



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



12 - 18 MONTH WORKPLAN FOR 2024-2025

GOAL ONE: SERVICE EXCELLENCE

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

- Identify funding mechanisms to implement the prioritized service enhancements in Flagstaff in Motion – A Community Transit Plan.
- Analyze the timing of Route 7 and implement service changes to ensure reliable service for riders and adequate layover time for operators.
- Coordinate with MetroPlan’s West Route 66 plan to design the expansion of Route 8 to Woody Mountain Road with permanent stop improvements and pedestrian crossings.
- Analyze the feasibility of serving the Plaza Vieja neighborhood by rerouting Route 8.
- Create resilient and reliable transit service through workforce recruitment and retention strategies and ongoing training and development of dedicated, customer service-focused workforce.

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

- Complete Downtown Connection Center by Spring 2025 and identify funding strategies and timeline for constructing the necessary operations improvements, i.e. bus bays. (ongoing)
- Pursue “missing and incomplete bus stops” funding for new bus stops and needed upgrades for stops per the Transit Guidelines. (ongoing)
- Complete final design and construct Kaspar Maintenance Facility improvements.
- Continue pursuit of a signalized intersection at Phoenix Ave. and Milton Rd. and pursue funding opportunities if successful.
- Maintain collaborative relationship with the City to implement bus only lanes as a part of the Beulah realignment project with the City. (ongoing)
- Implement a new Computer-Aided Dispatch / Automatic Vehicle Location (real time arrival) solution to improve bus reliability for dispatch and customer facing apps.
- Complete a study on what improvements are necessary to facilitate a left turn from Pine Cliff Drive onto Forest Ave to allow for permanent transit route service/structure to improve Route 2 efficiency and increase access to service on the mesa. Implementation of any identified solution will require identification of funding.

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.

- Collaborate with NACOG and other regional transit providers in supporting regional transit service needs. (ongoing)
- Coordinate with the City of Flagstaff’s code project to better integrate transit into City code. Present findings to City Council for consideration and adoption.
- In coordination with the City of Flagstaff, plan and construct the projects associated with the First Mile Last Mile grant.

- Provide consistent and timely feedback on City of Flagstaff road-related capital projects to integrate transit.
- Evaluate fare program changes to address equity concerns and improve access to transit services for communities and riders that are generally transit dependent and face financial hardship.
- Evaluate service impacts of implementing zero fare program.

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 for transitioning to a zero-emission fleet. (ongoing)
- Monitor performance of battery electric buses using maintenance records and performance indicators to determine feasibility of ongoing transition to EV in the immediate bus replacement process.
- Obtain Coconino County Sustainable Building Certifications in the development of all new facilities, through sustainable building practices and site design. (ongoing)
- Provide information to staff on how they can support the community through personal choices, use transit, carpool etc. Be role models for our community. (ongoing)
- Develop a formal program to engage the Leadership Team in actively riding transit and sharing their experiences to benefit our staff and riders.

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. (ongoing)
- Continue to collect and maintain data for baseline reporting of corrective vs. preventative maintenance of rolling stock and fixed assets. (ongoing)
- Evaluate bus stop conditions per Transit Asset Management (TAM) scoring criteria. (ongoing)
- Evaluate current Transit Asset Management software for effectiveness and usability. If necessary, update and or purchase a new solution to ensure records provide information needed and support objective of tracking maintenance per policies and documenting replacement triggers.

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 encourage staff to grow and advance within Mountain Line. (ongoing)
- Create a training program that focuses on all staff at Mountain Line, with specific training topics for each division or department. (ongoing)
- Develop a post- training assessment program to help measure training effectiveness for all departments and divisions.
- 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. (ongoing)
- Develop an outreach plan to promote employee development and distribute monthly information on development opportunities, including tuition assistance, training time and course options available, and personal growth. (ongoing)
- Complete construction and open Commercial Driver’s License (CDL) training course by March 2024.

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

- Modify the guaranteed work hours per full-time employee by June 30, 2024, educate staff on status options as a measure to reduce employee absenteeism, and transition to new hybrid method of bidding and open board scheduling to help employees build a work-life balance.
- Finalize the Mobility Study to evaluate current Paratransit and Microtransit Operations. Implement adopted strategies to increase rider/community access to on-demand transit services in a cost effective and efficient manner.

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 program or insurance pool. (ongoing)
- 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. (ongoing)
- Develop an employee engagement plan to ensure employees are included in shared decision making, team-building projects, and all staff meetings to create positive, productive, and healthy work environments. (ongoing)
- Develop employee engagement materials focused on contributions 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. (ongoing)

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. (ongoing)
- Partner with Coconino County Health and Human Services to train staff on Narcan delivery and introduce Narcan into all First Aid Kits. (ongoing)
- 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. (ongoing)
- Present updated rider suspension policies to the Board for adoption. (ongoing)
- Develop a safety and training plan for fleet, facilities, and operations on proper procedures and best practices for incorporating electric vehicles into our fleet and facilities as well as to address new electric charging equipment and infrastructure.

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. (ongoing)
- Update procedures for determining “Working Conditions, Exposures to Risk and Physical Dangers” for all job descriptions based upon an analysis of job specific hazards. (ongoing)
- Review and improve the existing procedures for reporting, mitigating, and determining root causes of workplace injuries to streamline process, encourage reporting near-miss incidents, and reduce hazards. (ongoing)

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 develop cross division training and best practices when dealing with safety issues associated with electric vehicles and charging infrastructure.
- Evaluate the current plexiglass driver barrier door to provide an improved solution that addresses staff concerns and injuries, improves upon the conditions of the current barrier, and is widely accepted across the team. (ongoing)

- Purchase a bus simulator (driver testing and training platform) and adopt a simulation-based training program. Develop a shared use plan for the simulator that enables use by local and regional partners to advance safety and training of all bus drivers in the region.

GOAL FIVE: COMMUNITY ENGAGEMENT

OBJECTIVES:

1. Encourage active participation from a supportive network of stakeholders.

- Develop a strategy to encourage influential key stakeholders (City, County, CCC, NAU Leadership, 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. (ongoing)
- Engage influential key stakeholders in representing Mountain Line at events and sharing messaging about the importance of transit.
- 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. (ongoing)
- Engage the Citizen’s Advisory Committee and other resources to determine a recommendation on what initiative(s) to pursue in the November 2024 election.

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

- Engage in a minimum of 10 community events each year. (ongoing)
- Conduct educational campaign 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. (ongoing)
- Conduct an education campaign on Mountain Line’s fare options including benefit of mobile ticketing and fare capping. (ongoing)
- Develop marketing campaign to highlight transit usage during significant downtown area construction.

GOAL SIX: FISCAL RESPONSIBILITY

OBJECTIVES:

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

- 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. (ongoing)

- Evaluate service delivery and marketing efforts through the lens of actual performance indicators to ensure continued eligibility for Small Transit Intensive Cities funding.
- Seek new and update existing partner agreements to reflect current conditions and that contain the financial resiliency needed for future capital and operating plans, i.e. transition to zero emission buses.

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

- Work with existing partners and community to promote the ecoPASS program and increase use as a necessary component of the City County, and NAU reaching respective climate action goals. (ongoing)
- 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. (ongoing)
- Consider the value of disposing of excess real property, through sale, to gain additional local match for future capital needs.

3. Expand Mountain Line revenue resources to allow for the full implementation of the 5-year Transit Plan (Flagstaff in Motion), 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. (ongoing)
- Coordinate and develop an implementation plan with State Transit peers on long-term State Legislation changes to restore and/or establish statewide transit funding. (ongoing)