Maher, Associate VP for Community Relations, NAU, alternate, (Zoom)
**Three of our five Board member seats must be present to constitute a quorum.*
***The City of Flagstaff holds two seats.*

BOARD MEMBERS EXCUSED:

Jeronimo Vasquez, (Vice Chair), Board of Supervisors, Coconino County;
Judy Begay, Board of Supervisors, Coconino County, alternate

MOUNTAIN LINE STAFF IN ATTENDANCE:

Heather Dalmolin, CEO and General Manager, (In Person and Zoom);
Kate Morley, Deputy General Manager, (Zoom), left at approximately 11:11am;
Josh Stone, Management Services Director, (Zoom), left at approximately 11:11am;
Jacki Lenner, Marketing and Communications Director, (Zoom), left at approximately 11:11am;
Jeremiah McVicker, Maintenance Manager, left at approximately 11:11am;
Anne Dunno, Capital Project Manager, (Zoom), left at approximately 11:11am;
Bizzy Collins, Strategic Performance Planner, (Zoom), left at approximately 11:11am;
Estella Hollander, Mobility Planner, left at approximately 11:11am;
Heather Higgins, Purchasing and Contracts Officer, (Zoom), left at approximately 11:11am;
Jon Matthies, IT Manager, left at approximately 11:12am and returned at approximately 11:37am;
Rhonda Cashman, Executive Assistant and Clerk of the Board;
Scott Holcomb, Mountain Line Attorney, (Zoom)

GUESTS PRESENT:

-Cheyenne Grabiec, Community Outreach Coordinator, CCC, (Zoom), left at approximately 10:30am;

1. CALL TO ORDER -Chair Williams called the meeting to order at approximately 10:00am.
2. ROLL CALL
3. SAFETY MINUTE





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-Sam Short, Safety Manager

Ms. Dalmolin reported on behalf of Mr. Short regarding fire extinguisher safety and proper use.

4. CALL TO THE PUBLIC

There were no members of the public in attendance.

5. MILESTONE ANNIVERSARY

-Heather Dalmolin, CEO and General Manager

Ms. Dalmolin recognized Marvin Chee's 10 years of service.

6. APPROVAL OF MINUTES 1/18/2023

Director Maher moved to approve the minutes for January 18, 2023. Director Sweet seconded. There was no discussion. All approved, none opposed. Motion carried.

NAME	YES VOTE	NO VOTE
Tony Williams	X	
Miranda Sweet	X	
Lori Matthews	X	
Josh Maher	X	

7. COCONINO COMMUNITY COLLEGE (CCC) PROPOSITION 438 UTILIZATION OF FUNDS

-Cheyenne Grabiec, Community Outreach Coordinator, Coconino Community College

Mr. Grabiec started off with a thank you for the community support for the new opportunities CCC will be able to offer. He shared how the additional money will be used to expand existing programs and for some new career programs, as well as scholarships for students. Mr. Grabiec also provided some college updates. There were no questions. Chair Williams thanked him for his presentation.

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.

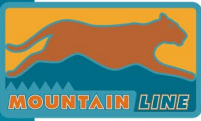
8. ADVERTISING POLICY REVISION

-Jacki Lenner, Marketing & Communications Director

Staff recommends the Board of Directors approve the revised Advertising Policy.

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Director Maher moved to approve the consent agenda. Director Matthews seconded. There was no discussion. All approved, none opposed. Motion carried.

NAME	YES VOTE	NO VOTE
Tony Williams	X	
Miranda Sweet	X	
Lori Matthews	X	
Josh Maher	X	

DISCUSSION / ACTION ITEMS:

9. REVIEW AND APPROVE FEDERAL AND STATE LEGISLATIVE PRIORITIES

-Heather Dalmolin, CEO and General Manager

Staff recommends the Board of Directors approve the Federal and State Legislative Priorities for 2023.

Ms. Dalmolin explained adoption of the Federal and State legislative priorities will assist staff in discussions with legislators in the future. She stated the Federal priorities are to: 1) Ensure Annual Transit Appropriations Match Authorized Levels, 2) Provide Relief for Vehicle Shortages and Employee Hiring, 3) Support Spare Ratio Flexibility, and 4) Support All Forms of Additional Revenue for Transportation. She noted the State priorities are: 1) State Funding for Transit, 2) Electric Rate Structure for Public Agencies (ongoing), 3) Timely Distribution of Federal Funding (ongoing), and 4) Transit Laws Advocacy (ongoing). Additionally, she reported staff are working to have local government agencies codify transit and adopt transit plans; this direction was suggested at the October Advance. She noted staff are seeking support from City and County planning teams. Chair Williams commented that he is pleased to see this local priority. Director Sweet made a motion to approve the Federal and State legislative priorities. Director Maher seconded. There was no further discussion. All approved, none opposed. Motion carried.

NAME	YES VOTE	NO VOTE
Tony Williams	X	
Miranda Sweet	X	
Lori Matthews	X	
Josh Maher	X	

10. FY2024 WORKFORCE BUDGET AND STRATEGIES

-Josh Stone, Management Services Director

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

Due to technical difficulties, Ms. Dalmolin presented this item on behalf of Mr. Stone following the vanpool program update. She noted the budget segments lead up to the request for budget approval in June. She reviewed the benefits offered to employees including the Arizona State Retirement System (ASRS), insurances, leave programs, Pay Plan, potential bonuses, and





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workforce development opportunities. She reported staff have restructured the Mountain Line contribution to insurance premiums for plus one and family plans to be similar to the City of Flagstaff. She noted a compensation study is currently being done to evaluate if Mountain Line wages are keeping pace with the current minimum wage increase. She shared the overall workforce budget increase is approximately \$373,000. There were questions about the Pay Plan, whether the wage increases were automatic, and if there has been any feedback or problems with repayment related to the use of the housing assistance program to retain our workforce. Ms. Dalmolin responded that the Pay Plan is an automatic increase on a 10-year scale that was adopted in 2019 and employees are recognized through the bonus program if they go above and beyond the expectations of their position. She replied that three employees have utilized the housing assistance program to successfully stabilize their housing situation with repayment over time through an automatic deduction without any known hardship or adjustment needed. Ms. Dalmolin noted the goal is to have Board members feel well informed when it comes time to adopt the budget in June.

11. ANNUAL UPDATE ON THE BUS STOP PROGRAM

-Jacki Lenners, Marketing and Communications Director

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

Mr. McVicker reported that all bus stops are typically serviced twice a week. He explained bus stops are inspected annually to evaluate if there is a need for rehabilitation or replacement of amenities, and the budget for this program of approximately \$103,000-\$140,000 per year. In FY2022, 5 shelters were replaced, and 11 logo stops were rehabilitated. He noted the CCC-owned bus stop shelter near the college was replaced with a shelter that now matches the system. Chair Williams stated his appreciation for this process as he drove by during the CCC shelter replacement, and he thought it was very interesting. There were no other comments or questions.

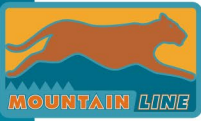
12. MOUNTAIN LINE VANPOOL PROGRAM UPDATE

-Estella Hollander, Mobility Planner

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

Ms. Hollander explained the vanpool program is a shared ride alternative with a similar origin and destination which must start or end in Coconino County and the trip has to be 12 miles or more one way. She reported Mountain Line offers a \$400 per month subsidy per vanpool with the funds coming from a Section 5311 grant through the Arizona Department of Transportation and local match from Coconino County. She reported the program has doubled in the last year, with 10 vanpools currently operating. She shared the vanpool locations and employers, as well as the outcomes. She stated the program is currently at capacity and there is still potential for it to grow. Ms. Hollander reported for FY2024 the plan is to redistribute approximately 12 percent of the county taxi program funds to the vanpool program, without disruption to that program, and allow for 5 more vanpools. There were questions regarding vanpool program feedback and advertising on the vehicles. Ms. Hollander responded that there has not been any negative feedback and most people seem to enjoy traveling with others, along with the benefit of the subsidy. She noted there is some advertising on the vehicle related to Mountain Line and Commute with Enterprise, the agency managing the program.





Another question addressed any foreseeable negative impact to the taxi program with the shifting of funds. Ms. Hollander replied that there is no known downside since the taxi program has been operating at a similar level for several years.

PROGRESS REPORTS:

There were no questions regarding the progress reports.

13. SUMMARY OF CURRENT EVENTS

-Heather Dalmolin, CEO and General Manager

Ms. Dalmolin shared the following highlights:

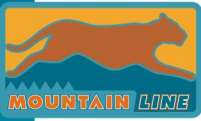
- Anniversaries were reviewed.
- The Electric Bus Launch event will be on Wednesday, February 22nd at 11:30am. Keeping the news under wraps for the unveiling. Please join us!
- Leadership Team Meet and Greet event with Board members on Tuesday, February 28th, 9:30-10:30am. Staff will share what they do.
- ADOT has awarded Mountain Line \$5.6 million for zero emissions buses and support vehicles, as well as final design and environmental on our Kaspar facility; once a majority of staff move to the new DCC, a maintenance bay will be constructed to house and work on our 60 foot buses.
- Operations is fully staffed. A big thank you to operations and human resources staff to make this happen.
- Test bus platooning on the NAU campus – this is intentional to make sure no passengers are left behind and meet Route 10 ridership demands.
- Grand Canyon National Park staff have inquired about transit between Flagstaff and the Grand Canyon. Staff will include Northern Arizona Council of Governments (NACOG) in the discussion.
- The Operator comfort station will soon be moving out of the current building to allow for the new DCC construction to progress.

Chair Williams commented that he appreciates the inclusion of the monthly anniversaries; it is helpful to understand employees' longevity.

Director Matthews asked if there has been any discussion with outlying hotels for shuttle service to downtown to alleviate congestion. Ms. Dalmolin responded that staff regularly visit with hotels along our routes to educate and support use of transit for their employees and customers, but it is a fixed route and we can't go off route; education on how to access fixed route service could be considered for outlying hotels. Ms. Lenners stated staff are planning to present to the Northern Arizona Lodging, Tourism, Restaurant Association (NALTRA) Executive Director in the near future to explain how transit can work and most transit stops are within walking distance from a majority of the local hotels. She stated she is aware that many guests and employees use the bus stop near Little America.

At approximately 11:11am, Director Sweet made a motion to convene an executive session. Director Maher seconded. There was no discussion. All approved, none opposed. Motion carried.





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NAME	YES VOTE	NO VOTE
Tony Williams	X	
Miranda Sweet	X	
Lori Matthews	X	
Josh Maher	X	

EXECUTIVE SESSION

Executive sessions are closed to the public.

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

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

Following the conclusion of the Executive Session, the Board reconvened the public meeting at approximately 11:37am.

ITEMS FROM COMMITTEE AND STAFF:

SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

March/April Working Agenda

The next Board meeting will be March 22, 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. March agenda items will include but not be limited to the Sedona Transit Presentation, Financial Audit Approval, User Fees for the Commercial Driver's License (CDL) Course, Operating Budget Overview, Biannual Performance Report, Downtown Connection Center (DCC) Update, Citizen Advisory Committee (CAC) Formation, Employee Satisfaction Survey, and Delegation of Authority Updates. The March agenda will be available for review on Mountain Line's website and at Mountain Line's public posting places (listed on the Mountain Line website) at least 24 hours prior to the meeting and should be consulted for a list of items that will come before the Board.

15. ADJOURNMENT -Chair Williams adjourned the meeting at approximately 11:39am.

Tony Williams, Chair of the Mountain Line Board of Directors

ATTEST:

Rhonda Cashman, Executive Assistant and Clerk of the Board

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DATE PREPARED: March 15, 2023

MEETING DATE: March 22, 2023

TO: Honorable Chair and Members of the Board

FROM: Josh Stone, Management Services Director

SUBJECT: Update User Fee Schedule

RECOMMENDATION:

Staff recommends the Board of Directors update the adopted User Fee Schedule to include facility rental and use fees.

RELATED STRATEGIC PLAN OBJECTIVE

- ❖ Goal: Fiscal Responsibility
- ❖ Objective: Expand revenue resources.

BACKGROUND:

The Mountain Line User Fee Schedule has been updated to add proposed facility use fees. Facility rentals may be to community groups, local agencies, or partners and help Mountain Line with our goal of providing community resources. The use of facilities funded by FTA by non-transit entities is considered an incidental use. FTA requires an incidental use request and will only be approved if it does not interfere with the main public transit use of the property and is compatible with the goals of Mountain Line. Incidental use is required to charge a reasonable market rate to offset the direct transit cost of the facility.

Mountain Line has researched comparable facility fees to develop reasonable fees in-line with similar options. Fees will cover the operational cost of staff and coordination time involved with hosting a facility rental. A facility use request form will be developed and made available to those requesting the use of the property.

FISCAL IMPACT:

The current User Fee Schedule does not reflect facility rentals. Updating the User Fee Schedule with these fees will allow for the collection of fees when use is requested. While not currently budgeted as revenue, use fees will offset the cost of providing the facility and offset other operating revenue.

ALTERNATIVES:

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- 1) Adopt the updated User Fee Schedule (**recommended**): Staff recommends that the Board of Directors adopt the updated User Fee Schedule to reflect new facility uses and fees.
- 2) Do not adopt the updated User Fee Schedule (not recommended): If the User Fee Schedule is not updated, we will not provide facility resources to community requests.

TAC DISCUSSION:

The Transit Advisory Committee received the update from staff and supported the update to the User Fee list. Advisor Stam of NAU did advise that only Shuttles Services are exempt from the fee for using the CDL Testing and Training facility.

SUBMITTED BY:

Josh Stone
Management Services Director

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

1. Proposed User Fee Schedule -pages 12-13

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User Fees

Updated: February 22, 2023

Fares: *(Riders can pay-per-ride and receive benefit of day pass and/or period pass rates by using fare media and mobile ticketing instead of cash fares.)*

Single Fare

as listed in the Route Guide

Day Pass

as listed in the Route Guide

Period Pass

as listed in the Route Guide

Special Services

\$100 per Hour

Requires application and approval of CEO, cannot violate Charter regs

Advertising *(Requires signed agreement and cannot violate Mountain Line's advertising policy)*

Standard Bus Exterior Buy (Tail, Curbside, or Streetside Ad)

<u>Contract Period</u>	<u>Per Bus/Per Month Cost</u>
1-2 months	\$265
3 - 5 months	\$250
6 - 11 months	\$235
-12+ months	\$220

Articulated Bus Exterior Buy (Tail, Curbside, or Streetside Ad) – Longest contract available is 9 months due to NAU breaks

<u>Contract Period</u>	<u>Per Bus/Per Month Cost</u>
1-2 months	\$ 315
3 - 5 months	\$ 295
6 - 9 months	\$ 275

Standard Bus Interior Buy (All buses)

<u>Contract Period</u>	<u>Monthly Cost</u>
1-2 months	\$ 365
3 - 5 months	\$ 340
6 - 11 months	\$ 315
-12+ months	\$ 290

Articulated Bus Interior Buy (All buses)

<u>Contract Period</u>	<u>Monthly Cost</u>
1-2 months	\$ 300
3 - 5 months	\$ 270
6 - 11 months	\$ 240
-12+ months	\$ 210

Paratransit Van Exterior Buy (Tail Ad)

<u>Contract Period</u>	<u>Per Van/Per Month Cost</u>
1-2 months	\$127
3-5 months	\$120
6-11 months	\$113
12+ months	\$106

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Public Documents and Materials (*Requires a Public Record Inspection and Copy Request form*)

Staff time	\$25.00 per hour
Materials fee (multi-format media material/CD/DVD)	\$ 5.00
Materials fee (single sided copy)	\$.25
Administrative Overhead fee	2% of total

Notary

Public Notary Service	\$2.50 per document/signature
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Facilities

CDL Course*	\$50/ day
Community Rooms (Training, DCC)	\$100/day + \$25 cleaning
Bus Wash	\$25/wash

*Does not apply to NAU Shuttle Services as shared use partner.

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DATE PREPARED: March 15, 2023

DATE: March 22, 2023

TO: Honorable Chair and Members of the Board

FROM: Josh Stone, Management Services Director

SUBJECT: FY2024 Operating Budget

RECOMMENDATION:

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

RELATED STRATEGIC PLAN OBJECTIVE:

- ❖ FY2024 budget supports all aspects of the Strategic Plan Goals and Key Objectives

BACKGROUND:

Staff will present information on the operating portion of the FY2024 budget, excluding workforce expenditures already presented in February. Our overall operating budget request represents an FY2024 increase of \$593,000, or 5.28% over FY2023, from \$11.2 million to \$11.8 million.

As presented in February, approximately \$375,000 of the increase is an important investment in our workforce, allowing for continuance of the current pay plan, and a change in employer cost share for medical premiums.

The remaining operating budget increase after the workforce is \$218,000. \$145,000 of this increase is liability insurance premiums which continue to see large year over year increases as the insurance industry recovers and resets from large disasters. The budget for vehicle and facilities operations has been increased \$60,000 in the areas of tools, parts, supplies, and uniforms. Many of these physical goods are seeing supply challenges and price adjustments due to inflation. The remaining \$13,000 of increase includes adjustments for City of Flagstaff minimum wage increase for contracted janitorial services and some better estimating of annual software and recruitment costs.

We are fortunate to continue to have strong transit tax revenue, allowing our fund balance to remain above 20% with the presented budget. Budget requests were shared with our local partners in January. Revenue will be confirmed as partner agencies approve their budgets and federal grant funds are awarded.

FISCAL IMPACT:

There is no fiscal impact currently associated with this FY2024 budget discussion. The items discussed will impact the final FY2024 budget proposed at the June 2024 meeting.

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

TAC DISCUSSION:

There was no discussion by members of the Transit Advisory Committee.

SUBMITTED BY:

Josh Stone
Management Services Director

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS

None.

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DATE PREPARED: March 7, 2023

MEETING DATE: March 22, 2023

TO Honorable Chair and Members of the Board

FROM: Bizzy Collins, Strategic Performance Planner

SUBJECT: FY2023 Mid-Year Performance Report

RECOMMENDATION:

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

RELATED STRATEGIC PLAN OBJECTIVE

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

BACKGROUND:

As part of Mountain Line's regular review of financial and performance data, staff has prepared the FY2023 Mid-Year Performance Report to illustrate both financial and service performance for the period of July through December 2022. The report compares current performance to prior years and goals for future years. The performance measures identified are benchmarks approved in 2015 by Mountain Line's Transit Advisory Committee and Board of Directors, to be used for reporting system data in a uniform manner.

Mountain Line Services - Strategic Measures

FY2023 Financial and Performance Goals

	2019	2020	2021	2022	2023	2023	2024	FY2026	FY2030
	Actual	Actual	Actual	Actual	Goals	Q1-2 Actual	Goals	Goals	Goals
Fixed Route - Bus								3 yrs	7 yrs
Annual Boardings	2,541,353	2,097,814	924,728	1,298,670	1,712,427	769,034	2,115,606	2,566,767	2,670,988
Cost per Passenger	\$ 2.91	\$ 3.64	\$ 8.63	\$ 7.03	\$ 5.89	\$ 6.22	\$ 5.04	\$ 4.32	\$ 4.48
Cost per Service Hour	\$ 98.14	\$ 109.52	\$ 109.66	\$ 124.10	\$ 140.06	\$ 146.18	\$ 148.16	\$ 154.02	\$ 166.45
Passengers per Hour	33.77	30.09	12.71	17.65	23.80	23.52	29.40	35.67	37.12

- The Operator shortage has caused Mountain Line to reduce service from October 2021 to January 2023, resulting in fewer boardings. Full-service levels resumed on January 16, 2023.
- Ridership continues to rebound: FY22 saw a 40% increase, FY23 is projected to increase 30%, and Mountain Line is on track to recover an additional 24% in FY24 and return to pre-COVID ridership levels by FY25.

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	2019	2020	2021	2022	2023	2023	2024	FY2026	FY2030
	Actual	Actual	Actual	Actual	Goals	Q1-2 Actual	Goals	Goals	Goals
Demand Response - Paratransit									
Trips Per Hour	3.02	3.40	2.61	1.81	1.81	1.93	1.80	1.80	1.80
Cost per Trip	\$ 46.05	\$ 54.60	\$ 55.69	\$ 58.62	\$ 53.63	\$ 55.45	\$ 63.14	\$ 65.69	\$ 71.11
Cost per Hour	\$ 139.10	\$ 185.50	\$ 189.21	\$ 107.19	\$ 96.98	\$ 106.91	\$ 113.93	\$ 118.53	\$ 128.30

- Paratransit ridership had 2% growth in the first half of FY23 compared to last year and total ridership in FY23 is projected to be 38% down FY19 ("normal") totals.
- Paratransit clients have the option to a subsidized trip by taxi instead of by Mountain Line paratransit vans. Taxi trips are increasingly popular and assist in reducing paratransit trips and lowering operational costs for Mountain Line.
- Mountain Line partnered with Lyft from August to December 2022 to broker paratransit trips, with 284 paratransit trips taken with Lyft.

	2019	2020	2021	2022	2023	2023	2024	FY2026	FY2030
	Actual	Actual	Actual	Actual	Goals	Q1-2 Actual	Goals	Goals	Goals
Demand Response - Microtransit									
Cost per Trip				\$ 114.30		\$ 31.66			
Trips				1,455		683			

- The Mountain Line GO! microtransit service to the Huntington Industrial corridor changed from pilot to permanent on July 1, 2022.
- Mountain Line partnered with Lyft from July to December 2022 to broker microtransit trips, with 150 microtransit trips taken with Lyft.

	2019	2020	2021	2022	2023	2023	2024	FY2026	FY2030
	Actual	Actual	Actual	Actual	Goals	Q1-2 Actual	Goals	Goals	Goals
Taxi Program - City									
Cost per Trip	\$ 14.50	\$ 16.42	\$ 21.99	\$ 18.91	\$ 18.30	\$ 18.66			
Total Trips/Vouchers	7,116	6,875	4,732	5,350	5,118	3,227			
Taxi Program - County									
Cost per Trip	\$ 26.94	\$ 26.47	\$ 31.80	\$ 27.65	\$ 22.34	\$ 26.27			
Total Trips/Vouchers	954	929	661	640	996	233			

- City and County Taxi Program remain the prime choice for paratransit eligible customers due to individualized service.
- Taxi program option is provided at a lower cost than that of Paratransit.
- City trips are up 23% in the first half of FY23 while County trips are down 37% compared to last year.

	2019	2020	2021	2022	2023	2023	2024	FY2026	FY2030
	Actual	Actual	Actual	Actual	Goals	Q1-2 Actual	Goals	Goals	Goals
Vanpool Program - County									
Cost per Trip	\$ 4.23	\$ 3.86	\$ 6.50	\$ 4.53	\$ 4.36	\$ 5.04			
Trips	9,442	8,922	8,646	9,976	12,800	5,666			

- Steady participation throughout COVID-19 due in part to the unique user base, most cannot work from home and are a mix of healthcare and Forest Service staff.
- An average of six vans in service per day during the first half of FY23.
- Vanpool ridership had 30% growth in the first half of FY23 compared to last year. Much of this success is due to increased marketing efforts and likely a result of increase in gas prices.

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FISCAL IMPACT:

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

TAC DISCUSSION:

Members liked the per capita metrics and providing peer comparisons to put performance data into context. Members were impressed by the direct correlation between returning to full service frequency in January and the immediate ridership increase that resulted.

SUBMITTED BY:

Bizzy Collins
Strategic Performance Planner

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

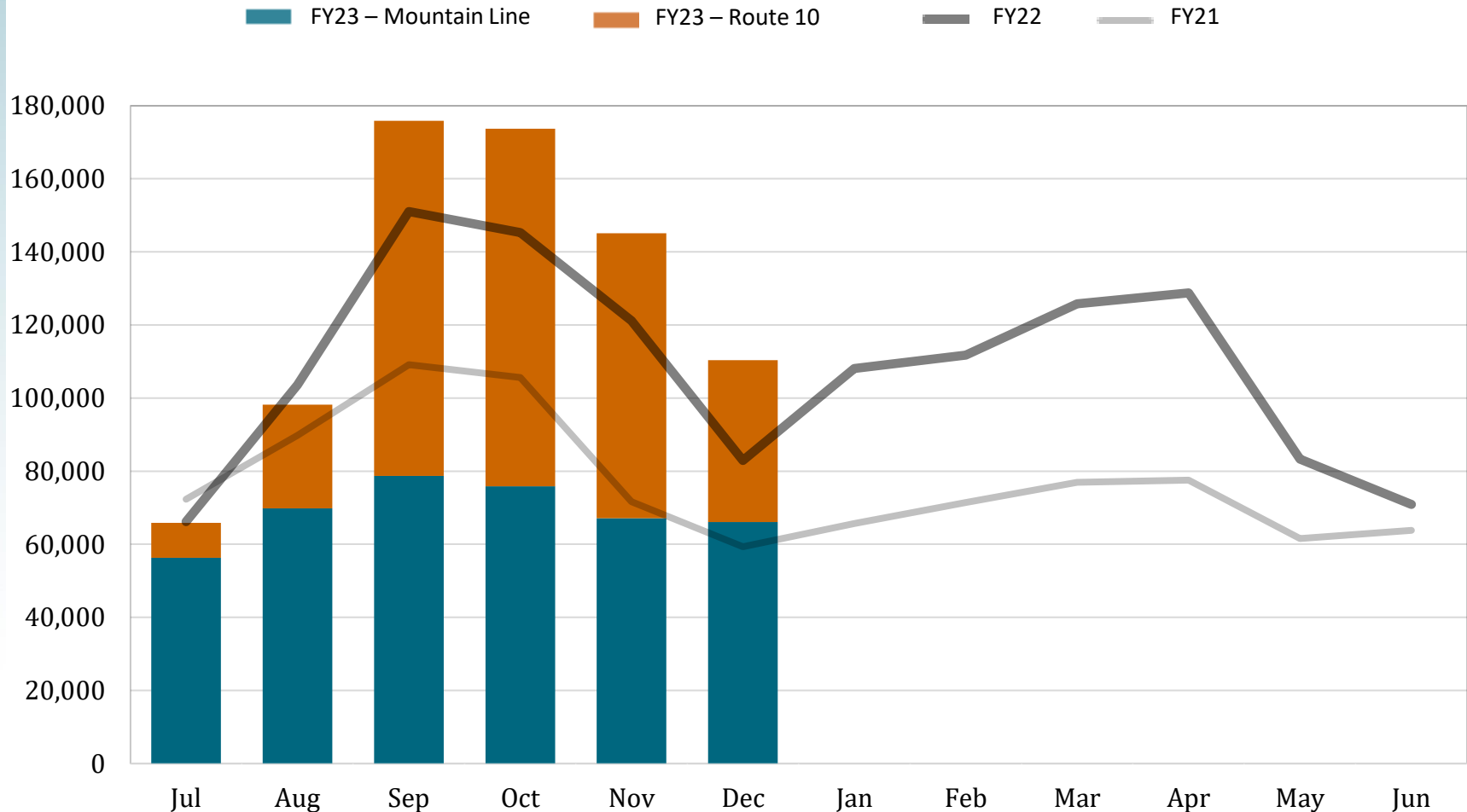
1. Ridership Trend Graphs

-pages 19-24

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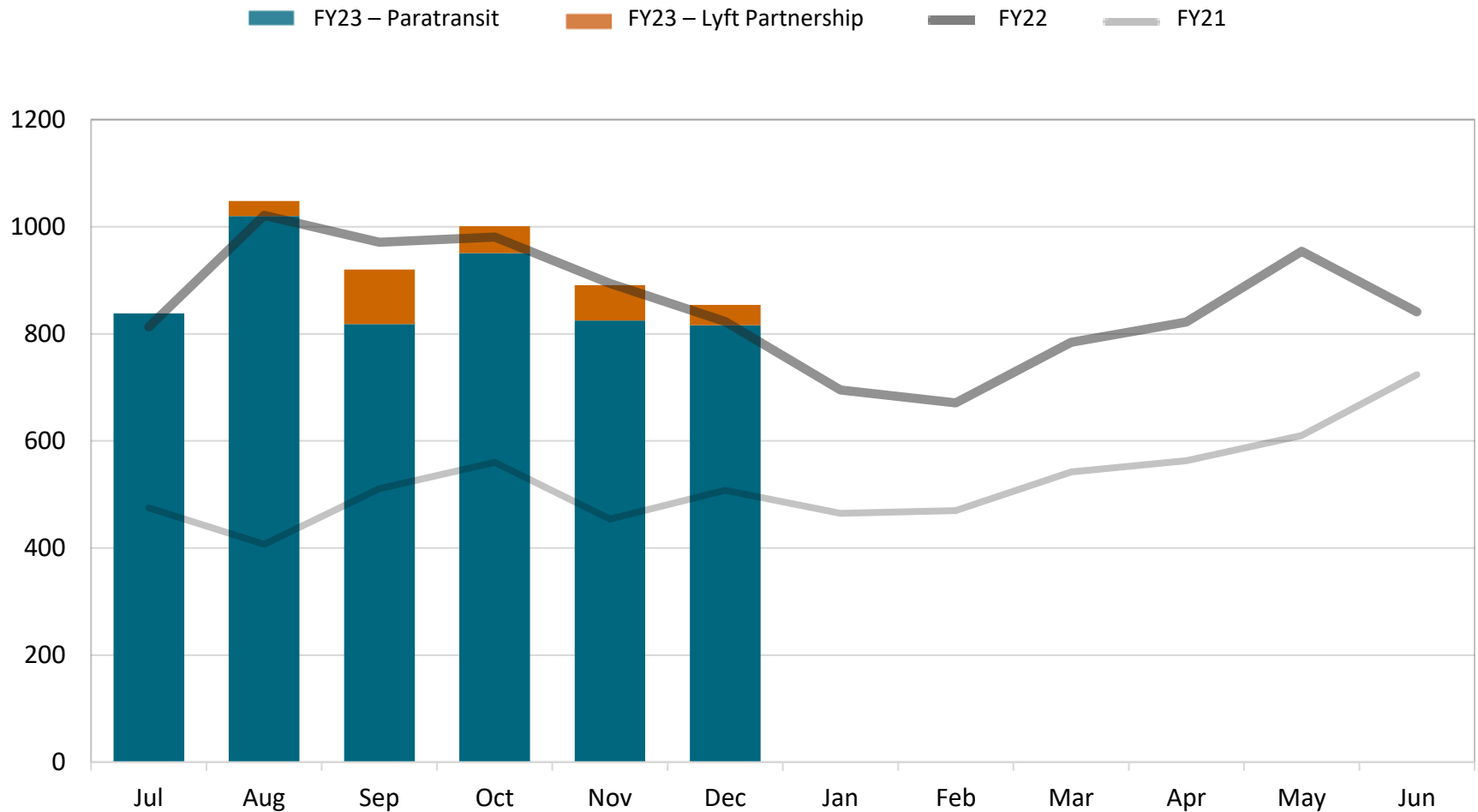
Fixed Route Bus



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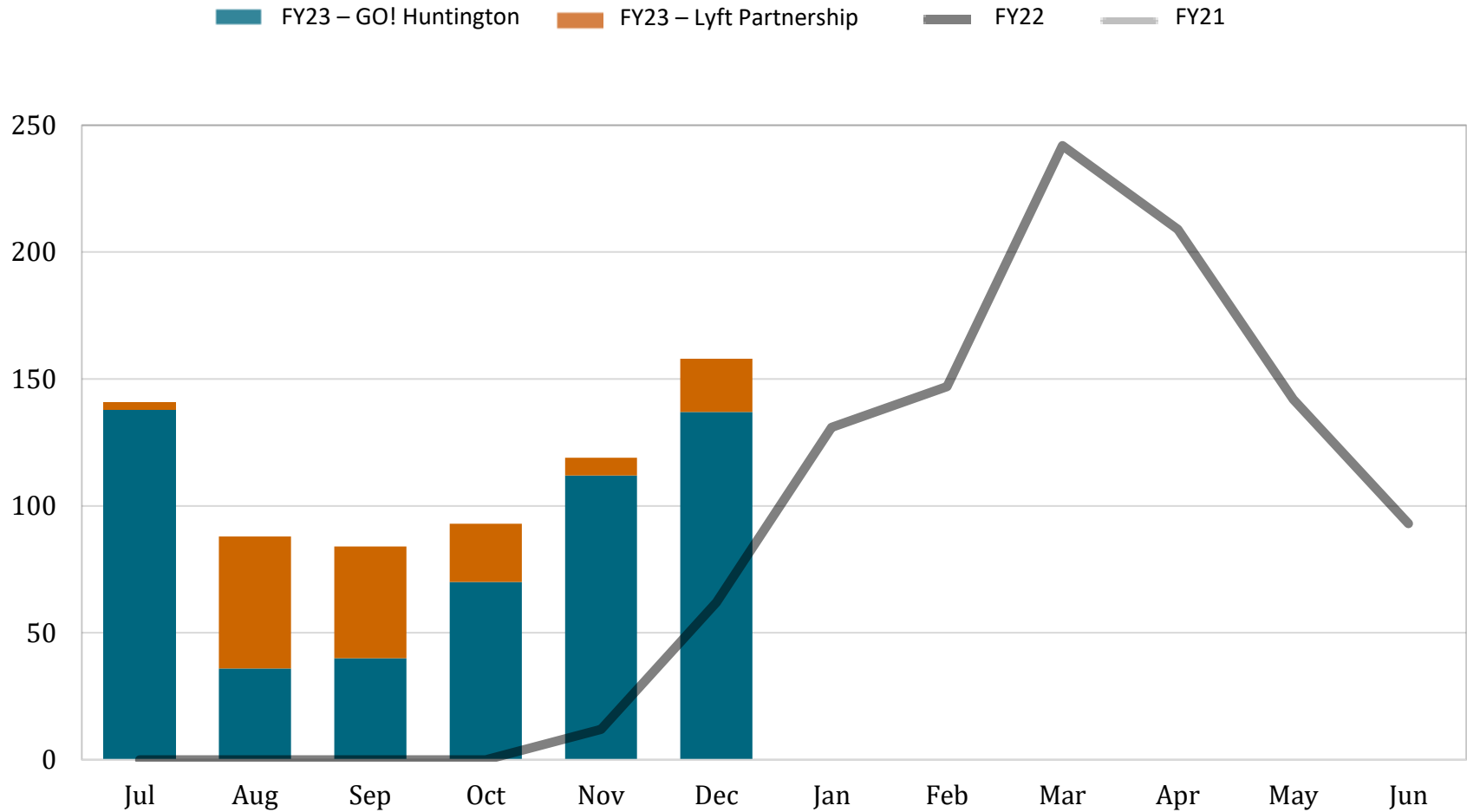
Paratransit



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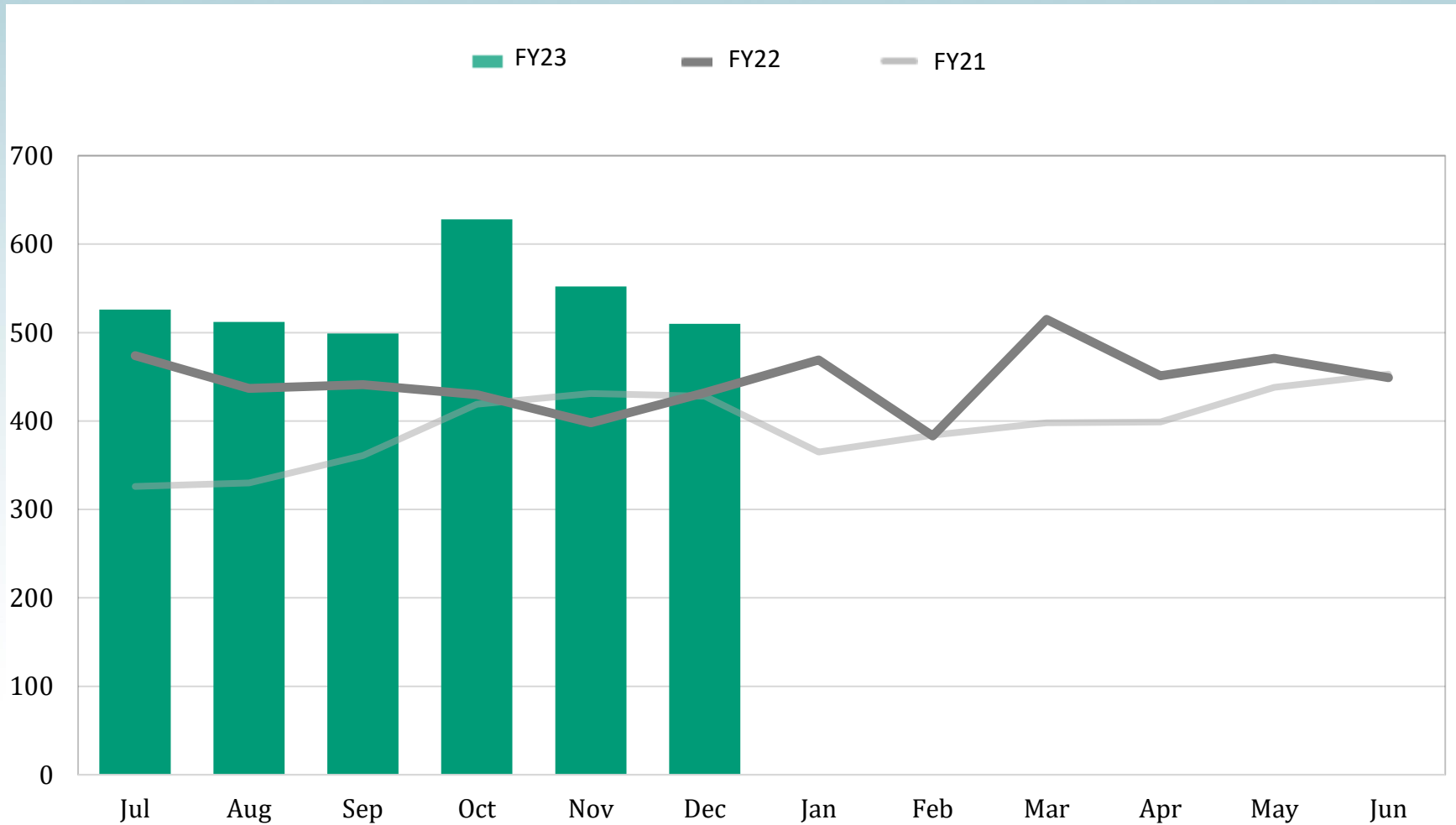
Microtransit



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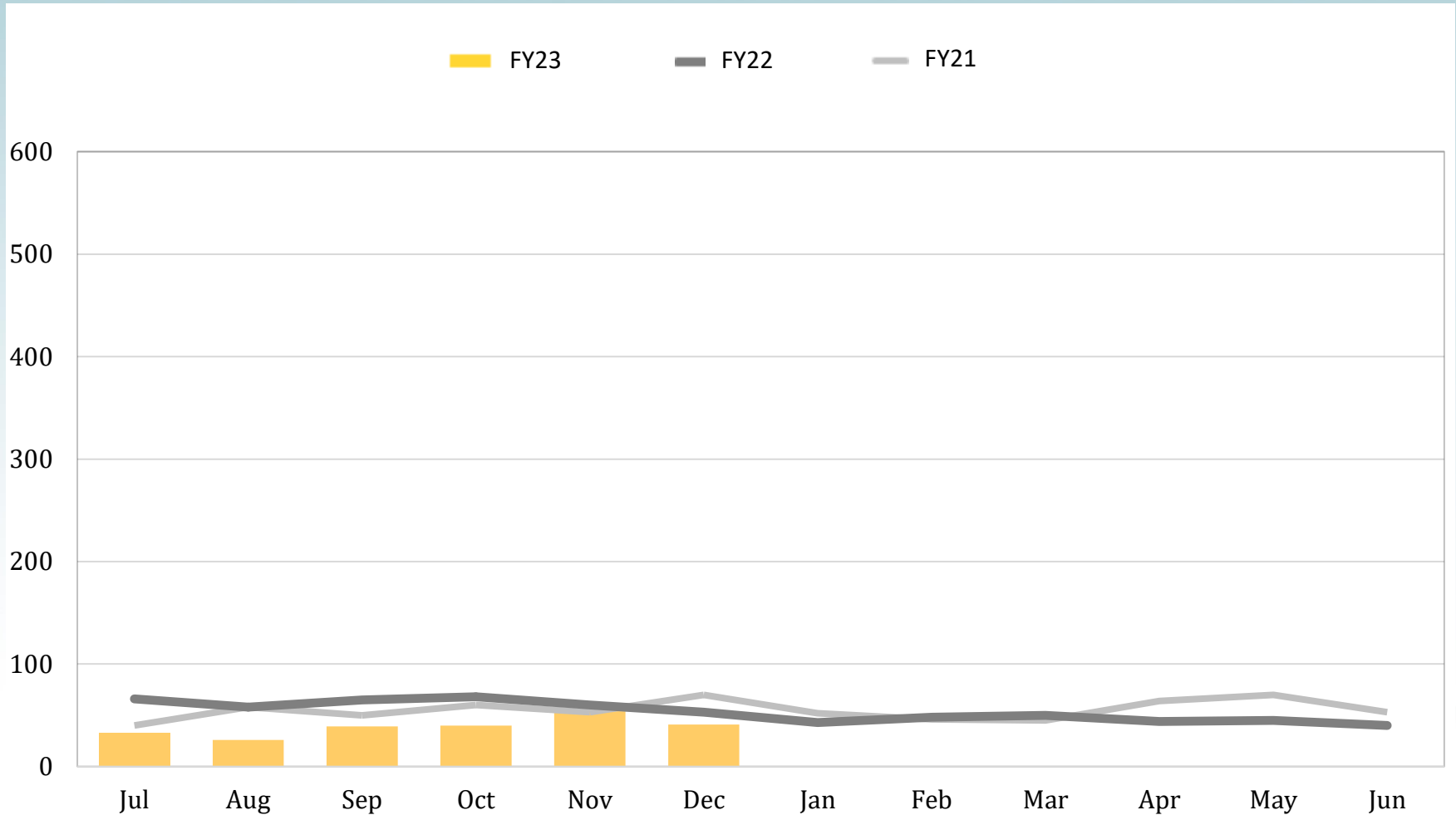
City Taxi Program



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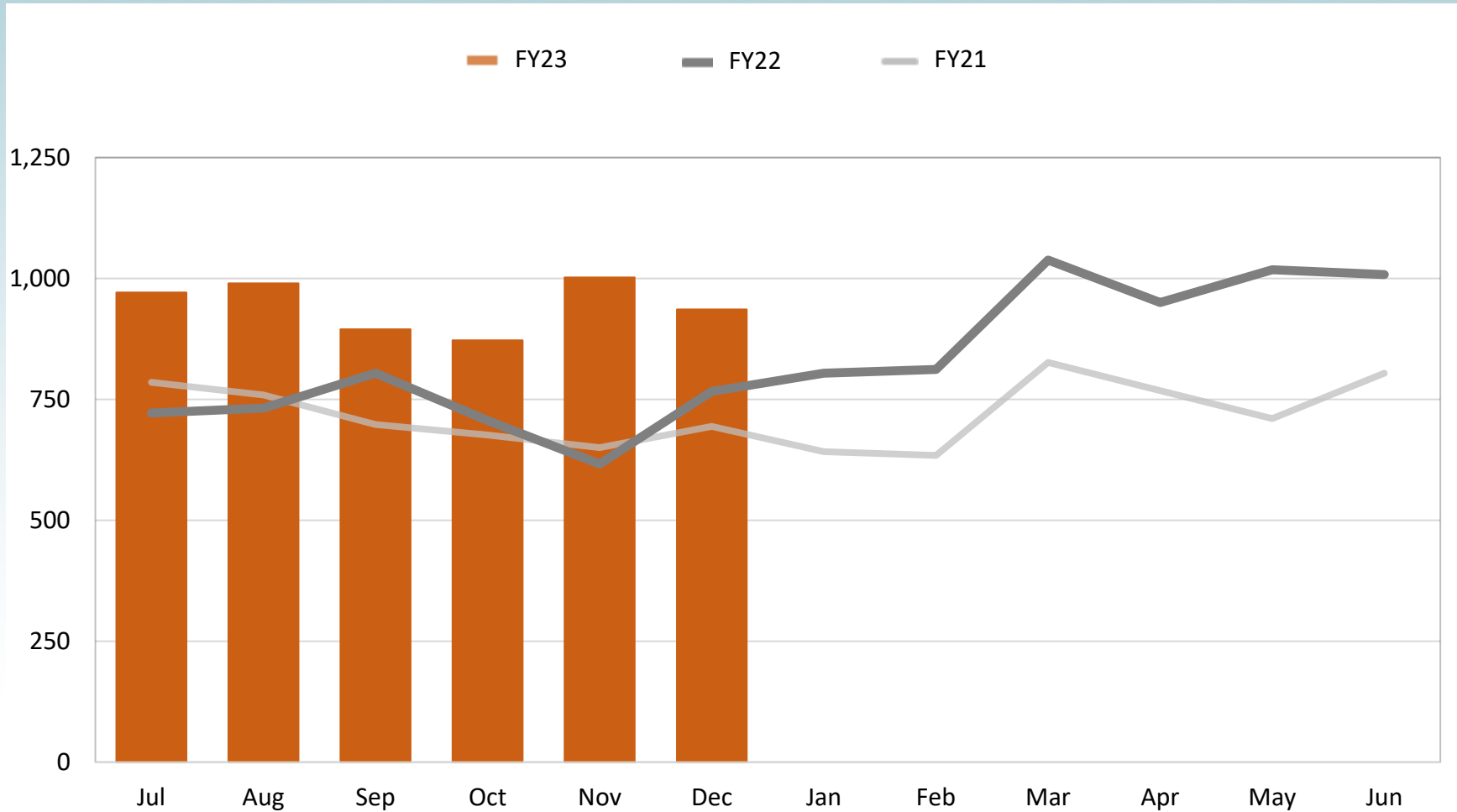
County Taxi Program



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Vanpool



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DATE PREPARED: March 15, 2023

MEETING DATE: March 22, 2023

TO: Honorable Chair and Members of the Board

FROM: Heather Dalmolin, CEO and General Manager

SUBJECT: Downtown Connection Center Update

RECOMMENDATION:

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

RELATED STRATEGIC PLAN OBJECTIVE

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

BACKGROUND:

Staff continue to work on the Downtown Connection Center project. Our site plan has been approved by the City and the design teams are working on 95% plan sets. An initial Guaranteed Maximum Price (GMP) contract amendment for Loven Contracting is being issued to lease a temporary trailer during construction. It will act as our comfort station for staff to take breaks and use the restroom while the existing building is demolished and new building under construction. Staff are working towards two other GMPs with Loven Contracting for demolition and construction. Coordination with the City's arts team and Downtown Mile project are ongoing and will likely result in additional agreements with the City of Flagstaff to deliver components of these projects on their behalf. At this meeting, the latest timeline and renderings will be shared.

FISCAL IMPACT:

The Downtown Connection Center is paid for by several grants from the Federal Transit Administration (FTA) with a total project value of \$40 million, including land value. The project is budgeted in FY2023 and FY2024 and included in the 10-year Financial Plan.

TAC DISCUSSION:

Advisor Jackson of ECoNA asked about commercial space available and if we are seeing cost of construction coming down, after most recent escalation. Staff confirmed there is still a space for lease; however, Mountain Line has some very specific rules about who we can lease to since this building is

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being constructed with federal funding. Staff are looking at making space available to one of our partners or a human service agency to avoid appearing to compete with private sector. In regard to cost, we are still waiting on GMP from our contractor, but are expecting cost to be on par with 75% design estimates. There were no other comments on the update provided.

Staff report prepared by Kate Morley.

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

None.

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DATE PREPARED: March 15, 2023

MEETING DATE: March 22, 2023

TO: Honorable Chair and Members of the Board

FROM: Heather Dalmolin, CEO and General Manager

SUBJECT: 2024 Tax Package Process

RECOMMENDATION:

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

RELATED STRATEGIC PLAN OBJECTIVE

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

BACKGROUND:

Since the adoption of Flagstaff in Motion, staff have developed a plan for engaging the community in developing a tax package that could be supported by the voters. As a first step, staff will form a Citizen's Advisory Committee to further refine the recommendations in Flagstaff in Motion. Representatives will include business leaders, housing representatives, seniors, medical facilities, educational institutions, and general citizens. The first CAC meeting is anticipated to take place in April and likely be followed by a series of 2-5 additional meetings. Consulting services for voter surveys will be acquired to seek answers to CAC committee questions. Staff would bring the recommendations of the CAC to the Board in December 2023. This timeline prepares Mountain Line to provide their plan for a tax question to the City early in the City's process of determining what will be on the November 2024 ballot. Mountain Line does not have taxing authority and any transit tax questions on the ballot must be placed there by City Council approval.

FISCAL IMPACT:

Staff estimate the cost of survey work at approximately \$30,000 and have included in the FY2024 budget. In addition to survey work, its anticipated an additional \$50,000 - \$80,000 would be needed for educational purposes and staff are working on a scope of work for the procurement of these services.

TAC DISCUSSION:

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The Transit Advisory Committee did not have questions for staff about next steps to develop a Citizen Advisory Committee to consider what tax questions and funding limits might be recommended to the City of Flagstaff.

Staff report prepared by Kate Morley.

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

None.

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DATE PREPARED: March 15, 2023

DATE: March 22, 2023

TO: Honorable Chair and Members of the Board

FROM: Heather Dalmolin, CEO and General Manager

SUBJECT: 2023 Employee Satisfaction Results

RECOMMENDATION:

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

RELATED STRATEGIC PLAN OBJECTIVE:

- ❖ Goal: Investing in Mountain Line Workforce
 - ❖ Objective: Develop a workplace culture that supports employee development and work-life balance.

BACKGROUND:

Mountain Line conducted a 2023 Employee Satisfaction survey for the first time since 2020 after a review and update to its employee survey process and tool with our HR Services contractor, Evergreen. Their analysis recommended we alter some questions and reduce frequency to once annually. We have historically conducted the survey twice a year for the past 20 years. The survey has proven to be an excellent tool for measuring the overall satisfaction and gaining feedback via employee comments. The survey is based on a policy that ensures anonymity and confidentiality. Specifically, employees do not sign their name, surveys are tabulated by a third party, and survey results are shared with the entire staff team. The Mountain Line Leadership team then reviews for trends and comments regarding opportunities to enhance the existing work environment.

Mountain Line has not done a survey of staff since 2019 after a failed effort in 2020 with lackluster engagement by team members. The results of that effort resulted in a decision to consider updating our tool and process. Our goal was to keep survey relevant and to be able to take the temperature of all staff on satisfaction.

Staff will make a presentation at the March TAC and Board meetings on the report compiled by Evergreen for the 2023 Employee Satisfaction Survey.

FISCAL IMPACT:

There is no fiscal impact related to the survey. Changes in employee initiatives and programs as a result of survey results could have financial consequences in future years.





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ALTERNATIVES:

No action is recommended; however, the Board may provide direction on additional information needed or recommended actions to address results of survey.

TAC DISCUSSION:

The Transit Advisory Committee had no comments for staff on the survey results as presented.

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS

None.

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MOUNTAIN LINE MEMORANDUM

DATE: March 22, 2023

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

FY2022 Section 5307 and 5339 Grant Award

Mountain Line has received \$5,657,170 in federal grant funds. This includes \$1,062,170 in 5307 Small Urban Grant funds and \$4,595,000 in 5339 Small Urban Grant funds. This funding is for design of a Maintenance Facility on Kaspar Headquarters, replacement of four support vehicles, and replacement of four low emission buses. The Federal Transit Administration (FTA) allocates funds to the governor of the State of Arizona for the Small Urbanized Areas. ADOT administers these funds on behalf of the governor.

Procurement Authority – Resolution 2023-110

RFB 2023-210, Bulk Diesel Fuel Delivery

RFB 2023-210, Bulk Diesel Fuel Delivery was released on August 12, 2022, and closed September 9, 2022. Four submissions were received, and after review, the evaluation committee recommended award to Carter Oil Company, Operated by Rhinehart Oil Co, a division of Parkland USA. The contract was executed January 1, 2023, with values to be billed as per the proposed pricing.

RFB 2023-230, Offsite Unleaded and Diesel Fueling

RFB 2023-230, Offsite Unleaded and Diesel Fueling was released on August 12, 2022, and closed September 9, 2022. One submission was received. Per policy, staff evaluated the proposal and determined best value based on a cost/price analysis, and recommended award to Carter Oil Company, Operated by Rhinehart Oil Co, a division of Parkland USA. The contract was executed January 1, 2023, with values to be billed as per the proposed pricing.

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Agreements and Contracts Authority – Resolution 2020-100

Intergovernmental Agreement between Northern Arizona University and Mountain Line.

The Purpose of this IGA is to set out the roles and responsibilities of the Parties as related to phased construction of the Commercial Driver's License ("CDL") Test Course, Parking, and Roadway Infrastructure Facility. Mountain Line shall act as the Project Sponsor and construction Project Manager ("PM"). NAU shall act as the Authority Having Jurisdiction ("AHJ") and will remain the owner of the real property the Project will be constructed upon and will lease the property to Mountain Line under a separate agreement ("Landlord"). This Intergovernmental Agreement was executed February 14, 2023.

RSOQ 2022-400 DCC Civil Engineering Task Order #1 Change Order #1

The original Task Order included Independent Cost Estimate (ICE) for civil components of the DCC. It has since been determined the project would be well served by independent cost estimates of the entirety of Phase 1, including the building. This Change Order to Task #1 increases the original ICE value for of \$15,500 by \$21,275 to include the building. This Change Order was issued February 10, 2023.

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MOUNTAIN LINE MEMORANDUM

DATE: March 22, 2023
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

- Snow! Our team has again concurred a tremendous amount of snow. We are thankful for our partners at the City, County, ADOT, and NAU who keep our roads passable and safe but I cannot overlook the effort it takes from our facilities and fleet teams to make parking possible for employees at the office, sidewalks safe for staff and passengers alike, and clear out our 174 bus stops for our riders. Our team might be small in numbers, but they are mighty.
- We are anticipating our next operator training class to be in April. We do have 50 of the 50 fulltime staff needed and we are now working to fill parttime and variable positions to help with time off needs and prepare for vacancies.
- Unfortunately, our HR Manager finalist withdrew after accepting another position. We have initiated another recruitment effort but are keeping in house in the hopes of being able to be nimble and quick to act if we find the right candidate.
- We completed the Route 10 platoon testing in February. While we got some good information the inclement weather made data comparison a challenge. We will make some adjustments based on lessons learned and conduct a second test in the future.

Partnerships and Outreach

- Mountain Line's Electric Bus launch event has been rescheduled. Rhonda has sent an invitation for Thursday, March 23 at 11:30am and we hope you can all join us.
- Staff has had several meetings with City staff to talk about the proper actions necessary to adopt Mountain Line's 5-year Transit Plan. City staff has proposed we do an interpretation of policies in Regional Plan to reference the 5-year Plan and adopt the Plan by resolution rather than amendment to regional plan. We are working with our Directors, that are City Council members, to request the item be placed on Council Agenda.
- Mountain Line's planning staff attended the NAU Master Plan workshop. The workshop detailed the efforts that will consider ways transit can make better connections from off campus to on campus.
- We attended NAU's Department of Geography, Planning and Recreation 7-year program review to talk about partnerships including the Montoya Fellow and value of department to agencies relationships.

Finance, Compliance, and Procurement

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- Our IT Team has confirmed that we will use Advanced Endpoint Protection and Converged Endpoint Management products provided by the State of Arizona, providing us a savings of \$12,685 per year.
- ADOT has confirmed award of the state's federal 5307/5339 funding. Nearly 100% of our application was awarded/funded and that wouldn't be possible without our staff who write these applications. There is more on this item in the delegation of authority report but briefly the award is for four low or no emission buses, low or no emission support vehicles for fleet, facilities, and operations, and the funding we need to finalize plans/design of our much-needed maintenance facility.
- Again, in the delegation of authority report, but a hearty congratulations to Anne for getting the CDL Testing and Training Facility agreement and lease with NAU executed.
- We are pursuing state funding through the newly created AZ Smart Fund, as a way to reduce City's local match on capital projects. We are currently waiting for clarification from Arizona DOT as transit is explicitly identified as an eligible use of funds in legislative language; however, we are not listed as an eligible applicant.

Employees and Morale

- Happy Anniversary to our March anniversaries.
- Transit Employee Appreciation Day is March 18 and we will be recognizing our team with a special gift and social media shoutouts.

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April: TAC Meeting is Thurs, 4/6 Board Meeting is Wed, 4/19

ITEMS:	WHO & WHAT:
Safety Minute	Sam
Milestone Anniversaries	Heather D
The Coordinated Plan	Estella - D/A
Bus Stop Equity Analysis	Anne - D/A
Bus Stop Acquisition Policy	Anne - D/A
Zero Fare Pilot Program for Students	Heather D - D/A
Capital Budget Overview	Josh - D
Key Performance Indicators (KPIs)	Bizzy - D
Service Changes	Estella - PR
First/Last Mile	Estella - PR
Kaspar Maintenance Facility	Anne - PR
Delegation of Authority Update – Agreements, Grants, and Procurements: Kaspar Maintenance Facility, Beulah Extension – Bus Only Lanes, NAU Campus CDL Course Lease Agreement, NAU CMAR, DCC Amendments, and Financial Software	
May/June Agenda Calendar	

May: No TAC Meeting TAC and Board Joint Meeting is Wed, 5/17

ITEMS:	WHO & WHAT:
Safety Minute	Sam
Milestone Anniversaries	Heather D
Budget Presentation	Josh - D
Key Performance Indicators (KPIs)	Bizzy - D
Review Strategic Plan	Heather D - D
Review Mission, Vision, Goals, Guiding Principles, Staff Development and Succession Planning – tie to Strategic Plan and reaffirm	Heather/GM Team
Kaspar Maintenance Facility	Anne - PR
Workforce Utilization Report	Josh - PR
Delegation of Authority Update – Agreements, Grants, and Procurements: JOC Contract	
May/June Agenda Calendar	