



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.*



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.*