



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, June 21, 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. The 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.

Public Comment Process

The Mountain Line Board of Directors welcomes public comments during meetings. Members of the public can comment on items not on the agenda under the general call to the public and on items on the agenda at the time the item is considered, in the agenda order. There are three ways to submit comments:

1. Written Comments: Members of the public can submit public comments by email up until 9:00 a.m. on the day of the meeting. Comments can be emailed to publiccomment@mountainline.az.gov and should reference if the comment is part of the general call to the public or in reference to a specific agenda item. Every email, if received by 9:00 a.m. on the day of the meeting, will be entered into the official record.
2. Virtual Comments: Members of the public can join the meeting virtually to deliver public comments. Those wishing to attend virtually must email publiccomment@mountainline.az.gov by 9:00 a.m. on the day of the meeting with their name and agenda item for which they wish to provide comment. The Clerk of the Board will provide a link to access the meeting via Zoom and will introduce those giving public comments at the appropriate time in the agenda.

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3. In-Person Comments: Members of the public can attend any Board meeting in-person and submit a speaker card to the Clerk of the Board.

The agenda for the meeting is as follows:

-pages 1-4

1. CALL TO ORDER

2. ROLL CALL

3. SAFETY MINUTE

-Sam Short, Workforce Director

4. CALL TO THE PUBLIC

The public is invited to speak on any item or any area of concern that is the jurisdiction of the Mountain Line Board. Comments relating to items on the agenda will be taken at the time the item is discussed. The Board is prohibited by the Open Meeting law from discussing, considering, or acting on items raised during the call to the public, but may direct the staff to place an item on a future agenda. Individuals are limited to a three minute presentation. A spokesperson for 10 or more people present at today's meeting may be given up to six minutes to speak. The Board will not recognize anonymous comments.

5. APPROVAL OF MINUTES:

- a. Regular Meeting 4/19/2023

-pages 5-11

- b. BOD/TAC Joint Meeting 5/17/2023

-pages 12-16

DISCUSSION / ACTION ITEMS:

6. ZERO-FARE POLICY

-pages 17-38

-Heather Dalmolin, CEO and General Manager

Staff recommends the Board of Directors direct staff to delay consideration of the Zero-Fare policy and related workplan items until spring 2025.

7. FY2024 PROPOSED BUDGET

-pages 39-48

-Josh Stone, Management Services Director

Staff recommends the Board of Directors approve the FY2024 Proposed Budget for a total expense budget of \$64,473,982, with operating of \$11,837,749 and capital of \$52,636,233.

8. DISADVANTAGED BUSINESS ENTERPRISES (DBE) GOAL FOR FFY2024-FFY2026

-Heather Higgins, Purchasing and Contracts Officer

-pages 49-51

Staff recommends the Board of Directors approve the updated DBE goal for FFY2024-FFY2026, based on Federal Transit Administration (FTA) guidance for goal setting and as adjusted per Arizona Department of Transportation (ADOT) Disparity Study 2023.

9. CYBERSECURITY POLICIES

--pages 52-53

-Jon Matthies, Information Technology Manager

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Staff recommends the Board of Directors approve and adopt Mountain Line Cybersecurity Policies as required to meet federal guidelines for transit programs and to improve the mitigation of known risks.

10. MOUNTAIN LINE'S NEW VISION -pages 54-56
-Heather Dalmolin, CEO and General Manager
Staff recommends the Board of Directors approve and adopt the new Mountain Line Vision that is a result of last month's joint meeting and discussion in May 2023.
11. STRATEGIC PLAN KEY PERFORMANCE INDICATORS -pages 57-58
-Bizzy Collins, Strategic Performance Planner
Staff recommends the Board of Directors approve and adopt Mountain Line Key Performance Indicators, directing staff to add these measures to the 2020-2025 Strategic Plan.
12. UPDATED GUIDING PRINCIPLES, OUR NEW CORE VALUES -pages 59-61
-Bizzy Collins, Strategic Performance Planner
The Board may provide direction, but there is no recommendation from staff at this time.

CONSENT AGENDA:

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

13. FY2024 PROCUREMENT RESOLUTION -pages 62-67
-Josh Stone, Management Services Director
Staff recommends the Board of Directors approve Resolution 2024-110: FY2024 Procurement Resolution to authorize the CEO and General Manager to 1) approve and award procurements and 2) execute contracts that support projects that are within the approved fiscal year budget, the 5-year capital improvement plan, the financial plan, and which may be related to the approved annual Collective Grant Resolution.
14. RESOLUTION 2024-100: FY2024 COLLECTIVE GRANT RESOLUTION AND THE FY2023-FY2027 TRANSIT PROGRAM FROM THE TRANSPORTATION IMPROVEMENT PROGRAM
-Josh Stone, Management Services Director -pages 68-71
Staff recommends the Board of Directors: 1) Approve Resolution 2024-100: FY2024 Collective Grant Resolution for federal and state transit grant applications and subsequent executions as necessary to support transit programs within the 5-year capital improvement plan and 10-year financial plan; and 2) Approve the amended Transit Program from the FY2023-FY2027 regional Transportation Improvement Program.





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15. LINE OF CREDIT RENEWAL FROM WESTERN ALLIANCE BANK FOR \$500,000
-Josh Stone, Management Services Director -pages 72-73
Staff recommends the Board of Directors authorize Mountain Line Management Services Director to renew and activate a Western Alliance Bank credit line of up to \$500,000 to provide cash flow assistance, if necessary, to meet cash flow commitments during the fiscal year 2023-2024.

PROGRESS REPORTS:

16. AUGUST SERVICE CHANGES -pages 74-75
-Estella Hollander, Mobility Planner
17. ANNUAL INFORMATION TECHNOLOGY UPDATE -pages 76-82
-Jon Matthies, Information Technology Manager
18. FY2024 MEETING DATES -pages 83-84
-Rhonda Cashman, Executive Assistant and Clerk of the Board
19. DELEGATIONS OF AUTHORITY -page 85
-Heather Dalmolin, CEO and General Manager
20. SUMMARY OF CURRENT EVENTS -pages 86-87
-Heather Dalmolin, CEO and General Manager

ITEMS FROM COMMITTEE AND STAFF:

SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

August/September Working Agenda -page 88

The next Board meeting will be August 16, 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. August agenda items may include but not be limited to Personnel Policy Updates, Electric Vehicle Bus Pilot Performance Report, Electric Vehicle Charging Update, Downtown Connection Center (DCC) Update, Commercial Driver's License (CDL) Course Update, Annual Safety Report, Bus Stop Rehab Report, Annual Maintenance Report, and Delegation of Authority Updates. The August agenda will be available for review on Mountain Line's website and at Mountain Line's public posting places (listed on the Mountain Line website) at least 24 hours prior to the meeting and should be consulted for a list of items that will come before the Board.

21. ADJOURNMENT

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Board of Directors Minutes for Wednesday, April 19, 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, April 19, 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);
Jeronimo Vasquez, (Vice Chair), Board of Supervisors, Coconino County, (Zoom);
Josh Maher, Associate VP for Community Relations, NAU, alternate, (Zoom); joined at approximately 10:05am;
Deborah Harris, City Councilor, City of Flagstaff, 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:

Miranda Sweet, Vice Mayor, City of Flagstaff;
Lori Matthews, City Councilor, City of Flagstaff;

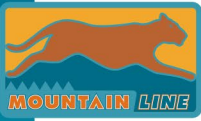
MOUNTAIN LINE STAFF IN ATTENDANCE:

Heather Dalmolin, CEO and General Manager, (In Person and Zoom);
Jim Wagner, Operations Director, (Zoom), left at approximately 11:15am;
Josh Stone, Management Services Director, (Zoom), left at approximately 11:15am;
Jacki Lenner, Marketing and Communications Director, (Zoom), left at approximately 11:15am;
Sam Short, Safety Manager;
Jeremiah McVicker, Maintenance Manager, (Zoom), left at approximately 11:15am;
Estella Hollander, Mobility Planner, left at approximately 11:15am;
Mitch Reddy, Associate Transit Planner, left at approximately 11:15am;
Heather Higgins, Purchasing and Contracts Officer, (Zoom), left at approximately 11:15am;
Jon Matthies, IT Manager, (Zoom), left at approximately 11:15am;
James Olson, IT Technician; left at approximately 11:17am and returned at approximately 11:54am;
Rhonda Cashman, Executive Assistant and Clerk of the Board;
Scott Holcomb, Mountain Line Attorney

GUESTS PRESENT:

Jason Kordosky, Member of the Public representing freemountainline.org, (Zoom), left at approximately 10:15am
Teresa Sharon, Transit Bus Operator and Relief Supervisor, arrival at approximately 10:10am and left at approximately 10:20am





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Michael Shumway, Travelers Insurance, Legal Counsel for Mountain Line, arrival at approximately 11:33am during the executive session

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

Chair Williams asked Board members to amend the agenda, on behalf of Ms. Dalmolin, to table agenda item #9 Zero Fare Policy, to a future meeting. Ms. Dalmolin stated more time is needed to develop a plan and the proposed action is necessary to allow public comment under the Call to the Public for those who are in attendance regarding this agenda item. Vice Chair Vasquez made a motion to table item #9, Zero Fare Policy. Chair Williams seconded. There was no discussion. All approved, none opposed. Motion carried.

NAME	YES VOTE	NO VOTE
Tony Williams	X	
Jeronimo Vasquez	X	
Josh Maher	X	
Deborah Harris	X	

3. SAFETY MINUTE
-Sam Short, Safety Manager

Mr. Short reported on Bike Safety.

4. CALL TO THE PUBLIC

There was one member of the public, Mr. Kordosky from Munds Park, Arizona 86017. He read a letter sent to the Mountain Line Board on behalf of additional members of freemountainline.org in zip codes 86001, 86004, and 86005, supporting fare-free for the Mountain Line transit system. He provided multiple data points within the letter for the Mountain Line Board to consider. Chair Williams thanked him for sharing his public comments to be considered during discussion at a future meeting.

5. MILESTONE ANNIVERSARY

Teresa Sharon was recognized for her 5 years of service.

6. APPROVAL OF MINUTES 3/22/2023

Director Maher moved to approve the minutes for March 22, 2023. Vice Chair Vasquez seconded. There was no discussion. All approved, none opposed. Motion carried.





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NAME	YES VOTE	NO VOTE
Tony Williams	X	
Jeronimo Vasquez	X	
Josh Maher	X	
Deborah Harris	X	

DISCUSSION / ACTION ITEMS:

7. FY2022 FINANCIAL AUDIT REPORT

-Josh Stone, Management Services Director

Staff recommends the Board of Directors approve the FY2022 Financial Audit Report as completed by Fester and Chapman P.C. and filed as required by March 31, 2023.

Mr. Stone explained the requirement for the independent audit, along with Board approval and the need to file with the State. He stated the final issuance and filing occurred on the same day, March 31, 2023. He noted in Fester and Chapman's opinion, Year End was not completed timely. Mr. Stone shared that there were staffing challenges as he moved into his new position. He said a corrective action report was established to ensure future timeliness. Chair Williams asked if the Board typically approves this report before it is filed. Mr. Stone replied, yes, typically it is, but the firm did not have the report ready in time for the March Board meeting. Director Maher made a motion to approve the FY2022 Financial Audit Report as recommended. Vice Chair Vasquez seconded. There was no discussion. All approved, none opposed. Motion carried.

NAME	YES VOTE	NO VOTE
Tony Williams	X	
Jeronimo Vasquez	X	
Josh Maher	X	
Deborah Harris	X	

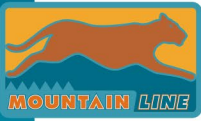
8. THE METROPLAN AND MOUNTAIN LINE COORDINATED PUBLIC TRANSIT-HUMAN SERVICES TRANSPORTATION PLAN

-Mitch Reddy, Associate Transit Planner

Staff recommends the Board of Directors adopt the MetroPlan & Mountain Line Coordinated Public Transit - Human Services Transportation Plan.

Mr. Reddy shared that the Coordinated Plan goes through a major revision process every four years and this was done this year. He stated the Coordinated Mobility Council meets quarterly and they made recommendations to address gaps. He reviewed the new strategies and improved strategies briefly. He reported that two committees have been formed to address wheelchair accessibility vehicles for taxi services and simplifying the qualification process. He noted this plan was adopted by the MetroPlan Executive Board in March. There were no questions. Director Maher made a motion to adopt the Coordinated Plan as recommended. Vice Chair Vasquez seconded. There was no discussion. All approved, none opposed. Motion carried.





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NAME	YES VOTE	NO VOTE
Tony Williams	X	
Jeronimo Vasquez	X	
Josh Maher	X	
Deborah Harris	X	

9. ZERO-FARE POLICY

-Heather Dalmolin, CEO and General Manager

Staff recommends that the Board of Directors direct staff to develop a plan to 1) test zero-fare policies as a consideration in a potential transit tax extension or expansion and 2) make Mountain Line zero-fare for all riders no later than the end of FY2025.

This item was tabled and will be considered at a future meeting per the action taken by the Board at the beginning of the meeting.

10. FY2024 CAPITAL BUDGET

-Josh Stone, Management Services Director

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

Mr. Stone reviewed a PowerPoint slide with Board members related to the anticipated capital expenses and carryover for the FY2024 budget. He gave a brief status update on the major projects that the planning team usually provides regular updates on. There was a question regarding the difference between the FY2023 Budget and the FY2023 Projected. Mr. Stone explained the Projected is what has or will be spent this fiscal year and the remainder will carry over to the FY2024 Budget. Chair Williams stated his appreciation for the Capital Budget review. There was no further discussion.

11. BUS STOP EQUITY ANALYSIS UPDATE

-Anne Dunno, Capital Project Manager

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

Ms. Dunno referenced the Transit Guidelines adopted by the Board in 2019 and intended for use by Mountain Line staff, City staff, and developers, informing them of the process to incorporate transit into the built environment. She explained the Transit Guidelines also allow for scoring of bus stop amenities in an equitable manner. She noted the guidelines also mention the Permanent Transit Network, the key corridors to keep transit. Ms. Dunno stated an analysis done recently showed two-thirds of bus stops fit the established criteria, but about 58 stops need improvement, including about 20 shelters. She also noted the City has not formally adopted the Transit Guidelines and staff are looking at this process. She commented on the two main reasons for less than adequate amenities is budget and right-of-way. She stated each shelter costs approximately \$30,000. She explained Mountain Line is a goodwill partner; Mountain Line does not have eminent domain, but a bus stop acquisition policy is being developed and will be brought to the Board for consideration soon. Ms. Dunno communicated that our facilities team works hard with our partners for bus stops. There was a couple questions about where funding comes from for bus stops and if private funds can be used. Ms. Dunno responded that there is no regular funding, but Mountain Line received \$500,000 under





the State of Good Repair grant in 2016 which is being used in this manner and she replied that Mountain Line welcomes private partnerships. There was another question about where most of the bus stops are located that need amenities. Ms. Dunno explained most of them are located along Fourth Street, Huntington, and off University; these areas are challenging due to right-of-way and sidewalk issues. She offered to provide a map and Board members expressed interest in seeing a bus stop map, especially to see the geographic equity. Vice Chair Vasquez suggested a couple areas that he felt needed bus stops. Chair Williams stated he was appreciative of the scoring rubric and agreed that a map would be helpful.

12. MOUNTAIN EXPRESS SERVICE FOR 2022-2023

-Estella Hollander, Mobility Planner

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

Ms. Hollander provided an update on the most recent season. She described the route and noted 30 minute service was offered daily December 26-January 1, then on weekends in January and February. She reported, due to weather conditions, service was not offered on January 15 and February 26. She explained that Arizona Snowbowl does pay for this service which is free to the rider. She reviewed the ridership year over year; 2018-2019 had the highest ridership. She noted service was offered at 20 minute frequency in that year and Arizona Snowbowl had a big marketing campaign as well. Ms. Hollander shared a graph of boardings which showed pickups by stop and noted that parking at Fort Valley reduced boardings at the Downtown Connection Center (DCC) and the designated Flagstaff High School Park and Ride. She communicated that Mountain Line has told Arizona Snowbowl that service next year may not serve the Fort Valley parking lot in the future as it does not align with Mountain Line's goal in providing this service, to reduce traffic on Highway 180. There was some discussion around surveying riders, comparing Arizona Snowbowl's lift ticket sales to ridership, advertising – especially related to kids skiing/snowboarding before they can drive, and how much Arizona Snowbowl pays for this service. Ms. Hollander shared that Arizona Snowbowl may be able to offer a survey in conjunction with other surveys they offer. She noted staff can ask Arizona Snowbowl for their lift ticket sales to see if there is any correlation. Ms. Hollander stated that Arizona Snowbowl does advertising, as well as Mountain Line's promotion through social media. Ms. Lenners clarified that Mountain Line ads are local, and we already have an ad campaign targeting parents to let Mountain Line do the driving for their kids; Arizona Snowbowl has further reach regarding advertising to visitors. Ms. Hollander confirmed that Arizona Snowbowl pays for 100 percent of the service. There were no more questions.

PROGRESS REPORTS:

There were no questions regarding the progress reports.

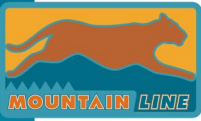
13. DELEGATIONS OF AUTHORITY

-Heather Dalmolin, CEO and General Manager

14. SUMMARY OF CURRENT EVENTS

-Heather Dalmolin, CEO and General Manager





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Ms. Dalmolin shared the following highlights:

- We are now short four bus operators.
- The Human Resources Manager candidate pulled out. Mr. Stone and Mr. Short are supporting staff.
- The electric bus will be put into service on routes next Wednesday, April 26th.
- The New Flyer electric bus will arrive in late May or early June. The recall issue related to battery compartment fire risk has been resolved.
- The electric bus will be on display at the City's Earth Day event on April 22nd.
- The electric bus will also be on display at the Science, Technology, Engineering, and Mathematics (STEM) celebration at Fort Tuthill on April 29th.
- The traffic impact analysis for Northern Arizona Healthcare was reviewed by Mountain Line and it may cause delays at three intersections. This will be discussed at future Council meetings.
- Congratulations to Mr. Stone on the Audit. He assumed his position mid-year.
- Congratulations to Mr. Reddy. He has accepted a full time position.
- April anniversaries were reviewed.

At approximately 11:15am, Director Maher made a motion to convene an executive session. Vice Chair Vasquez seconded. There was no discussion. All approved, none opposed. Motion carried.

NAME	YES VOTE	NO VOTE
Tony Williams	X	
Jeronimo Vasquez	X	
Josh Maher	X	
Deborah Harris	X	

EXECUTIVE SESSION

Executive sessions are closed to the public.

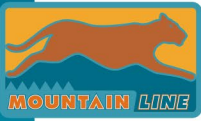
The Board considered a motion to convene an executive session pursuant to A.R.S. § 38-431.03(A)(3) and (4) for the following purpose:

1. Discussion and consultation with Mountain Line's attorney for legal advice and with Mountain Line's attorney and designated representatives, regarding the Riggs v. NAIPTA litigation. ARS § 38-431.03(A)(3) and (4).
2. 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 11:54am.

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ITEMS FROM COMMITTEE AND STAFF:

Chair Williams communicated that the Board and TAC Joint meeting would be held on Wednesday, May 17th, 10am-2pm, in person at the Flagstaff, Aquaplex, 1702 N. Fourth Street.

SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

May/June Working Agenda

The Board and TAC Joint meeting will be held on Wednesday, May 17, 2023. It will be held in person at the Flagstaff Aquaplex, in the Community Room, 1702 N. Fourth Street, Flagstaff, AZ 86004 at 10am. The public is invited to attend. May agenda items may include but not be limited to Budget Presentation, Strategic Plan Review, Key Performance Indicators, Review Mission, Vision, Goals, Guiding Principles, Staff Development and Succession Planning, and Delegation of Authority Updates. The May 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 June 21, 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. June agenda items will include but not be limited to Budget Approval, Key Performance Indicators Adoption, DBE Goal Setting, Procurement Resolution, Grant Resolution, Line of Credit, Personnel Policy Manual Updates, Annual Cybersecurity Report, Meeting Calendar Review, and Delegation of Authority Updates. The June 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 11:56am.

Tony Williams, Chair of the Mountain Line Board of Directors

ATTEST:

Rhonda Cashman, Executive Assistant and Clerk of the Board





Board of Directors and Transit Advisory Committee Joint Meeting Minutes for Wednesday, May 17, 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 and Transit Advisory Committee met in Joint Session on Wednesday, May 17, 2023 at 10:00am 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, (Chair), Acting Meeting Chair, Dean of Student Affairs, CCC, designee;
Jeronimo Vasquez, (Vice Chair), Board of Supervisors, Coconino County;
Miranda Sweet, City Council, City of Flagstaff;
Lori Matthews, City Council, City of Flagstaff;
Josh Maher, Associate Vice President for Community Relations, NAU, alternate;
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:

Deborah Harris, Mayor, City of Flagstaff, alternate

TAC MEMBERS PRESENT:

Erin Stam, (Chair), Director of Parking and Shuttle Services, NAU, designee;
Greg Clifton, (Vice Chair), City Manager, City of Flagstaff, arrival at approximately 10:19am;
Dave Wessel, Manager, MetroPlan, designee;
Carol Covington, Citizen Representative, Coconino County;
Kurt Stull, Executive Director of Facilities and Security, CCC, designee;
Gail Jackson, Economic Development Representative, ECoNA;
Tiffany Kerr, Health Disparities Program Manager, Coconino County, designee;
Andy Bertelsen, Deputy County Manager, Coconino County, alternate;
Michele James, Citizen Representative, City of Flagstaff;





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Rafy Rivera, Assistant Director of Shuttle Services, NAU, alternate;
Carlton Johnson, Citizen Representative, City of Flagstaff, alternate
**Five of our eight TAC member seats must be present to constitute a quorum.*

TAC MEMBERS EXCUSED:

Kate Morley, Interim Executive Director, MetroPlan, alternate;
Jeff Bauman, Traffic Engineer, City of Flagstaff, alternate;
Maria Machelor, President, ASNAU

MOUNTAIN LINE STAFF PRESENT:

Heather Dalmolin, CEO and General Manager;
Jim Wagner, Operations Director;
Jacki Lenner, Marketing and Communications Director;
Sam Short, Workforce Director;
Anne Dunno, Capital Project Manager;
Bizzy Collins, Strategic Performance Planner;
Estella Hollander, Mobility Planner;
Jon Matthies, IT Manager;
Rhonda Cashman, Executive Assistant and Clerk of the Board;
Scott Holcomb, Mountain Line Attorney

GUESTS PRESENT:

Nicole McCleary, TransPro Consulting;
Ehren Bingaman, TransPro Consulting;

1. CALL TO ORDER -Chair Williams called the meeting to order at approximately 10:06am.
2. ROLL CALL AND INTRODUCTIONS

Chair Williams welcomed our new alternate TAC members and our TransPro Consultants.

3. SAFETY MINUTE
Sam Short, Workforce Director

Mr. Short reported on wild animal driving hazards. He noted deer and elk are more active in the early morning and early evening. He explained it is best not to swerve to avoid hitting the animal as it could lead to other unforeseen consequences, the importance of wearing your seatbelt, and to brake when you see the animal.

DISCUSSION / ACTION ITEMS:

4. FY2024 BUDGET PRESENTATION
-Josh Stone, Management Services Director
The Board may provide discussion and direction, but there is no recommendation from staff at this time.

Getting you where you want to go





Ms. Dalmolin presented this item on behalf of Mr. Stone who was not in attendance at the meeting. She reviewed the current revenue sources. She noted budget requests have been submitted to partners. She shared a chart of the FY2024 budgeted revenue sources. She explained the Financial Plan – Fund Balance criteria and noted this plan is effective through 2040. She then reviewed some assumptions related to the Fund Balance graph provided. There were no questions for Ms. Dalmolin regarding the budget.

5. STRATEGIC WORKPLAN METRICS

-Bizzy Collins, Strategic Performance Planner

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

Ms. Collins referenced that she had placed handouts at each seat in case anyone has trouble seeing the screen. She noted her need for feedback throughout her presentation to establish the Key Performance Indicators (KPIs). She reviewed proposed KPIs for each of the six goals in the Strategic Plan and received member feedback. She reviewed next steps including making edits from suggested feedback, seeking adoption in June, and creating a handout for public distribution.

6. MOUNTAIN LINE MISSION, VISION, AND STRATEGIC PLAN UPDATE

-Heather Dalmolin, CEO and General Manager

-TransPro Consultants

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

TransPro consultants introduced themselves and reviewed their agenda. They talked about organizational alignment and vision being critically important. They reported staff felt the mission of Getting You Where You Want To Go is still relevant and will be kept. Ms. Dalmolin and Advisor Bertelsen shared some history with the group related to the vision as established in 2006. They recommend clarity and employees' ability to recite the vision may be helpful for all to support the vision.

LUNCH

TransPro consultants started the afternoon off with an activity – What would the Arizona Daily Sun headline be about Mountain Line on May 17, 2025? Some common themes identified from this exercise were: Expansion, Carbon Neutrality, Sustainability, Electric Vehicles, and Service to Outlying Areas. They reviewed some other agency vision statements with members. There was a lengthy discussion on developing our Mountain Line vision. The group agreed upon a first draft of the vision: Leading, connecting communities, and enhancing quality of life through sustainable transportation services. They stated they would refine this vision statement with staff and bring it back for approval in June. TransPro consultants reviewed a Training Curriculum/Roadmap for succession planning. They plan to provide a summary of today's workshop. A one word close was done; each member, and some staff members, shared their one word takeaway.

PROGRESS REPORTS:

Getting you where you want to go





There were no questions regarding the progress reports.

7. KASPAR MAINTENANCE FACILITY PROJECT UPDATE
-Anne Dunno, Capital Project Manager
8. EQUAL EMPLOYMENT OPPORTUNITY (EEO) WORKFORCE UTILIZATION ANALYSIS, FEDERAL FISCAL YEAR 2023
-Josh Stone, Management Services Director
9. DELEGATION OF AUTHORITY UPDATE
-Heather Dalmolin, CEO and General Manager
10. SUMMARY OF CURRENT EVENTS
-Heather Dalmolin, CEO and General Manager

Ms. Dalmolin communicated the Current Events Report is a printed handout this month and she wants to touch on a few key items.

- The new Arizona Department of Transportation (ADOT) Director, Jennifer Toth, visited the Downtown Connection Center (DCC) site and discussed the traffic light at Phoenix and Milton that is needed for Mountain Line buses. This was extremely helpful for them to see in person.
- The DCC Groundbreaking event is Wednesday, May 31st. Guests from the Federal Transit Administration and hopefully the State of Arizona will be in attendance. Please plan to join us and RSVP to Rhonda if you haven't already.
- Anniversaries were reviewed.
- She is grateful for everyone's participation today.

Chair Williams thanked our consultants for their guidance.

SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS
June/July/August Working Agenda

The next TAC meeting will be on June 1, 2023 and will be a Hybrid in person and Zoom meeting based in Flagstaff in the VERA Conference Room, 3773 N. Kaspar Dr., Flagstaff, AZ 86004 at 10am. The public is invited to attend. June Agenda items will include, but not be limited to the Budget Adoption, Key Performance Indicators (KPIs) Adoption, Disadvantaged Business Enterprise (DBE) Goal Setting, Cybersecurity Policies, Procurement Resolution, Grant Resolution/Transportation Improvement Program (TIP) Table, Line of Credit, Personnel Policy Manual Updates, Annual Cybersecurity Report, Bus Stop Rehabilitation Update, Meeting Calendar Review, and Delegation of Authority Updates. The June agenda will be available for review on NAIPTA's website and at NAIPTA's public posting places (listed on the NAIPTA 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 on June 21, 2023 and will be a Hybrid In-Person and Zoom meeting based in Flagstaff in the VERA Conference Room, 3773 N. Kaspar Dr., Flagstaff, AZ 86004 at 10am. The public is invited to attend. June agenda items will include but not be limited to the Zero Fare Policy, FY2024





Mountain Line

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Board Agenda Packet
6/21/2023 - Page 16 of 88

Budget Adoption, Key Performance Indicators (KPIs) Adoption, Disadvantaged Business Enterprise (DBE) Goal Setting, Cybersecurity Policies, Vision Statement Approval, Procurement Resolution, Grant Resolution/Transportation Improvement Program (TIP) Table, Line of Credit, Personnel Policy Manual Updates, Annual Cybersecurity Report, Bus Stop Rehabilitation Update, Meeting Calendar Review, and Delegation of Authority Updates. The June agenda will be available for review on NAIPTA's website and at NAIPTA's public posting places (listed on the NAIPTA website) at least 24 hours prior to the meeting and should be consulted for a list of items that will come before the Board.

11. ADJOURNMENT -Chair Williams adjourned the meeting at approximately 1:46pm.

Tony Williams, Chair, Mountain Line Board of Directors

ATTEST:

Rhonda Cashman, Executive Assistant and Clerk of the Board

Getting you where you want to go





Mountain Line

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DATE PREPARED: June 8, 2023

MEETING DATE: June 21, 2023

TO: Honorable Chair and Members of the Board

FROM: Heather Dalmolin, CEO and General Manager

SUBJECT: Zero-Fare Policy

RECOMMENDATION:

Staff recommends the Board of Directors direct staff to delay consideration of the Zero-Fare policy and related workplan items until spring 2025.

RELATED STRATEGIC PLAN OBJECTIVE

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

BACKGROUND:

The Mountain Line 2020-2025 Strategic Plan and the 12–18 month Workplan directs staff to develop options to replace fares with alternative revenues to support implementation of zero-fare system and to implement a 18-month zero-fare pilot program for K-12 and college students.

While there are many reasons to consider adopting zero-fare policies, staff feel like introducing this conversation while Mountain Line is in the process of considering recommending a transit tax increase question to voters is likely to create confusion about funding needs. We have already done some messaging that additional service in our community is dependent upon additional transit tax funding, which was a critical point in the discussion around service to the proposed new hospital location. We anticipate embarking on additional educational efforts about how we can implement the findings of the five-year transit plan only if new funding is made available. Staff are increasingly concerned that reducing revenues while asking for increased taxes to operate new and expanded services would undermine future messages and efforts.

As a result of transitioning to zero-fare, the anticipated loss of fare revenue will be approximately \$644,000 (the FY2023 budget) while the anticipated savings of operating costs will be approximately \$110,000. The remaining revenue to be replaced is \$534,000. Staff have only identified two potential sources for replacing the lost fare revenue: transit tax funding and federal operating funding. The use of transit funding could have potential impact on future fund balance for both operating and capital programs while use of federal funding increases the dependency on federal funds, both of which are a conflict with our Financial Management Policy.





Mountain Line

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FISCAL IMPACT:

Lost fare revenue is estimated at \$644,000 of the total revenues required for Mountain Line's recurring operating costs and additional/new revenue sources would need to be identified to replace these funds.

ALTERNATIVES:

- 1) Direct Staff to delay zero-fare policy changes, including workplan items related to zero-fare, until the additional funding is secured (**recommended**). It is our recommendation that we do not alter the revenue structure that is crucial to current and future operations until we know the outcome of the anticipated November 2024 transit tax expansion question and can determine status of funding to replace expected loss of fares.
- 2) Do not take action as recommended and direct staff on one or more of the following options:
 - a. Complete the pilot as per the 12-18-month workplan and consider zero-fare after the pilot.
 - b. Introduce zero-fare without a pilot, as either a phased program or whole program, and direct staff to use existing revenues, including federal funding, to cover lost revenues.
 - c. Introduce zero-fare for identified groups of riders, like individuals that qualify for financial assistance from one or more federal or state welfare programs (healthcare, unemployment, food assistance), college and university students, and individuals that are veterans of American Armed Forces, and direct staff to use existing revenues, including federal funding, to cover lost revenues.

TAC DISCUSSION:

The Transit Advisory Committee was offered an opportunity to provide feedback on the recommendation from staff. Feedback included that now is not the right time for zero fare; however, Mountain Line should test community support for zero fare in polling and surveying efforts and ensure any proposed tax questions include an increase that is adequate to cover fare revenue so that a decision can be considered later.

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

1. Zero-Fare Public Comments Received via Email -pages 19-38

Getting you where you want to go



Rhonda Cashman

From: Jason Kordosky <jasonkordosky@gmail.com>
Sent: Saturday, March 11, 2023 2:42 PM
To: ClerkoftheBoard
Subject: Free Mountain Line Bus Makes Cents
Attachments: Free Mountain Line Letter_Williams 23-03-11.pdf; Free Mountain Line Letter_Sweet 23-03-11.pdf; Free Mountain Line Letter_Matthews 23-03-11.pdf; Free Mountain Line Letter_Vasquez 23-03-11.pdf; Free Mountain Line Letter_Begay (alt) 23-03-11.pdf; Free Mountain Line Letter_Maher (alt) 23-03-11.pdf; Free Mountain Line Letter_Stull (alt) 23-03-11.pdf; Free Mountain Line Letter_Harris (alt) 23-03-11.pdf

Follow Up Flag: Follow up
Flag Status: Flagged

Dear Clerk of the Board,

Can you please forward these letters to the appropriate NAIPTA Directors, including Alternates?

(If you're not the correct person to do this, do you know who I should contact?)

Thanks,
Jason Kordosky

March 11, 2023

Northern Arizona Intergovernmental Public Transportation Authority
Chair Tony Williams
3773 N Kaspar Dr.
Flagstaff, Arizona 86004

Re: Free Mountain Line Bus Makes Cents

Dear Chair Williams,

I'm writing as a Flagstaff community member to encourage you to make Mountain Line fare-free. Cities across the country are removing fares from public transit—from Tacoma to Albuquerque to Boston—to increase ridership, boost local economies, reduce environmental impact, decrease traffic congestion, and provide transportation for low- and middle-income workers and families who often can't afford to drive a car or two as they face rising housing costs and inflation. The move often makes financial sense to boot.

Will you commit to study the feasibility of a fare-free Mountain Line?

Nearly 1 in 5 (17.4%) of Flagstaff's residents were living in poverty in 2021—1.5 times the national rate of 11.6%.¹ Researchers find that access to public transportation is one of the most important factors in determining a person's ability to rise out of poverty—stronger than crime, elementary-school test scores, or the percentage of two-parent families in the community.²

Fares comprised only 4% of Mountain Line's operating revenues in fiscal year 2022 and 5% in 2021. Corvallis, Oregon began its fare-free bus system in 2011 when fares were 11% of its operating revenues.³ Kansas City started its fare-free bus system in 2019 when fares were 12% of its operating revenues.⁴ A fare-free Mountain Line Bus system could have been possible with \$388,000 additional funding in fiscal year 2022 (\$275,000 in 2021).

The cost of transitioning to a fare-free system is typically much less after accounting for the expense of collecting fares and the improved efficiencies of operating fare-free. Kansas City was spending \$2-3 million annually to collect \$8 million in fares for example. Public transit systems find creative ways when necessary to offset the costs of fare-free systems through grants, special tax districts, private-sector sponsors, transit fees included in water bills to reduce administrative costs, and more.

The price of making Mountain Line fare-free is low compared to the benefits it can provide to our community, economy, environment, and traffic. **Will you commit to study the feasibility of a fare-free Mountain Line?**

Feel free to contact me with any questions or for resources and research on fare-free public transit systems. I'm happy to help.

Sincerely,
Jason Kordosky
jasonkordosky@gmail.com
86017

¹ <https://www.census.gov/quickfacts/flagstaffcityarizona>
<https://www.census.gov/newsroom/stories/poverty-awareness-month.html>

² <https://www.nytimes.com/2015/05/07/upshot/transportation-emerges-as-crucial-to-escaping-poverty.html>

³ <https://www.oregon.gov/odot/Planning/Documents/Case-Study-Fare-Free-Transit-Corvallis.pdf>

⁴ <https://www.cnbc.com/2023/01/14/zero-fare-public-transit-movement-gains-momentum.html>

Rhonda Cashman

From: Sol Battle <noreply@freemountainline.org>
Sent: Thursday, March 16, 2023 1:55 PM
To: contact@freemountainline.org; ClerkoftheBoard; Mandia Gonzales
Subject: Free Mountain Line

Follow Up Flag: Follow up
Flag Status: Flagged

Dear Metro Plan Executive Board & NAIPTA Board of Directors: Please help us make Mountain Line Bus fare-free! Cities across the country are removing fares from public transportation—from Tacoma to Albuquerque to Boston. The “fare-free” model is implemented to increase ridership, boost local economies, reduce environmental impact, and provide transportation for low- and middle-income workers and families who often can’t afford to drive a car or two as they face rising housing costs and inflation. The price of making Mountain Line fare-free is low compared to the benefits it can provide to our community, economy, environment, and traffic. Will you join us in making Mountain Line Bus fare-free?

Sol Battle

86001

Rhonda Cashman

From: James Appel <noreply@freemountainline.org>
Sent: Sunday, March 19, 2023 1:42 PM
To: contact@freemountainline.org; ClerkoftheBoard; Mandia Gonzales
Subject: Free Mountain Line

Follow Up Flag: Follow up
Flag Status: Flagged

Dear Metro Plan Executive Board & NAIPTA Board of Directors: Please help us make Mountain Line Bus fare-free! Cities across the country are removing fares from public transportation—from Tacoma to Albuquerque to Boston. The “fare-free” model is implemented to increase ridership, boost local economies, reduce environmental impact, and provide transportation for low- and middle-income workers and families who often can’t afford to drive a car or two as they face rising housing costs and inflation. The price of making Mountain Line fare-free is low compared to the benefits it can provide to our community, economy, environment, and traffic. Will you join us in making Mountain Line Bus fare-free?

James Appel

86001

Rhonda Cashman

From: Brian Dales <noreply@freemountainline.org>
Sent: Saturday, April 1, 2023 8:16 AM
To: contact@freemountainline.org; ClerkoftheBoard; Mandia Gonzales
Subject: Free Mountain Line

Follow Up Flag: Follow up
Flag Status: Flagged

Dear Metro Plan Executive Board & NAIPTA Board of Directors: Please help us make Mountain Line Bus fare-free! Cities across the country are removing fares from public transportation—from Tacoma to Albuquerque to Boston. The “fare-free” model is implemented to increase ridership, boost local economies, reduce environmental impact, and provide transportation for low- and middle-income workers and families who often can’t afford to drive a car or two as they face rising housing costs and inflation. The price of making Mountain Line fare-free is low compared to the benefits it can provide to our community, economy, environment, and traffic. Will you join us in making Mountain Line Bus fare-free?

Brian Dales

86001

Rhonda Cashman

From: hong wen <noreply@freemountainline.org>
Sent: Monday, April 3, 2023 6:49 PM
To: contact@freemountainline.org; ClerkoftheBoard; Mandia Gonzales
Subject: Free Mountain Line

Follow Up Flag: Follow up
Flag Status: Flagged

Dear Metro Plan Executive Board & NAIPTA Board of Directors: Please help us make Mountain Line Bus fare-free! Cities across the country are removing fares from public transportation—from Tacoma to Albuquerque to Boston. The “fare-free” model is implemented to increase ridership, boost local economies, reduce environmental impact, and provide transportation for low- and middle-income workers and families who often can’t afford to drive a car or two as they face rising housing costs and inflation. The price of making Mountain Line fare-free is low compared to the benefits it can provide to our community, economy, environment, and traffic. Will you join us in making Mountain Line Bus fare-free?

hong wen

86004

Rhonda Cashman

From: Erin Hiebert <noreply@freemountainline.org>
Sent: Monday, April 17, 2023 10:17 PM
To: contact@freemountainline.org; ClerkoftheBoard; Mandia Gonzales
Subject: Free Mountain Line

Follow Up Flag: Follow up
Flag Status: Flagged

Dear Metro Plan Executive Board & NAIPTA Board of Directors: Please help us make Mountain Line Bus fare-free! Cities across the country are removing fares from public transportation—from Tacoma to Albuquerque to Boston. The “fare-free” model is implemented to increase ridership, boost local economies, reduce environmental impact, and provide transportation for low- and middle-income workers and families who often can’t afford to drive a car or two as they face rising housing costs and inflation. The price of making Mountain Line fare-free is low compared to the benefits it can provide to our community, economy, environment, and traffic. Will you join us in making Mountain Line Bus fare-free?

Erin Hiebert

86005

Rhonda Cashman

From: Jason Kordosky <jasonkordosky@gmail.com>
Sent: Tuesday, April 18, 2023 9:55 PM
To: Public Comment
Subject: Public Comment 4/19 Meeting
Attachments: FML Open Letter Signatories 2023-04-18.pdf

Follow Up Flag: Follow up
Flag Status: Flagged

I would like to submit a written public comment to the April 19th NAIPTA Board of Directors meeting in reference to agenda item #9. The public comment is in the form of the attached letter. Can you please also include the attached letter in the record of the meeting?

Thank you,
Jason Kordosky
86017



TO:

Metro Plan Executive Board & NAIPTA Board of Directors
3773 N Kaspar Dr
Flagstaff, Arizona 86004

DATE:

April 18, 2023

Re: Make Mountain Line Bus Fare-Free!

Dear Metro Plan Executive Board & NAIPTA Board of Directors,

We write to encourage you to make Mountain Line Bus fare-free. Cities across the country are removing fares from public transit—from Tacoma to Albuquerque to Boston—to increase ridership, boost local economies, reduce environmental impact, decrease traffic congestion, and provide transportation for low- and middle-income workers and families who often can't afford to drive a car (or two) as they face rising housing costs and inflation. And the move often makes financial sense. Will you join us in making Mountain Line fare-free?

Nearly 1 in 5 (17.4%) of Flagstaff's residents were living in poverty in 2021—1.5 times the national rate of 11.6%.¹ Researchers find that access to public transportation is one of the most important factors in determining a person's ability to rise out of poverty—stronger than crime, elementary-school test scores, or the percentage of two-parent families in the community.²

Fares comprised only 4% of Mountain Line's operating revenues in fiscal year 2022 and 5% in 2021. Corvallis, Oregon began its fare-free bus system in 2011 when fares were 11% of its operating revenues.³ Kansas City started its fare-free bus system in 2019 when fares were 12% of its operating revenues.⁴ A fare-free Mountain Line Bus system could have been possible with \$388,000 additional funding in fiscal year 2022 (\$275,000 in 2021).

The cost of transitioning to a fare-free system is typically much less after accounting for the expense of collecting fares and the improved efficiencies of operating fare-free. Kansas City was spending \$2-3 million annually to collect \$8 million in fares for example. Cities often find creative ways when necessary to offset the costs of fare-free systems through grants, special tax districts, private-sector sponsors, "transit fees" added to water bills (to reduce administrative costs), and more.

The price of making Mountain Line fare-free is low compared to the benefits it can provide to our community, economy, environment, and congested roadways. Will you join us in making Mountain Line fare-free?

Sincerely,

Jason Kordosky 86017	Bryan Baird 86004	Brianna Frisbey 86001
Joan Dewey 86005	Megan Dales 86001	Erin Hiebert 86001
Lea Cox 86004	Brian Dales 86001	Tom Isakson 86001
James Appel 86001	Hong Wen 86004	
Arthur Cook 86004	Aaron Hilton 86001	
David Rasmussen 86004	Walter Kaya 86004	
Madison Marin 86001	Mike Altland 86001	
Jan Flemons 86004	Joe Bedonie 86004	

Rhonda Cashman

From: Kyle Nitschke <kyle@azstudents.org>
Sent: Tuesday, May 16, 2023 1:19 PM
To: Public Comment
Subject: My comment is part of the general call to the public.

Follow Up Flag: Follow up
Flag Status: Flagged

Dear Transit Advisory Committee,

My name is Kyle Nitschke and I have lived in Flagstaff since 2015. Please join us in making Mountain Line Bus fare-free. I rode the bus quite regularly in college and have since not ridden the bus much. A few weeks ago I took the time to ride the bus, but stuck to NAU routes because I wouldn't have to pay. I believe if Mountain Line buses were fare free I would ride more often and use it to get more than just around campus/woodlands village.

Best,

--

Organizing Director

Kyle Nitschke

(480) 560-4652

www.azstudents.org

[@azstudents](#)

[Upcoming ASA Events](#)

Rhonda Cashman

From: Jason Kordosky <jasonkordosky@gmail.com>
Sent: Tuesday, May 16, 2023 8:07 PM
To: Public Comment
Subject: Written Comment: General Call to the Public TAC 5/17 Meeting or Agenda Item #10
Attachments: FML Open Letter to TAC 2023-05-17.pdf

Follow Up Flag: Follow up
Flag Status: Flagged

Dear Transit Advisory Committee Members,

Good morning! My name is Jason Kordosky and I'm with Free Mountain Line—a grassroots collective of community members in the Greater Flagstaff Area that are working together to make Mountain Line Bus fare-free. We started in early March with a letter to the Board of Directors and we've grown quickly. We have 84 members and an open letter that is being circulated. We are also happy to share that our campaign was just endorsed by The Women's Foundation for the State of Arizona. I'm commenting at your meeting today to respectfully ask that you join us in making Mountain Line Bus fare-free.

Cities across the country are removing fares from public transportation—from Tacoma to Albuquerque to Boston. The fare-free model is implemented to increase ridership, boost local economies, reduce environmental impact, and provide transportation for low- and middle-income workers and families who often can't afford to drive a car or two as they face rising housing costs and inflation. Fares comprised only 8% of Mountain Line's operating revenues in fiscal year 2022. Corvallis, Oregon began its fare-free bus system in 2011 when fares were 11% of its operating revenues. Kansas City started its fare-free bus system in 2019 when fares were 12% of its operating revenues. The price of making Mountain Line fare-free is low compared to the benefits it can provide to our community, economy, environment, and traffic. Will you join us in making Mountain Line Bus fare-free?

Thank you,
Jason Kordosky
86017



TO:
NAIPTA Transit Advisory Committee
3773 N Kaspar Dr
Flagstaff, Arizona 86004

DATE:
May 17, 2023

Re: Make Mountain Line Bus Fare-Free!

Dear NAIPTA Transit Advisory Committee,

We write to encourage you to make Mountain Line Bus fare-free. Cities across the country are removing fares from public transit—from Tacoma to Albuquerque to Boston—to increase ridership, boost local economies, reduce environmental impact, decrease traffic congestion, and provide transportation for low- and middle-income workers and families who often can't afford to drive a car (or two) as they face rising housing costs and inflation. And the move often makes financial sense. Will you join us in making Mountain Line fare-free?

Nearly 1 in 5 (17.4%) of Flagstaff's residents were living in poverty in 2021—1.5 times the national rate of 11.6%.^[1] Researchers find that access to public transportation is one of the most important factors in determining a person's ability to rise out of poverty—stronger than crime, elementary-school test scores, or the percentage of two-parent families in the community.^[2]

Fares comprised only 8% of Mountain Line's operating revenues in fiscal year 2022 and 5% in 2021. Corvallis, Oregon began its fare-free bus system in 2011 when fares were 11% of its operating revenues.^[3] Kansas City started its fare-free bus system in 2019 when fares were 12% of its operating revenues.^[4] A fare-free Mountain Line Bus system could have been possible with \$616,000 additional funding in fiscal year 2022 (\$275,000 in 2021).

The cost of transitioning to a fare-free system is typically much less after accounting for the expense of collecting fares and the improved efficiencies of operating fare-free. Kansas City was spending \$2-3 million annually to collect \$8 million in fares for example. Cities often find creative ways when necessary to offset the costs of fare-free systems through grants, special tax districts, private-sector sponsors, "transit fees" added to water bills (to reduce administrative costs), and more.

The price of making Mountain Line fare-free is low compared to the benefits it can provide to our community, economy, environment, and congested roadways. Will you join us in making Mountain Line fare-free?

Sincerely,

(next page)

1. <https://www.census.gov/quickfacts/flagstaffcityarizona>
<https://www.census.gov/newsroom/stories/poverty-awareness-month.html>
2. <https://www.nytimes.com/2015/05/07/upshot/transportation-emerges-as-crucial-to-escaping-poverty.html>

3. <https://www.oregon.gov/odot/Planning/Documents/Case-Study-Fare-Free-Transit-Corvallis.pdf>
4. <https://www.cnn.com/2023/01/14/zero-fare-public-transit-movement-gains-momentum.html>





Aaron Hilton 86001
Adam Cirzan 86001
Alex Lau 86001
Alicia Henry 86005
Amy Bacon 86005
Andy Montaña 86004
Annette Nystedt 86001
Anya Askew 86005
Ariannah Carrera 86001
Arjuna Parks 86003
Arthur Cook 86004
Audrey Zannini 86005
Basil Sinn 86001
Brandan Begay 86004
Brian Dales 86001
Brianna Frisbey 86001
Bryan Baird 86004
Carie Steele 86005
Cathy Small 86001
Celia Dumolin 86001
Chris Gilbert 86004
David Rasmussen 86004
Delbert Bewangyumtewa 86004
Desiree Perez 86015
Dusti Yamaguchi 86001
Edward Schutlz 86004
Erin Hiebert 86001
Erin Kovac 86004
Gerald Wood 86005
Glenda Dann 86004
Gordon Hanson 86004
Gregory Levi 86004

Hong Wen 86004
Jalen Redhair 86001
Jalisa Ingram 86004
James Appe 86001
James McDermott 86015
Jan Flemons 86004
Jason Kordosky 86017
Jenny Gormley 86001
Jessie K. Finch 86005
Joan Dewey 86005
Joe Bedonie 86004
John Woodcock 86017
K. Schultz 86011
Katie Tullmann 86001
Keddrin Weber 86003
Kelli Cvercko 86005
Kelly Poe Wilson 86001
Kvann Smith 86004
Kyle Nitschke 86001
Lauren Tomlinson 86004
Lea Cox 86004
LeDante Harris 86004
Lynnelle Humetewa 86004
Madison Marin 86001
Madison Dickson 86004
Marisol Holder 86004
Megan Dales 86001

Melissa Polacca 86004
Michael Bischoff
86004
Michelle Purnell 86005
Mike Altland 86001
Mitchell Huneycutt
86004
Morgan Mallek 86001
Naomi Garcia 86001
Neal Galloway 86005
Nora Dunbar 86001
Nox Chetcuti 86001
Pedro Peña 86004
Rey Cistello 86004
Riley Hamilton 86001
Ryan Nelson 86004
Rylee Hughes 86005
Sarah Monasssa 86005
Scott Price 86004
Theresa Boone-Schuler
86004
Thomas Isakson 86004
Tony Yellowhair 86002
Veronica Otero 86004
Walter Kaya 86004
Wesley Sleet 86001
Xylia Newsome 86001



Rhonda Cashman

From: Murphy James <noreply@freemountainline.org>
Sent: Monday, May 22, 2023 2:11 PM
To: contact@freemountainline.org; Public Comment
Subject: Free Mountain Line

Follow Up Flag: Follow up
Flag Status: Flagged

My public comment is part of the general call to the public for the TAC 6/1/23 meeting.

Dear NAIPTA Transit Advisory Committee,

Please help us make Mountain Line Bus fare-free! Cities across the country are removing fares from public transportation—from Tacoma to Albuquerque to Boston. The fare-free model is implemented to increase ridership, boost local economies, reduce environmental impact, and provide transportation for low- and middle-income workers and families who often can't afford to drive a car or two as they face rising housing costs and inflation. The price of making Mountain Line fare-free is low compared to the benefits it can provide to our community, economy, environment, and traffic. Will you join us in making Mountain Line Bus fare-free?

Murphy James

86001

Rhonda Cashman

From: Robert Scott Singleton <noreply@freemountainline.org>
Sent: Thursday, May 25, 2023 9:43 AM
To: contact@freemountainline.org; Public Comment
Subject: Free Mountain Line

Follow Up Flag: Follow up
Flag Status: Flagged

My public comment is part of the general call to the public for the TAC 6/1/23 meeting.

Dear NAIPTA Transit Advisory Committee,

Please help us make Mountain Line Bus fare-free! Cities across the country are removing fares from public transportation—from Tacoma to Albuquerque to Boston.

The fare-free model is implemented to increase ridership, boost local economies, reduce environmental impact, and provide transportation for low- and middle-income workers and families who often can't afford to drive a car or two as they face rising housing costs and inflation.

The price of making Mountain Line fare-free is low compared to the benefits it can provide to our community, economy, environment, and traffic.

Will you join us in making Mountain Line Bus fare-free?

I'm a Flagstaff resident and I'm writing to share my support for a fare-free Mountain Line Bus. I am homeless. I stay at Flagstaff Shelter services. I can be more involved in the community if I did not have to walk ten miles a day, to get around.

Also I feel as though I can be more productive if I had free transportation. I don't currently have an income. I think this would be very empowering for most people. Will you please share my message with the CEO and Board of Directors?"

Thank you for your time.
Robert

Robert Scott Singleton

86004

Rhonda Cashman

From: Mariana Alvidrez <noreply@freemountainline.org>
Sent: Friday, May 26, 2023 9:36 PM
To: contact@freemountainline.org; Public Comment
Subject: Free Mountain Line

Follow Up Flag: Follow up
Flag Status: Flagged

My public comment is part of the general call to the public for the TAC 6/1/23 meeting.

Dear NAIPTA Transit Advisory Committee,

Please help us make Mountain Line Bus fare-free! Cities across the country are removing fares from public transportation—from Tacoma to Albuquerque to Boston. The fare-free model is implemented to increase ridership, boost local economies, reduce environmental impact, and provide transportation for low- and middle-income workers and families who often can't afford to drive a car or two as they face rising housing costs and inflation. The price of making Mountain Line fare-free is low compared to the benefits it can provide to our community, economy, environment, and traffic. Will you join us in making Mountain Line Bus fare-free?

Mariana Alvidrez

86001

Rhonda Cashman

From: Jason Kordosky <jasonkordosky@gmail.com>
Sent: Wednesday, May 31, 2023 8:59 AM
To: Public Comment
Subject: Written public comment TAC 6/1
Attachments: FML Open Letter Signatories 2023-06-01.pdf

Follow Up Flag: Follow up
Flag Status: Flagged

This comment is a written public comment for agenda item #6.a.i ZERO-FARE POLICY. I've also attached a letter to this email that I want submitted to the record of the meeting and provided to all committee members.

Dear Transit Advisory Committee,

My name is Jason Kordosky, commenting on behalf of Free Mountain Line--a grassroots collective of Greater Flagstaff Area residents working since March of this year to make Mountain Line Bus fare-free. We now have 124 members and I'm proud to say that we now have three endorsements: (1) the Women's Foundation for the State of Arizona, (2) Flagstaff Industrial Workers of the World, and (3) the Arizona Students' Association. I've attached our open letter with the current signatories and endorsers.

Please advise Mountain Line Bus to continue its zero-fare discussion. CEO, Heather Dalmolin, was going to recommend going zero-fare in the April board of directors meeting, but removed the recommendation citing that they needed more time to plan. Heather told me that Mountain Line staff would recommend going zero-fare at the June meeting instead. It appears Mountain Line staff have changed their minds. We think this is unfortunate.

Please join us in making Mountain Line Bus fare-free!

Thank you,
Jason Kordosky
86017



TO:
NAIPTA Transit Advisory Committee
3773 N Kaspar Dr
Flagstaff, Arizona 86004

DATE:
June 1, 2023

Re: Make Mountain Line Bus Fare-Free!

Dear NAIPTA Transit Advisory Committee,

We write to encourage you to make Mountain Line Bus fare-free. Cities across the country are removing fares from public transit—from Tacoma to Albuquerque to Boston—to increase ridership, boost local economies, reduce environmental impact, decrease traffic congestion, and provide transportation for low- and middle-income workers and families who often can't afford to drive a car (or two) as they face rising housing costs and inflation. And the move often makes financial sense. Will you join us in making Mountain Line fare-free?

Nearly 1 in 5 (17.4%) of Flagstaff's residents were living in poverty in 2021—1.5 times the national rate of 11.6%.[1] Researchers find that access to public transportation is one of the most important factors in determining a person's ability to rise out of poverty—stronger than crime, elementary-school test scores, or the percentage of two-parent families in the community.[2]

Fares comprised only 8% of Mountain Line's operating revenues in fiscal year 2022 and 5% in 2021. Corvallis, Oregon began its fare-free bus system in 2011 when fares were 11% of its operating revenues.[3] Kansas City started its fare-free bus system in 2019 when fares were 12% of its operating revenues.[4] A fare-free Mountain Line Bus system could have been possible with \$616,000 additional funding in fiscal year 2022 (\$275,000 in 2021).

The cost of transitioning to a fare-free system is typically much less after accounting for the expense of collecting fares and the improved efficiencies of operating fare-free. Kansas City was spending \$2-3 million annually to collect \$8 million in fares for example. Cities often find creative ways when necessary to offset the costs of fare-free systems through grants, special tax districts, private-sector sponsors, "transit fees" added to water bills (to reduce administrative costs), and more.

The price of making Mountain Line fare-free is low compared to the benefits it can provide to our community, economy, environment, and congested roadways. Will you join us in making Mountain Line fare-free?

Sincerely,

(next page)

1. <https://www.census.gov/quickfacts/flagstaffcityarizona>
<https://www.census.gov/newsroom/stories/poverty-awareness-month.html>
2. <https://www.nytimes.com/2015/05/07/upshot/transportation-emerges-as-crucial-to-escaping-poverty.html>

3. <https://www.oregon.gov/odot/Planning/Documents/Case-Study-Fare-Free-Transit-Corvallis.pdf>
4. <https://www.cnn.com/2023/01/14/zero-fare-public-transit-movement-gains-momentum.html>



contact@freemountainline.org



freemountainline.org



@freemtnline



Aaron Hilton 86001
Aaron Hughes 86001
Adam Cirzan 86001
Alex Lau 86001
Alexis Boyd 86004
Alicia Henry 86005
Amy Bacon 86005
Andy Montaña 86004
Annette Nystedt 86001
Anya Askew 86005
Ariannah Carrera 86001
Arjuna Parks 86003
Arthur Cook 86004
Audrey Zannini 86005
Basil Sinn 86001
Ben Kagenuyama 86043
Bianca Sultan 86001
Brandan Begay 86004
Brian Dales 86001
Brianna Frisbey 86001
Bryan Baird 86004
Caleb Duncan 86005
Carie Steele 86005
Cathy Small 86001
Celestea Tissaw 86001
Celia Dumolin 86001
Chris Gilbert 86004
Christine Lemkin 86001
Cindy Broswell 86004
Cynthia Benally 86001
David Rasmussen 86004
Delbert Bewangyumptewa
86004

Desiree Pere 86015
Diane Moore 86320
Dion Charley 86004
Donald Lobb 86001
Dusti Yamaguchi 86001
Edward Schutlz 86004
Erin Hiebert 86001
Erin Kovac 86004
Farragh Diffie 86001
Geno Keams 86002
Gerald Wood 86005
Glenda Dann 86004
Gordon Hanson 86004
Gregory Levi 86004
Hong Wen 86004
Jacob Smith 86001
Jalen Redhair 86001
Jalisa Ingram 86004
James Appel 86001
James McDermott 86015
Jan Flemons 86004
Jason Kordosky 86017
Jeffrey Harris 86004
Jenny Gormley 86001
Jeremy Soel 86004
Jessie K. Finch 86005
Joan Dewey 86005
Joe Bedonie 86004
John Woodcock 86017
Jose Salas 86001
Justin Coffey 86001
K Schultz 86011

Katie Tullmann 86001
Keddrin Weber 86003
Keith R. Camps 86001
Kelli Cvercko 86005
Kelly Poe Wilson 86001
Kenley Reynolds 86001
Kevin Turney 86004
Kevin Getty 86001
Kvann Smith 86004
Kyle Nitschke 86001
Lauren Tomlinson 86004
Lea Cox 86004
LeDante Harris 86004
Lynnelle Humetewa 86004
Madison Marin 86001
Madison Dickson 86004
Mariana Alvidrez 86001
Marilynn Cencioso 86001
Marisol Holder 86004
Matthew Lemkin 86001
Megan Dales 86001
Melanie Washburn 86001
Melissa Polacca 86004
Michael Bischoff 86004
Michael Rulon 86005
Michelle Purnell 86005
Mikala Hastings 86005
Mike Altland 86001
Mitchell Huneyeutt 86004
Moon Strangeweather 86001
Morgan Mallek 86001
Naomi Garcia 86001



Neal Galloway 86005
Nicole Hylton 86001
Nora Dunbar 86001
Nox Chetcuti 86001
Ojay Saraianucci-Allan 86004
Paradise Luján 86004
Pedro Peña 86004
Racquel Doherty 86001
Rey Cistello 86004
Richard Dibble 86001
Riley Hamilton 86001
Robert Scott Singelton 86004
Rory Coblyn 86001
Ryan Nelson 86004
Ryan Dawson 86001
Rylee Hughes 86005
S. Wesley 86001
Sarah Monassa 86005
Scott Price 86004
Sean Ortiz 86004
Theresa Boone-Schuler 86004
Thomas Isakson 86004
Tony Yellowhair 86002
Veronica Otero 86004
Walter Kaya 86004
Wesley Sleet 86001
Xylia Newsome 86001
Zach Dan 86001





Mountain Line

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DATE PREPARED: June 12, 2023

DATE: June 21, 2023

TO: Honorable Chair and Members of the Board

FROM: Josh Stone, Management Services Director

SUBJECT: FY2024 Proposed Budget

RECOMMENDATION:

Staff recommends the Board of Directors approve the FY2024 Proposed Budget for a total expense budget of \$64,473,982, with operating of \$11,837,749 and capital of \$52,636,233.

RELATED STRATEGIC PLAN OBJECTIVE:

- ❖ FY2024 Proposed Budget supports all aspects of the Strategic Plan and Key Objectives

BACKGROUND:

Per the Master IGA, Mountain Line is responsible for managing transit operations within the region. Specifically, Section 9.3 of the Master IGA identifies provisions for the establishment of a Public Transportation Authority Fund and financial responsibility for managing various transit funding sources including member appropriations, fare box returns, state grants, federal grants, and other miscellaneous sources. As such, no later than June 30th of each year, Mountain Line is required to hold a public hearing and adopt an annual budget. Staff has been working with the financial managers of member agencies and program budgets have been submitted to ensure adequate revenues are available for planned programs.

Revenues:

- Fares and service-generated fees are budgeted to be \$1,471,549 for operating Mountain Line Bus and paratransit programs, including \$130,000 from Arizona Snowbowl.
- The City of Flagstaff has been asked to approve a budget of \$9,061,949 for Mountain Line's bus and paratransit programs, included within these programs are Planning Services and the City Taxi program: \$6,172,308 will be used for operating, and \$2,889,641 will be used for capital programs.
- Coconino County has been asked to approve a budget of \$33,648 for the Coconino County Taxi and Vanpool programs. The funding will be used to match Section 5310 and Section 5311 federal funds awarded by the Arizona Department of Transportation for the operation of these programs.
- Northern Arizona University has been asked to approve a budget of \$1,132,124 for Mountain Line's bus program with \$624,324 for operations in lieu of fares for NAU students on Route 10. The additional funding, \$507,800, is part of the local match for joint CDL course construction.
- Federal Transit Administration Section 5307 and 5339 funding of \$44,767,213 is budgeted with \$3,775,019 for operating and \$40,992,194 for capital programs.





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- Arizona Department of Transportation Section 5310 funding of \$237,278 is budgeted for operating the Mobility Management and City/County Taxi Programs and capital funds to support ongoing mobility improvements for transit riders including bus stops, pedestrian access, and biking connections.
- Arizona Department of Transportation Section 5311 funding of \$51,595 is budgeted for the Mountain Line Vanpool program.
- Arizona Department of Transportation Section 5305 funding of \$200,000 is budgeted for capital planning efforts.
- Other Capital funding of \$8,046,598 is budgeted to match federal funds including the pedestrian access and biking connections grant award that the City's Proposition 419 funding will match.

Operating:

The FY2024 operating budget includes a 5.28% increase of \$593,193, for a total operating budget of \$11,837,749. Below are some highlights of initiatives included in the budget:

- Employee costs are increasing by \$334,972, including pay plan, compensation study, and health insurance employer ratio adjustment.
- Liability Insurance is budgeted to increase by 31%, a total increase of \$147,489.
- Vehicle and facilities maintenance parts and supplies \$110,732.
- Most other expenses see no change or minor allocation changes within departments.

People:

The FY2024 salary and employee-related expenses budget is included in the FY2024 Operating budget increase, previously discussed, and assume the following:

- The total number of employees will remain stable.
- Employee-related expenses vary depending on the employee's elected coverages and plans, but the table below summarizes Mountain Line's maximum cost. Mountain Line's programs are described and listed below:

	FY2023	FY2024
ASRS, includes AD&D	12.17%	12.29%
Health, EE Only	\$ 685.48	\$ 740.61
Health, EE +1	\$ 816.48	\$1,063.31
Health, EE +Family	\$1,075.42	\$1,472.04
Dental	\$ 35.69	\$ 35.69
Vision	\$ 0.78	\$ 0.78
Life	\$ 6.80	\$ 6.80

- The pay plan will provide all staff with an adjustment as identified in the Compensation Study and per the adopted Compensation Plan.
 - 10-step table for operations, an average increase of 4%
 - Open range for all others, an average increase of 3%
 - Total Budget impact: \$215,000

Capital:

The FY2024 capital budget is \$52,636,233 and includes the following items:

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- Construction of the Downtown Connection Center. (80% federally funded, State of Arizona contribution to local match)
- Various and ongoing planning initiatives: (most of which are 80% federally funded);
- Administrative Projects include evaluation of current transit tax funding (locally funded);
- Bus Stop Amenities project and rehabilitation and maintenance of various stops (80% federally funded);
- Mobility improvements related to transit programs including ADA access at bus stops, sidewalk connectivity for pedestrian access, and additional bike community connections (80% federally funded);
- Replacement of vehicles for Mountain Line (80% federally funded);
- Study and Master Plan for the Maintenance Facilities at our Headquarters location as well as improvements necessary for the implementation of an electric fleet (80% federally funded);
- Rehabilitation of refurbishment of bus fleet (federally funded);
- Maintenance funds for information technology (computers, servers), facilities, and fleet (locally funded);
- IT improvements (80% federally funded);
- Bicycle and pedestrian improvements adjacent to or near transit routes (80% federally funded with local match provided by the City of Flagstaff's Prop 419 funding);
- Transit projects planned and implemented by MetroPlan; and
- CDL course project in partnership with Northern Arizona University (recipient of Congressionally directed spending, remainder 80% federally funded with contribution from NAU).

Fund Balance and Financial Projections:

The proposed budget is in line with Mountain Line's overall financial projections for the City of Flagstaff. The financial plan, with this proposed budget and ongoing cost associated with the implementation of programs, maintains a fund balance of greater than 10% as set in Mountain Line's financial management policy and as required by the City of Flagstaff. At the end of the financial plan in 2030, Mountain Line will have a fund balance estimated at \$2,903,565. This financial projection assumes:

- No service increases.
- Capital replacement of vehicles will continue to receive 80% federal funds; and,
- The Transit Tax remains at the rate approved in 2016, through 2030.

The fund balance is dependent on tax collections within the City of Flagstaff. The 2030 balance is the result of revenue projections as made by City staff. The City is projecting that FY2023 will be 11% above budget and decrease by 2% during FY2024. The three years following are anticipated to increase by an average of 3% per year.

It is worth noting, that while we continue to see a growth in revenues due to the growth of community and population, the actual tax rate as renewed in 2008 and 2016 is based on the projected cost of services dating to 2000 with the passage of the first transit tax question. The 2008 initiatives included several increases for replacement buses and expanded services with 2016 focused on renewing the base tax, but ultimately the base rate was not increased or adjusted to reflect the inflation in wages and other costs. As we look at tax questions in future years, we will need to evaluate and potentially adjust the base rate to reflect the current cost of services more accurately.

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The proposed budget ensures that Mountain Line's financial obligations adhere to the overall Financial Management Plan and financial policies. While the 10-year outlook shows that services as implemented are sustainable, the funding available may not have the capacity for rising costs like, future wage adjustments that are necessary to attract and retain staff, increasing health care costs, or maintenance inflation. Staff continues to look for opportunities for additional revenue sources to offset and reserve local transit taxes that are key to future plans.

The City of Flagstaff and Coconino County have indicated approval of our budget requests at the respective management levels and the next steps are for respective Boards and Councils to review and adopt. If any agency does not adopt the proposed budget or federal funds are not awarded as budgeted, staff are prepared to scale back and delay capital projects for future years when funding is available.

FISCAL IMPACT:

There is no fiscal impact directly associated with this FY2024 Budget discussion. The adoption of the budget does set budgetary limits for services and programs, authorizes staff to procure goods and services as necessary to support programs, and authorizes the CEO and General Manager to act on grants and contracts necessary for funding.

ALTERNATIVES:

- 1) Adopt the FY2024 Budget of \$64,473,982 (**recommended**): By adopting the FY2024 Budget as proposed, staff is authorized to continue providing all planned programs and capital projects as funded with current and future grant awards. Adoption of the budget authorizes the CEO and General Manager to act on behalf of the Board in the oversight and management of financial concerns.
- 2) Do not adopt the FY2024 Budget (**not recommended**): Per the Arizona Revised Statutes, a budget must be adopted by June 30 to operate in the new fiscal year. If the budget is not adopted at the regularly scheduled June meeting, we will need to schedule additional meetings until an agreement is reached and the budget is adopted.

TAC DISCUSSION:

The Transit Advisory Committee provided no comments or questions for this agenda item.

SUBMITTED BY:

Josh Stone
Management Services Director

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

1. FY2024 Proposed Budget
2. Financial Plan Summary

-pages 43-47

-page 48

Getting you where you want to go



Mountain Line FY2024 Budget

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Planning		City of Flagstaff			Coconino County	
Planning	Mobility Management	Bus	Paratransit	Taxi	Taxi	Vanpool

Revenues

5307 Funding Capital	\$ 7,136,075	\$ 7,136,075						
5307 Funding Operating	\$ 3,775,019			\$ 3,279,580	\$ 495,439			
5339 Funding Capital	\$ 33,856,119	\$ 31,587,002		\$ 2,043,517	\$ 225,600			
5310 Funding Capital	\$ -							
5310 Funding Operating	\$ 237,278		\$ 106,232		\$ 85,285	\$ 38,249	\$ 7,512	
5311 Capital	\$ -							
5311 Operating	\$ 51,595							\$ 51,595
5305 Capital	\$ 200,000	\$ 200,000						
Other Federal	\$ -							
Capital Partner	\$ 2,889,641	\$ 1,640,482		\$ 1,192,759	\$ 56,400			
Operating Partner	\$ 6,172,308	\$ 388,000	\$ 35,084	\$ 5,604,769	\$ 48,773	\$ 63,654	\$ 7,513	\$ 24,515
Other Operating	\$ 130,000			\$ 130,000				
Other Capital	\$ 8,046,598	\$ 8,046,598						
Annual BOD Membership & Other	\$ -							
NAU - Operating (In lieu of fares, Rt 10)	\$ 624,324			\$ 624,324				
NAU Capital	\$ 507,800	\$ 507,800						
Fares	\$ 847,225			\$ 775,029	\$ 55,173	\$ 17,023		
Total Revenues	\$ 64,473,982	\$ 49,505,957	\$ 141,316	\$ 13,649,978	\$ 966,670	\$ 118,926	\$ 15,025	\$ 76,110

Expenses

Indirect Management Costs S&B

FTE Salary *	\$ 752,447	\$ 112,194	\$ -	\$ 595,436	\$ 41,616	\$ -	\$ -	\$ 3,201
Pay Plan *	\$ 24,499	\$ 2,848		\$ 20,136	\$ 1,407			\$ 108
Benefits	\$ 258,061	\$ 37,759	\$ -	\$ 204,880	\$ 14,335			\$ 1,087
Subtotal Indirect Management Costs	\$ 1,035,007	\$ 152,802	\$ -	\$ 820,451	\$ 57,358	\$ -	\$ -	\$ 4,396
Cost Per Service Hour	\$ 12.67			\$ 10.85	\$ 9.44			

Direct Operations Costs S&B

FTE Wages *	\$ 4,891,798	\$ 147,197	\$ 87,096	\$ 4,350,005	\$ 276,696	\$ 24,102		\$ 6,702
OT Wages	\$ 44,545			\$ 42,044	\$ 2,501			
Training Wages	\$ 49,997			\$ 49,997				
Pay Plan *	\$ 197,408	\$ 1,631	\$ 1,570	\$ 188,202	\$ 5,636	\$ 222		\$ 147
Benefits	\$ 2,022,792	\$ 53,957	\$ 32,365	\$ 1,810,034	\$ 114,524	\$ 9,487		\$ 2,425
Subtotal Direct Operations Costs	\$ 7,206,539	\$ 202,786	\$ 121,030	\$ 6,440,282	\$ 399,357	\$ 33,811	\$ -	\$ 9,274
Cost Per Service Hour	\$ 88.25			\$ 85.21	\$ 65.71			
Allocation Percentage	100%	2.81%	1.68%	89.37%	5.54%	0.47%	0.00%	0.13%

Indirect Costs - Services

total is entered as
indirect splits are used

Personal Liab Ins	\$ 216,125			\$ 200,996	\$ 15,129			
Board Expenses - Admin	\$ 2,000			\$ 1,860	\$ 140			
Prof. Svc - HR	\$ 46,400			\$ 43,152	\$ 3,248			

Mountain Line FY2024 Budget

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		Planning	Mobility Management	Bus	Paratransit	Taxi	Taxi	Vanpool
Prof. Svc - Legal	\$ 75,600			\$ 70,308	\$ 5,292			
Prof. Svc - IT	\$ 3,800			\$ 3,534	\$ 266			
Computer Replacement - IT	\$ 20,000			\$ 18,600	\$ 1,400			
Legislative Liaison - Admin	\$ 138,000			\$ 138,000				
Prof. Svc - Audit Services	\$ 20,000			\$ 18,600	\$ 1,400			
Wellness Incentives	\$ 3,600			\$ 3,348	\$ 252			
Subtotal Indirect Costs - Services	\$ 525,525	\$ -	\$ -	\$ 498,398	\$ 27,127	\$ -	\$ -	\$ -
Cost Per Service Hour	\$ 6.44			\$ 6.59	\$ 4.46			

Indirect Costs - Facilities total is entered as indirect splits are used

Electricity - Non VM	\$ 43,276			\$ 40,247	\$ 3,029			
Mobile Phone Svc/Equip - IT	\$ 8,353	\$ 1,361	\$ 990	\$ 5,282	\$ 720			
Natural Gas - Non VM	\$ 11,570			\$ 10,760	\$ 810			
Telephone Services - IT	\$ 47,274			\$ 43,965	\$ 3,309			
Water-Sewer-Waste - Non VM	\$ 13,200			\$ 12,276	\$ 924			
Subtotal Indirect Costs - Facilities	\$ 123,673	\$ 1,361	\$ 990	\$ 112,530	\$ 8,792	\$ -	\$ -	\$ -
Cost Per Service Hour	\$ 1.51			\$ 1.49	\$ 1.45			

Direct Cost O & M total is entered as direct splits are used

Food & Beverage - Admin	\$ 3,000			\$ 2,820	\$ 180			
Memberships - Admin	\$ 35,000			\$ 32,900	\$ 2,100			
Memberships - Planning	\$ 1,472	\$ 1,472						
Trophies & Prizes - Admin	\$ 12,100			\$ 11,374	\$ 726			
Special Events - EE Appreciation	\$ 10,000			\$ 9,400	\$ 600			
Special Events - Planning	\$ 1,330	\$ 1,330						
Special Events - Mkt	\$ 1,000			\$ 1,000				
Telephone/Computer Sup - IT	\$ 5,100			\$ 4,772	\$ 328			
Janitorial Services	\$ 54,252			\$ 50,997	\$ 3,255			
Mobile Phone Svc/Equip - IT	\$ 15,052			\$ 13,700	\$ 1,352			
Banking Fees - Admin	\$ 19,000			\$ 19,000				
Education Supplies & Svcs	\$ 2,500			\$ 2,350	\$ 150			
Office Supplies - Admin	\$ 5,701			\$ 5,359	\$ 342			
Office Supplies - Mobility Pln	\$ 1,500		\$ 1,500					
Other Supplies - Admin	\$ 2,000			\$ 1,880	\$ 120			
Other Supplies - Planning	\$ 1,000	\$ 1,000						
Postage - Admin	\$ 2,063			\$ 1,808	\$ 115	\$ 115	\$ 25	
Printing - Facilities	\$ 2,000			\$ 2,000				
Printing - Planning	\$ 250	\$ 250						
Copier - Printing - IT	\$ 8,400			\$ 7,896	\$ 504			
Printing - Mkt	\$ 30,376			\$ 28,553	\$ 1,823			
Publishing/Advert - Mkt	\$ 34,643			\$ 34,643				

**Mountain Line
FY2024 Budget**

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		Planning	Mobility Management	Bus	Paratransit	Taxi	Taxi	Vanpool
Publishing - Legal	\$ 1,000			\$ 1,000				
Software Maintenance - Pln	\$ 20,000	\$ 20,000						
Software Maintenance - IT-Bus	\$ 13,000			\$ 13,000				
Bldgs/Grounds Maint	\$ 54,780			\$ 51,493	\$ 3,287			
Prof. Svc - Mkt-Mobility Pln	\$ 7,888		\$ 7,888					
Prof. Svc - Mkt	\$ 46,250			\$ 42,300	\$ 2,700			\$ 1,250
Temp Maint/Facility	\$ 5,500			\$ 5,170	\$ 330			
Temporary Services - Admin	\$ -			\$ -	\$ -			
Temporary Services - Planning	\$ -	\$ -						
Prof Svc - Mkt Photography	\$ 10,376			\$ 9,753	\$ 623			
Prof Svc - Mkt Website	\$ 36,000			\$ 33,840	\$ 2,160			
Prof. Svc - Systems Maint	\$ 39,929			\$ 37,533	\$ 2,396			
Market Research-Surveys	\$ 17,108			\$ 17,108	\$ -			
Subtotal Direct Admin	\$ 499,570	\$ 24,052	\$ 9,388	\$ 441,650	\$ 23,090	\$ 115	\$ 25	\$ 1,250
Electricity RVM	\$ 71,752			\$ 71,752				
Tax on Gas/Oil RVM	\$ 44,114			\$ 37,985	\$ 6,129			
Oil & Other Fluids RVM	\$ 24,000			\$ 22,000	\$ 2,000			
Fuel RVM	\$ 713,000			\$ 650,000	\$ 63,000			
Tires RVM	\$ 90,966			\$ 69,218	\$ 21,748			
Auto Parts & Supplies RVM	\$ 304,017			\$ 292,982	\$ 11,035			
Route Expansion	\$ 100,000			\$ 100,000				
Janitorial Services RVM	\$ 84,000			\$ 84,000				
Out Repair RVM	\$ 27,500			\$ 26,000	\$ 1,500			
Subtotal Direct Variable	\$ 1,459,349	\$ -	\$ -	\$ 1,353,937	\$ 105,412	\$ -	\$ -	\$ -
Lodging/Weather	\$ 1,200			\$ 1,200				
Personal Liab Ins - Auto VM	\$ 401,390			\$ 377,307	\$ 24,083			
Uninsured Losses - RVM	\$ -			\$ -				
Prop. Damage Ins. Ded. - RVM	\$ -			\$ -				
Recruitment Costs	\$ 35,000			\$ 32,900	\$ 2,100			
Clinic Fees - Safety	\$ 5,556			\$ 5,336	\$ 220			
Tax on Gas/Oil NRV - Ops	\$ 1,417			\$ 1,417				
Tax on Gas/Oil - Fac	\$ 628			\$ 628				
Fuel NRV - Ops	\$ 22,890			\$ 22,890				
Fuel - Fac	\$ 8,177			\$ 8,177				
Tires NRV	\$ 2,600			\$ 2,600				
Misc Shop Supplies - Fleet	\$ 16,871			\$ 15,859	\$ 1,012			
Misc. Fac. Supplies	\$ 2,828			\$ 2,658	\$ 170			
Tools Allowance - VM	\$ 5,400			\$ 5,400				
Uniforms - Ops	\$ 21,530			\$ 20,238	\$ 1,292			
Uniforms - Fleet	\$ 16,165			\$ 15,195	\$ 970			
Uniforms - Fac	\$ 4,167			\$ 4,167				

**Mountain Line
FY2024 Budget**

		Planning	Mobility Management	Bus	Paratransit	Taxi	Taxi	Vanpool
Orientation Food - Safety	\$ 2,000			\$ 1,880	\$ 120			
Janitorial Supplies - Fac	\$ 3,500			\$ 3,290	\$ 210			
Education Supplies - Safety	\$ 10,400			\$ 9,776	\$ 624			
Software/Hardware Maint - VM	\$ 3,763			\$ 2,873	\$ 890			
Software/Hardware Maint - Fac	\$ 31,080			\$ 29,215	\$ 1,865			
Wireless Comm - Ops	\$ 39,672			\$ 36,304	\$ 3,368			
Wireless Comm - Mobility Pln	\$ 1,920		\$ 1,020	\$ 900				
Bldg Security/Monitor - Fac	\$ 3,244			\$ 3,049	\$ 195			
Bus Stop Maint - Fac	\$ 17,000			\$ 17,000				
Prof. Svc - Systems Maint Ops	\$ 52,444			\$ 30,049	\$ 22,395			
Safety Committee	\$ 3,600			\$ 3,384	\$ 216			
Prof. Svc Sec Patrol-Safety	\$ 14,169			\$ 14,169				
Taxi Voucher Program - Ops	\$ 100,000					\$ 85,000	\$ 15,000	
Service Contract	\$ 61,190							\$ 61,190
Prof Svc - Sys Maint Safety-Bus	\$ 19,000			\$ 19,000				
Subtotal Variable	\$ 908,801	\$ -	\$ 1,020	\$ 686,862	\$ 59,729	\$ 85,000	\$ 15,000	\$ 61,190
Travel & Training - Ops	\$ 7,500			\$ 7,050	\$ 450			
Travel & Training - Fleet	\$ 2,000			\$ 1,880	\$ 120			
Travel & Training - Fac	\$ 1,500			\$ 1,410	\$ 90			
Travel & Training - Admin	\$ 22,000			\$ 20,680	\$ 1,320			
Travel & Training - Admin	\$ 17,897			\$ 16,823	\$ 1,074			
Travel & Training - Planning	\$ 7,000	\$ 7,000						
Travel & Training - MM	\$ 8,888		\$ 8,888					
Travel & Training - IT	\$ 3,500			\$ 3,290	\$ 210			
Travel & Training - Mkt	\$ 3,000			\$ 2,820	\$ 180			
Travel & Training - Safety	\$ 6,000			\$ 5,640	\$ 360			
Subtotal Travel	\$ 79,285	\$ 7,000	\$ 8,888	\$ 59,593	\$ 3,804	\$ -	\$ -	\$ -
Total Direct Cost O & M	\$ 2,947,005	\$ 31,052	\$ 19,296	\$ 2,542,041	\$ 192,036	\$ 85,115	\$ 15,025	\$ 62,440
Cost Per Service Hour	\$ 36.09			\$ 33.63	\$ 31.60			\$ -

Total Admin/Indirect Costs

Subtotal Salaries and Benefits	\$ 1,035,007	\$ 152,802	\$ -	\$ 820,451	\$ 57,358	\$ -	\$ -	\$ 4,396
Subtotal Operating Costs	\$ 649,198	\$ 1,361	\$ 990	\$ 610,928	\$ 35,919	\$ -	\$ -	\$ -
Total Administrative Cost	\$ 1,684,205	\$ 154,163	\$ 990	\$ 1,431,379	\$ 93,278	\$ -	\$ -	\$ 4,396
Cost Per Service Hour	\$ 20.62			\$ 18.94	\$ 15.35		\$ -	\$ -

Total Operating/Direct Costs

Subtotal Salaries and Benefits	\$ 7,206,539	\$ 202,786	\$ 121,030	\$ 6,440,282	\$ 399,357	\$ 33,811	\$ -	\$ 9,274
Subtotal Operating Costs	\$ 2,947,005	\$ 31,052	\$ 19,296	\$ 2,542,041	\$ 192,036	\$ 85,115	\$ 15,025	\$ 62,440
Total Operating Cost	\$ 10,153,544	\$ 233,838	\$ 140,326	\$ 8,982,323	\$ 591,392	\$ 118,926	\$ 15,025	\$ 71,714
Cost Per Service Hour	\$ 124.34			\$ 118.84	\$ 97.30		\$ -	\$ -

**Mountain Line
FY2024 Budget**

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Planning	Mobility Management	Bus	Paratransit	Taxi	Taxi	Vanpool
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Total Program Cost	\$ 11,837,749	\$ 388,000	\$ 141,316	\$ 10,413,702	\$ 684,670	\$ 118,926	\$ 15,025	\$ 76,110
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Direct Cost - Capital

Transit Tax	\$ 150,000			\$ 150,000				
5305 Planning Grant	\$ 250,000	\$ 250,000						
Subtotal Operating Capital	\$ 400,000	\$ 250,000	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -
IT Replacement	\$ 96,880			\$ 96,880				
Vehicles - Passenger - Fleet	\$ 2,718,396			\$ 2,436,396	\$ 282,000			
Vehicles - Other - Fleet	\$ 118,000			\$ 118,000				
Facility Rehab Maint	\$ 65,000			\$ 65,000				
CIP - Kaspar Bldg	\$ 2,000,000	\$ 2,000,000						
CIP - DCC	\$ 33,312,894	\$ 33,312,894						
CIP-New Bus Stops	\$ 445,361	\$ 445,361						
CIP - NAU Bus and Bus Fac	\$ 5,078,000	\$ 5,078,000						
CIP - Pedestrian/Bike/Transit	\$ 6,920,094	\$ 6,920,094						
Vehicle Rehab-Improvements Fund	\$ 220,000			\$ 220,000				
Shelters Rehab - Fac MLine	\$ 150,000			\$ 150,000				
5339 Electric Charging Infrastructure	\$ 1,111,608	\$ 1,111,608						
Subtotal Fixed Assets	\$ 52,236,233	\$ 48,867,957	\$ -	\$ 3,086,276	\$ 282,000	\$ -	\$ -	\$ -
Total Capital	\$ 52,636,233	\$ 49,117,957	\$ -	\$ 3,236,276	\$ 282,000	\$ -	\$ -	\$ -

TOTAL BUDGET	\$64,473,982	\$49,505,957	\$141,316	\$13,649,978	\$966,670	\$118,926	\$15,025	\$76,110
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Financial Plan Summary								
	FY 2023 Budget	FY 2024 Budget	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
SYSTEM EXPENSES								
Operations Summary	\$ 11,365,835	\$ 11,746,614	\$ 12,208,146	\$ 12,447,697	\$ 12,692,039	\$ 12,941,267	\$ 13,195,481	\$ 13,454,778
Capital Summary	\$ 55,065,948	\$ 52,682,903	\$ 4,177,491	\$ 2,107,952	\$ 3,050,171	\$ 12,793,843	\$ 3,338,104	\$ 3,064,453
TOTAL SYSTEM EXPENSES	\$ 66,431,783	\$ 64,429,517	\$ 16,385,637	\$ 14,555,649	\$ 15,742,210	\$ 25,735,110	\$ 16,533,585	\$ 16,519,232
Increase over prior year	110.09%	103.35%	103.93%	101.96%	101.96%	101.96%	101.96%	99.91%
SYSTEM REVENUES								
Passenger Fares (on-board)	\$ 822,528	\$ 847,225	\$ 837,952	\$ 845,780	\$ 845,780	\$ 845,780	\$ 845,780	\$ 845,780
Passenger Fares (U-Pass, C-Pass and agency)	\$ 586,219	\$ 624,324	\$ 630,567	\$ 636,873	\$ 643,241	\$ 649,674	\$ 656,170	\$ 662,732
FTA Sec 5307 Formula Program (up to 50% of net operating costs)	\$ 4,219,174	\$ 3,775,019	\$ 3,860,304	\$ 3,860,304	\$ 3,329,311	\$ 2,999,000	\$ 2,999,000	\$ 2,999,000
FTA Sec 5307 Capital Program (up to 80% of costs)	\$ 108,000	\$ -	\$ -	\$ -	\$ 197,976	\$ -	\$ 210,013	\$ -
FTA Sec 5339 Capital Program (up to 80% of costs)	\$ 42,994,276	\$ 35,882,447	\$ 2,737,882	\$ 760,000	\$ 1,825,201	\$ 9,600,000	\$ 2,101,532	\$ 2,143,563
NAU	\$ 437,558	\$ 507,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other-Existing Misc Sources	\$ 7,731,280	\$ 12,196,368	\$ 586,252	\$ 587,465	\$ 628,703	\$ 589,965	\$ 431,252	\$ 432,565
Subtotal Non-Transit Tax Revenues	\$ 56,899,036	\$ 53,833,183	\$ 8,652,958	\$ 6,690,422	\$ 7,470,212	\$ 14,684,418	\$ 7,243,748	\$ 7,083,640
Transit Tax needed to balance the budget	\$ 9,532,747	\$ 10,596,334	\$ 7,732,679	\$ 7,865,227	\$ 8,271,998	\$ 11,050,692	\$ 9,289,837	\$ 9,435,592
TOTAL SYSTEM REVENUES	\$ 66,431,783	\$ 64,429,517	\$ 16,385,637	\$ 14,555,649	\$ 15,742,210	\$ 25,735,110	\$ 16,533,585	\$ 16,519,232
REVENUE FUND BALANCE								
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Transit Tax	\$ 9,756,149	\$ 7,196,454	\$ 7,649,172	\$ 8,226,739	\$ 8,465,394	\$ 6,397,602	\$ 6,161,352	\$ 6,267,260
FTA 5307 (including STP and STIC)	\$ 13,896,596	\$ 14,385,476	\$ 14,789,071	\$ 15,192,666	\$ 15,929,278	\$ 17,194,177	\$ 18,249,063	\$ 19,513,962
FTA 5339 (previously 5309)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FTA Small Start	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal Revenue Fund Balances	\$ 23,652,745	\$ 21,581,930	\$ 22,438,243	\$ 23,419,405	\$ 24,394,672	\$ 23,591,779	\$ 24,410,414	\$ 25,781,221



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DATE PREPARED: June 13, 2023

MEETING DATE: June 21, 2023

TO: Honorable Chair and Members of the Board

FROM: Heather Higgins, Purchasing and Contracts Officer

SUBJECT: DBE Goal for FFY2024-FFY2026

RECOMMENDATION:

Staff recommends the Board of Directors approve the updated DBE goal for FFY2024-FFY2026, based on FTA guidance for goal setting and as adjusted per Arizona Department of Transportation Disparity Study 2023.

RELATED STRATEGIC WORKPLAN OBJECTIVE

- ❖ The DBE Goal is a required component of the federally required DBE Program which is a key compliance measure necessary to carry out and implement all aspects of the Strategic Plan and Key Objectives

BACKGROUND:

The U.S. Department of Transportation's DBE (disadvantaged business enterprise) program provides a vehicle for increasing the participation by DBEs in state and local procurement. DOT DBE regulations require state and local transportation agencies that receive DOT financial assistance to establish goals for the participation of DBEs. Each DOT-assisted State and local transportation agency is required to establish annual DBE goals, review the scopes of anticipated large prime contracts throughout the year, and establish contract-specific DBE subcontracting goals. In addition to establishing goals, state and local recipients also certify the eligibility of DBE firms to participate in DOT-assisted projects. Some groups are presumed to be socially and economically disadvantaged for the purposes of participation in this program. The main objectives of the DBE Program are:

- To ensure that disadvantaged business enterprises (DBE) can compete fairly for federally funded transportation-related projects.
- To ensure that only eligible firms participate as DBEs.
- To assist DBE firms in competing outside the DBE Program.

To be certified as a DBE, a firm must be a small business owned and controlled by socially and economically disadvantaged individuals. Certifiers make the determinations based upon on-site visits, personal interviews, reviews of licenses, stock ownership, equipment, bonding capacity, work completed,

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resume of principal owners and financial capacity. This process is handled by ADOT, with Mountain Line sharing information to our registered vendor list on a regular basis.

As per Mountain Line's DBE program and Federal Transit Administration regulation, we must review, update, and adopt a new goal every three years. Mountain Line's initial DBE goal was adopted in March 2015 at 1% and updated in 2018 to 9%, and in 2021 to 3%. Staff have reevaluated the DBE Goal for FFY2024-FFY2026. The DBE program requires consideration of total available vendors for our area, using sources like US Census Bureau and the 2020 Arizona Department of Transportation Disparity Study, as well as evaluation of available Disadvantaged Business Enterprise certified vendors as certified by Arizona Department of Transportation. After establishing the percentage of DBE's available for contracts, we must consider a potential need to adjust or modify that figure to increase the accuracy of any set goal. The factors that are evaluated include past performance of DBE and any disparity study completed for the area.

Based on these evaluation methods and determinations, the proposed updated DBE Goal for FFY2024 – FFY2026 is 6%. The identified goal was made public May 25, 2023, on Mountain Line's webpage, the Arizona Daily Sun, as well as emailed to our registered vendor list of approximately 575 firms with notice of the required 30-day comment period for the tentatively calculated overall goal of 6%.

Staff is proposing the Board of Directors approve the updated DBE Goal for FFY2024 – FFY2026 with the new goal of 6%.

TAC DISCUSSION:

The Transit Advisory Committee was presented with the methodology for updating the DBE Goal for FFY2024-FFY2026. Some changes to the format and definitions were recommended to provide additional insight into the process for those who may not be familiar with the process. Updates have been made based on this feedback, however the proposed goal of 6% remains unchanged.

ALTERNATIVES:

- 1) Adopt the updated DBE Goal of 6% for FFY2024-FFY2026 (**recommended**): The Federal Transit Administration requires agencies to evaluate and set a DBE Goal for a triennial period. The Goal should be set based on local conditions, available DBE vendors, and planned contract or capital programs for the same period. Updating and submitting the goal to FTA ensures we remain compliant with these rules and allows procurements as necessary to support programs to be continued.
- 2) Do not approve the proposed DBE Goal (**not recommended**): If the Goal is not approved and submitted to FTA, we could see a delay in federal awards and delay in ability to award procurements and contracts necessary to support our programs.





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FISCAL IMPACT:

While conducting procurements and awarding contracts have a fiscal impact that is part of the annual budget setting process, the adoption of the DBE goal has no additional fiscal impact. Procurement awards to DBE firms may have a fiscal impact and that is accounted for in budget and project value.

SUBMITTED BY:

Heather Higgins
Purchasing and Contracts Officer/DBELO

APPROVED BY:

Josh Stone
Management Services Director

ATTACHMENTS:

- | | |
|--|-------------------------|
| 1. Mountain Line's Goal and Goal Setting Methodology | -available at meeting |
| 2. Mountain Line's DBE Program | -available upon request |
| 3. Arizona Department of Transportation 2020 Disparity Study | -available upon request |

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DATE PREPARED: June 13, 2023

MEETING DATE: June 21, 2023

TO: Honorable Chair and Members of the Board

FROM: Jon Matthies, Information Technology Manager

SUBJECT: Cybersecurity Policies

RECOMMENDATION:

Staff recommends that the Board of Directors approve and adopt Mountain Line Cybersecurity Policies as required to meet federal guidelines for transit programs and to improve the mitigation of known risks.

RELATED STRATEGIC PLAN OBJECTIVE

- ❖ Goal: Enhanced Safety Culture
- ❖ Objective: Develop a holistic safety plan that guides us to effectively and proactively manage risk.

BACKGROUND:

In the face of increasing cyber threats, federal partners and the insurance industry have been increasing cybersecurity requirements and proposing permanent policies and procedures to strengthen the safeguards of cybersecurity and the resiliency of this critical infrastructure, including in the transit sector.

Mountain Line staff have developed the proposed Cybersecurity Policies to maintain compliance with existing or proposed requirements and to align with industry cybersecurity frameworks and best practices. The policies will help guide effective cybersecurity risk management and ensure the resiliency of Mountain Line's managed networks and systems.

Policies include, but are not limited to:

- Access controls to Mountain Line network, systems, and data.
- Risk assessments of IT systems and mitigation of vulnerabilities.
- IT Disaster Recovery, incident response, and contingency planning.

Mountain Line's proposed Cybersecurity Policies are two-fold in that they include both outward and inward facing efforts to control and mitigate these risks. Staff will receive the new policies as well as training on use of these measures and rules in conducting Mountain Line business and connecting to Mountain Line networks and equipment. Mountain Line currently conducts reoccurring training every other month and will add a broader refresh on these policies and expectations to the annual training efforts.

FISCAL IMPACT:

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There is no fiscal impact to the approval and adoption of the proposed Cybersecurity Policies and the training efforts committed to in the Policy.

ALTERNATIVES:

- 1) Approve and adopt the Cybersecurity Policies (**recommended**): These policies will ensure Mountain Line maintains compliance and enables staff to develop procedures based on formally adopted policies.
- 2) Do not approve as recommended (**not recommended**): If these policies are not approved, Mountain Line will be out of compliance with federal and insurance requirements. Additionally, Mountain Line staff will not have the adopted policies necessary to provide guidance when developing internal procedures.

TAC DISCUSSION:

The Transit Advisory Committee was not presented with cybersecurity policies, so there was no discussion.

SUBMITTED BY:

Jon Matthies
Information Technology Manager

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

1. Draft Cybersecurity Policies -separate attachment

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DATE PREPARED: June 8, 2023

MEETING DATE: June 21, 2023

TO: Honorable Chair and Members of the Board

FROM: Heather Dalmolin, CEO and General Manager

SUBJECT: Mountain Line's New Vision

RECOMMENDATION:

Staff recommends the Board of Directors approve and adopt the new Mountain Line Vision that is a result of last month's joint meeting and discussion in May 2023.

RELATED STRATEGIC PLAN OBJECTIVE

The updated Mountain Line Vision supports both staff and the Board in setting work objectives and budgets that are designed to meet and uphold the goals and objectives of the 2020-2025 Strategic Plan.

BACKGROUND:

Mountain Line engaged a contractor to assist the team with creating internal training, a training plan, and eventually a success plan that considers development, secondments, and promotional opportunities. At the onset of this project, the contractor asked about staff understanding about Mountain Line's Mission and Vision, and how they inform the purpose of jobs. This inquiry triggered a review of the Mission and Vision for relevance and whether they are reflective of the Strategic Plan. Staff felt strongly that our Mission was known, understood, and relevant; they also expressed the same conviction that the Vision was in need of an update.

The Vision was written and adopted in 2006 when Mountain Line became a transportation authority operating as NAIPTA. The Vision was about the overall perspective of growing the agency as a transit provider. Fast forward 15 years and our focus and our why is vastly different. Mountain Line doesn't focus on the agency in its Strategic Plan but on the programs and services we operate. Staff felt it was time to have the TAC and Board review and consider updating the Vision.

During the May 2023 Joint Meeting, members of the Board and TAC engaged in an informing and enthusiastic dialogue on what are important aspects of our vision. Our contractor captured the language that resonated with staff in describing our goals, objectives, and services. Together, the group drafted a new Vision and TransPro, with an agreement that the essentials were right but that some wordsmithing was needed to make the new Vision feel memorable.

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At the June TAC and Board meetings, staff will reveal the finalized Vision. We will be asking the TAC to provide feedback, if any, and we will be seeking adoption by the Board. The new Vision, along with staff's updated Core Values, will be added to the Strategic Plan, job descriptions, evaluations, and other materials and training to ensure our team and our Partners have not only an opportunity to read our Vision but to engage in understanding and the carrying out of the Vision.

FISCAL IMPACT:

There is no fiscal impact to updating Mountain Line's Vision as proposed. The various aspects of the Strategic Plan do have financial implications which are captured in the budget and financial plan. The new Vision ensures alignment of Board policies, staff efforts, and the Strategic Plan Goals and Objectives.

ALTERNATIVES:

- 1) Adopt the updated Mountain Line Vision (**recommended**). It is our recommendation that the Board of Directors adopt the finalized version of the Mountain Line Vision that was initially drafted during the Joint TAC and Board Meeting in May of 2023. The Vision is the result of a collaborative effort of our partners, and it is relevant and reflective of our Strategic Plan.
- 2) Do not approve the recommended action (**not recommended**): The current Vision was based on a vision of building NAIPTA as an agency, and it is nearly twenty years old. It is not reflective of our current Strategic Plan or Workplan, and staff believe it is out of date. We are excited about this new vision that we believe staff, our partners, and community can relate to and see in our work.

TAC DISCUSSION:

The Transit Advisory Committee was provided with an opportunity to provide feedback or concerns. The Committee supported the restated Vision.

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

1. Mountain Line Vision

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Mountain Line Mission (2006, confirmed 2023)

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Mountain Line Vision (2006)

To create the finest public transportation experience making NAIPTA services an excellent choice for Northern Arizona Communities.

Mountain Line Vision (2023)

Leading the way with sustainable transportation that connects our communities and provides value for our residents.

Strategic Plan: Goals

1. Service Excellence
2. Stewardship of Resources
3. Investing in Our Workforce
4. Enhanced Safety Culture
5. Community Engagement
6. Fiscal Responsibility



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DATE PREPARED: June 8, 2023

MEETING DATE: June 21, 2023

TO Honorable Chair and Members of the Board

FROM: Bizzy Collins, Strategic Performance Planner

SUBJECT: Strategic Plan Key Performance Indicators

RECOMMENDATION:

Staff recommends that the Board of Directors approve and adopt Mountain Line Key Performance Indicators, directing staff to add these measures to the 2020-2025 Strategic Plan.

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.
- ❖ Goal: Community Engagement
 - ❖ Objective: Increase the community's awareness of Mountain Line's value to the community.

BACKGROUND:

Staff received valuable feedback on the draft Key Performance Indicators at the May Joint meeting and will present updated metrics for approval and adoption.

Current performance measures were 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. Staff recognize that the current performance metrics are helpful and should remain as is. Additional metrics are intended to broaden our definition of success beyond just ridership and tell Mountain Line's story to the Board and public. These measures also reflect upon and support the Board of Director's adopted 2020-2025 Strategic Plan and afford all an opportunity to consider data driven measurements in determining success.

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.

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ALTERNATIVES:

- 1) Approve and adopt Mountain Line Key Performance Indicators, directing staff to add these measures to the 2020-2025 Strategic Plan (**recommended**): New metrics align with adopted Strategic Plan actions and enable staff to utilize data driven measurements in determining and communicating success.
- 2) Do not approve as recommended (**not recommended**): This will impact efforts to be a data driven organization and refresh elements of the Strategic Plan for cohesion and alignment.

TAC DISCUSSION:

This agenda item was not presented at the June TAC meeting.

SUBMITTED BY:

Bizzy Collins
Strategic Performance Planner

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

None.

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DATE PREPARED: May 23, 2023

MEETING DATE: June 21, 2023

TO: Honorable Chair and Members of the Board

FROM: Heather Dalmolin, CEO and General Manager

SUBJECT: Updated Guiding Principles, our New Core Values

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: Expand and enhance employee Training and Development

BACKGROUND:

Staff have updated the Guiding Principles, now named Core Values, as part of the Mountain Line's effort to refresh the Mission, Vision, and Guiding Principles portion of the Strategic Workplan and are seeking feedback on the newly identified Core Values piece. The main objective for this update is to identify the few behaviors that are essential for success, and which will create the highest performing and healthiest workplace possible. Organizational values mean nothing unless they are held personally by individuals at all levels of the organization, everyone knows what it looks like to "live" each value and "fall short," and we hold ourselves accountable for adhering to them in all of our actions.

The new Core Values continue to include the intent of the previous Guiding Principles, but our Leadership has worked together to refine them into statements that recognize both personal responsibility and agency commitment. The Core Values will be shared during the meeting and staff are seeking feedback as part of the last step to finalize the new Core Values before sharing them with the Mountain Line team and our community. The finalized Core Values will replace the Guiding Principles in our Strategic Plan. The Core Values will continue to be highlighted in staff reports and initiatives as part of the overall commitment to tie into work efforts of the Strategic Plan.

FISCAL IMPACT:

There is no fiscal impact related to the Core Values. Printed materials will be required to update current documents but are expected to be within existing budgets.

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TAC DISCUSSION:

The Transit Advisory Committee was provided with an opportunity to give feedback and make suggestions. The Committee supported the updated Core Value prepared by staff and confirmed choice to keep Sustainability as a Value. Advisory Covington suggested staff reconsider the way integrity was worded; suggesting use of Always in parenthesis with an exclamation point was weird.

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

- 1) Mountain Line Core Values

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Mountain Line Mission (2006, confirmed 2023)

Getting you where you want to go.

Mountain Line Vision (2023)

Leading the way with sustainable transportation that connects our communities and provides value for our residents.

Strategic Plan: Goals (2020-2025)

1. Service Excellence
2. Stewardship of Resources
3. Investing in Our Workforce
4. Enhanced Safety Culture
5. Community Engagement
6. Fiscal Responsibility

Core Values (2023)

Customer Commitment:

I value the customers that use our service, so I commit to making a welcoming environment for all, using my expertise, skills, and knowledge.

Collaboration:

I value working together as a team, so I commit to actively listening to my teammates and communicating clearly and with compassion.

Respect:

I value differences, so I commit to treating everyone I meet with kindness and grace.

Integrity:

I value doing the right thing at all times and holding my teammates to the same standard, so I commit to fostering an environment built on trust and honesty.

Embody Challenges:

I value curiosity and critical thinking, so I commit to solving problems with an eye for improving our service and our community.

Sustainability:

I value the Earth's precious resources and our impact on them, so I commit to encouraging transportation alternatives to meet our community's sustainability goals.



Mountain Line

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Board Agenda Packet
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DATE PREPARED: June 12, 2023

MEETING DATE: June 21, 2023

TO: Honorable Chair and Members of the Board

FROM: Josh Stone, Management Services Director

SUBJECT: FY2024 Procurement Resolution

RECOMMENDATION:

Staff recommends the Board of Directors approve Resolution 2024-110: FY2024 Procurement Resolution to authorize the CEO and General Manager to 1) approve and award procurements and 2) execute contracts that support projects that are within the approved fiscal year budget, the 5-year capital improvement plan, the financial plan, and which may be related to the approved annual Collective Grant Resolution.

RELATED STRATEGIC PLAN OBJECTIVE:

- ❖ Resolution 2024-110: FY2024 Procurement Resolution supports all aspects of the Strategic Plan and Key Objectives

BACKGROUND:

The Board of Directors adopted and updated Mountain Line's procurement policies in August of 2022. These policies are used to guide all activities related to public funding, i.e., transit funding, used to supply goods and services necessary to support public transit in and around Mountain Line's service area. The procurement policy delegates authority to the CEO and General Manager for the award of procurements and authorization of contracts of less than \$100,000 while retaining authority with the Board for procurements and contracts of \$100,000 or greater. These authorizations result in large procurements being presented to the Board for consideration and approval on a regular basis and result in Board action being required for all amendments that change the contract by more than \$20,000 or 15%. As the Board meets only once a month, these requirements can create challenges for staff and/or delays in projects while work is paused to await Board action. The Board of Directors first approved a Procurement Resolution in 2019, as allowed by regulatory language, to authorize the CEO and General Manager to act on behalf of the Board of Directors to approve procurement award recommendations after such procurements are conducted in a manner directed by the purchasing policies and execute contracts with vendors selected as the best value after a competitive process. The resolution provides staff with an option that allows for more timely consideration of awards, contracts, and changes while preserving limited time at meetings for the Board to engage in broad policy and strategy discussions.

The resolution was determined to be an annual process for projects named and included in the approved fiscal year budget, the 5-year capital improvement plan, the financial plan, and where applicable,

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supported by the annual Grant Resolution. Any procurement decisions that have high impact to the community, protested or appealed, or considered controversial will be brought before the Board of Directors for formal action including deciding of any protest or appeal.

Staff is recommending the Board approve Resolution 2024-110: FY2024 Procurement Resolution to support procurements for FY2024 as defined in the adopted budget, the 5-year capital improvement plan, the financial plan, and as supported by the annual Collective Grant Resolution. Detailed project updates, including contract or procurement decisions, will be made available at regularly occurring meetings of the Board of Directors to engage the Board in a discussion of the projects.

FISCAL IMPACT:

There is no additional fiscal impact directly related to approving Resolution 2024-110: FY2024 Procurement Resolution as the resolution reflects projects approved in the annual fiscal year budget, the 5-year capital improvement plan, and the financial plan. The resolution offers the opportunity to process procurements and related contracts in a more efficient manner while creating an opportunity to be timely in engaging contractors on projects.

ALTERNATIVES:

- 1) Approve Resolution 2024-110: FY2024 Procurement Resolution (**recommended**): This resolution is in line with allowances under Mountain Line's procurement policies, and the State rules for an IPTA, and allows for staff to be responsive and agile to timely award and action on procurements. Resolution 2024-110 will afford the Board of Directors an opportunity to engage in a thoughtful manner on strategic purpose projects, issues, and policies while delegating management of procurements and contracts to the CEO and General Manager.
- 2) Do not approve Resolution 2024-110 (**not recommended**): This alternative is not recommended as then each procurement of \$100,000 or more will continue to need to be timed accordingly to align with Board meetings and as such may cost staff and projects time, and such Board consideration will consume time at Board meetings that could otherwise be used for strategic planning and engagement.

TAC DISCUSSION:

The Transit Advisory Committee did not request discussion of this consent agenda item.

SUBMITTED BY:

Josh Stone
Management Services Director

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

1. Resolution 2024-110: FY2024 Procurement Resolution -pages 64-65
2. FY2024 Capital Improvement Plan -page 66
3. FY2024 Financial Plan Summary -page 67





RESOLUTION 2024-110

A RESOLUTION DELEGATING AUTHORITY FOR PROCUREMENT BIDS AND PROPOSALS, GRANT AWARDS, AND AUTHORITY OVER CONTRACTS FOR THE FISCAL YEAR 2024 (2023-2024) TO THE CEO AND GENERAL MANAGER ON BEHALF OF THE BOARD OF DIRECTORS OF THE NORTHERN ARIZONA INTERGOVERNMENTAL PUBLIC TRANSPORTATION AUTHORITY (MOUNTAIN LINE).

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

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

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

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

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

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

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

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

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

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

That the CEO and General Manager is delegated the authority, on the Board's behalf, to issue procurement requests and grant awards up to the amount budgeted for each project as in the approved budget, up to an aggregate limit for all projects not exceeding the total authorized budget amount for the projects included in the budget for the fiscal year 2024 (2023-2024);

That the CEO and General Manager is delegated the authority, on the Board's behalf, to sign and enter into on the Board's behalf, individual contracts and/or agreements up to the amount budgeted for each project as in the approved budget, up to an aggregate limit for all projects not exceeding the total authorized budget amount for the projects included in the budget for the fiscal year 2024 (2023-2024); and

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

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

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

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

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

That this Delegation of Authority shall remain in force until the end of the fiscal year 2024 (2023-2024) or until revoked by a subsequent, validly passed resolution of the Board.

Adopted this day _____ of _____, 20____

BY: _____
Chair, Board of Directors

ATTEST:

BY: _____
Clerk of the Board

Mountain Line
FY2024 Capital Improvement Plan (CIP)

Committed Projects

Ranking	Project #	Type	Category	Subcategory	Project	N/A Project Score	Budget GL	Funding Source	FY2024	FY2025	FY2026	FY2027	FY2028
1	P19	SI	Transit Technologies	Security & Safety	BEB Training	50.8	802151-P	Grant - awarded; General Fund	\$100,000				
2	P26	SI	Facilities	DCC	DCC: Phase 1 & Phase 2	48	806051-P	Grant - awarded; Grants ongoing	\$33,312,894				
3	P10	SGR	Facilities	Fleet	Kaspar Maintenance Facility (Design & Construction)	45.8	806031-P	Grant - applied;Grants ongoing	\$2,000,000				
4	P40	SE	Facilities	Infrastructure - General	First Mile / Last Mile Bike / Ped Improvements	42.2	806351-P	Grant - awarded	\$6,920,094				
5	P42	SI	Facilities	Kaspar Campus	Kaspar EV Charging- (Construction EV & Tools)	39.2	802151-P	Grant - awarded	\$1,011,608				
6	P41	SE	Facilities	Facilities	Phase 1: Campus Bus Storage - CDL Course	30.8	806251-P	Grants - awarded	\$5,078,000				
7	P43	SI	Facilities	Infrastructure - General	Beulah Bus Only Lanes	27.5	806151-P	General fund	\$348,734				
Committed Projects Subtotals:									\$48,771,330	\$0	\$0	\$0	\$0
FY2024-FY2028 Committed Projects:									\$48,771,330				

Ranked Projects													
Ranking		Type	Category	Subcategory	Project	Project Score		Funding Source	FY2024	FY2025	F2026	FY2027	FY2028
1	P5	SGR	Fleet	Fleet	Shop 1 Air Compressor	60	80563xx	General fund	\$15,000				
2	P20	SGR	Fleet	Fleet	Fixed Route - Bus Replacement (LoNo)	55	80542xx	Grants - ongoing	\$2,087,896	\$2,150,533		\$2,281,501	
3	P16	SGR	Equipment	IT	Externnal Router Replacement	51.7	805171-A	General fund	\$5,200				
4	P14	SGR	Equipment	IT	Mobile Router Replacement	50	805171-A	General fund	\$70,180				
5	P11	SGR	Equipment	IT	IT Seon Server Replacement	47.5	805171-A	General fund	\$11,500				
6	P2	SGR	Fleet	Fleet	Operations - Support Vehicles Replacements (LoNo)	45.8	80552xx	Grants - ongoing	\$118,000	\$60,000			
7	P6	SGR	Facilities	Bus Stops, Connection Centers, Offsite Transit Facilities	Shelter Rehabilitations	45	806531-A	General fund	\$150,000	\$165,000	\$165,000	\$165,000	\$165,000
8	P17	SGR	Fleet	Fleet	Fixed Route - Rehabilitation	45	806421-A	General fund	\$220,000	\$228,800	\$237,952	\$247,470	\$257,369
9	P15	SGR	Equipment	IT	Internal Router Replacement	44.2	805171-A	General fund	\$10,000				
10	P18	SGR	Fleet	Fleet	Operations - Cutaway Vans LoNo (Revenue)	43.3	80542xx	Grants - ongoing	\$282,000	\$290,460	\$598,348		
11	P1	SGR	Equipment	Safety & Security	Vehicle Cameras	42.5	806421-A	Grants - ongoing	\$348,500				
12	P38	SE	Facilities	Bus Stops, Connection Centers, Offsite Transit Facilities	Route 8 - Bus Stops	42.5	806151-P	Grants - ongoing					\$64,050
13	P25	SI	Equipment	Fleet	Kaspar - EV Second Charger	40.8	802151-P	Grants - ongoing			\$550,000		
14	P35	SE	Fleet	Fleet	Fixed Route- NAH Bus Expansion	40.8	80542xx	Grants - ongoing					
15	P35	SE	Facilities	Bus Stops, Connection Centers, Offsite Transit Facilities	NAH Route Expansion - Bus Stops	40.8	806151-P	Grants - ongoing					
16	P7	SGR	Equipment	Facilities	Scissor Lift	40	805631-A	General fund					
17	N/A	SGR	Facilities	Kaspar Campus	Roof Replacement	40	80563-A	Grant - General fund					
18	N/A	SGR	Facilities	Kaspar Campus	Exterior Paint	36.25	80563-A	General fund					
19	P4	SGR	Facilities	Facilities	Shop 3 Concrete Repair	35.8	80563-A	General fund	\$50,000	\$50,000	\$50,000		
20	P34	SI	Planning Studies	Planning Studies	Planning Studies - Projects Vary by Year	35	800051-P	Grants - ongoing	\$250,000	\$200,000	\$200,000	\$250,000	\$200,000
21	P3	SGR	Fleet	Fleet	Fleet - Support Vehicle (Non-Revenue)	34.2	80552xx	Grants - ongoing					
22	P21	SI	Facilities	Bus Stops, Connection Centers, Offsite Transit Facilities	New Bus Stop - Route 66 Crown	30	806151-P	Grants - ongoing					\$195,212
23	P22	SI	Facilities	Bus Stops, Connection Centers, Offsite Transit Facilities	Bus Stop Upgrade - Route 4 Mohawk	29.2	806151-P	General fund		\$33,169			
24	P29	SI	Equipment	Bus Stops, Connection Centers, Offsite Transit Facilities	TSP - Butler West	29.2	806151-P	Grants - ongoing					
25	P37	SE	Facilities	Facilities	Phase 2 - Kaspar Bus Storage	29.2	806031-P	Grants - ongoing					
26	N/A	SGR	Facilities	Kaspar Campus	Asphalt Parking Resealed	26.5	80563xx	General fund			\$10,000		
27	P8	SGR	Equipment	Security & Safety	Radio System	25.8		General fund					
28	P24	SI	Facilities	Bus Stops, Connection Centers, Offsite Transit Facilities	Route 3 - New Bus Stops Butler East	25.8	806151-P	Grants - ongoing		\$159,848			
29	P31	SI	Facilities	Bus Stops, Connection Centers, Offsite Transit Facilities	Bus Stop Equity Improvements	25.8	806151-P	Grants - ongoing					
30	P22	SI	Equipment	Security & Safety	Bus Simulator	25.8		Grants - awarded			\$400,000		
31	P30	SI	Equipment	Bus Stops, Connection Centers, Offsite Transit Facilities	TSP - Butler East	23.3	806151-P	Grants - ongoing					
32	P23	SI	Facilities	Bus Stops, Connection Centers, Offsite Transit Facilities	Route 4 Franklin Bus Shelter	22.5	806151-P	Grants - ongoing		\$33,169			
33	P33	SI	Facilities	Bus Stops, Connection Centers, Offsite Transit Facilities	Beulah Bus Shelter2	19.2	806151-P	General fund	\$64,418				
34	N/A	SI	Equipment	IT	RTA Display - Various Locations (Shared Stops)	17.5	806051-P	Grants - ongoing					
35	P36	SI	Facilities	Facilities	Phase 2 - Kaspar Curb Mod	17.5	806031-P	Grants - ongoing					
N/A	P42	SI	Facilities	Facilities	Bus Stop Relocation/Upgrade - Whataburger	n/a		Grant - General fund	\$32,209				
Ranked Projects Subtotals:									\$3,714,903	\$3,370,979	\$2,211,300	\$2,943,971	\$881,631

Financial Plan Summary								
	FY 2023 Budget	FY 2024 Budget	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
SYSTEM EXPENSES								
Operations Summary	\$ 11,365,835	\$ 11,746,614	\$ 12,208,146	\$ 12,447,697	\$ 12,692,039	\$ 12,941,267	\$ 13,195,481	\$ 13,454,778
Capital Summary	\$ 55,065,948	\$ 52,682,903	\$ 4,177,491	\$ 2,107,952	\$ 3,050,171	\$ 12,793,843	\$ 3,338,104	\$ 3,064,453
TOTAL SYSTEM EXPENSES	\$ 66,431,783	\$ 64,429,517	\$ 16,385,637	\$ 14,555,649	\$ 15,742,210	\$ 25,735,110	\$ 16,533,585	\$ 16,519,232
<i>Increase over prior year</i>	<i>110.09%</i>	<i>103.35%</i>	<i>103.93%</i>	<i>101.96%</i>	<i>101.96%</i>	<i>101.96%</i>	<i>101.96%</i>	<i>99.91%</i>

SYSTEM REVENUES								
Passenger Fares (on-board)	\$ 822,528	\$ 847,225	\$ 837,952	\$ 845,780	\$ 845,780	\$ 845,780	\$ 845,780	\$ 845,780
Passenger Fares (U-Pass, C-Pass and agency)	\$ 586,219	\$ 624,324	\$ 630,567	\$ 636,873	\$ 643,241	\$ 649,674	\$ 656,170	\$ 662,732
FTA Sec 5307 Formula Program (up to 50% of net operating costs)	\$ 4,219,174	\$ 3,775,019	\$ 3,860,304	\$ 3,860,304	\$ 3,329,311	\$ 2,999,000	\$ 2,999,000	\$ 2,999,000
FTA Sec 5307 Capital Program (up to 80% of costs)	\$ 108,000	\$ -	\$ -	\$ -	\$ 197,976	\$ -	\$ 210,013	\$ -
FTA Sec 5339 Capital Program (up to 80% of costs)	\$ 42,994,276	\$ 35,882,447	\$ 2,737,882	\$ 760,000	\$ 1,825,201	\$ 9,600,000	\$ 2,101,532	\$ 2,143,563
NAU	\$ 437,558	\$ 507,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other-Existing Misc Sources	\$ 7,731,280	\$ 12,196,368	\$ 586,252	\$ 587,465	\$ 628,703	\$ 589,965	\$ 431,252	\$ 432,565
Subtotal Non-Transit Tax Revenues	\$ 56,899,036	\$ 53,833,183	\$ 8,652,958	\$ 6,690,422	\$ 7,470,212	\$ 14,684,418	\$ 7,243,748	\$ 7,083,640
<i>Transit Tax needed to balance the budget</i>	\$ 9,532,747	\$ 10,596,334	\$ 7,732,679	\$ 7,865,227	\$ 8,271,998	\$ 11,050,692	\$ 9,289,837	\$ 9,435,592
TOTAL SYSTEM REVENUES	\$ 66,431,783	\$ 64,429,517	\$ 16,385,637	\$ 14,555,649	\$ 15,742,210	\$ 25,735,110	\$ 16,533,585	\$ 16,519,232

REVENUE FUND BALANCE	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Transit Tax	\$ 9,756,149	\$ 7,196,454	\$ 7,649,172	\$ 8,226,739	\$ 8,465,394	\$ 6,397,602	\$ 6,161,352	\$ 6,267,260
FTA 5307 (including STP and STIC)	\$ 13,896,596	\$ 14,385,476	\$ 14,789,071	\$ 15,192,666	\$ 15,929,278	\$ 17,194,177	\$ 18,249,063	\$ 19,513,962
FTA 5339 (previously 5309)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FTA Small Start	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Subtotal Revenue Fund Balances</i>	\$ 23,652,745	\$ 21,581,930	\$ 22,438,243	\$ 23,419,405	\$ 24,394,672	\$ 23,591,779	\$ 24,410,414	\$ 25,781,221



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Board Agenda Packet
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DATE PREPARED: May 23, 2023

MEETING DATE: June 21, 2023

TO: Honorable Chair and Members of the Board

FROM: Josh Stone, Management Services Director

SUBJECT: Resolution 2024-100: FY2024 Collective Grant Resolution and the FY2023-FY2027 Transit Program from the Transportation Improvement Program

RECOMMENDATION:

Staff recommends the Board of Directors: 1) Approve Resolution 2024-100: FY2024 Collective Grant Resolution for federal and state transit grant applications and subsequent executions as necessary to support transit programs within the 5-year capital improvement plan and 10-year financial plan; and 2) Approve the amended Transit Program from the FY2023-FY2027 regional Transportation Improvement Program.

RELATED STRATEGIC PLAN OBJECTIVE:

❖ **Goal:** Service Excellence

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

BACKGROUND:

Per the FY2020 funding discussions, Mountain Line can at times face the risk of delays in federal funding applications or lost opportunities with applications, as the Board of Directors support for applications is lacking at the time of deadline. The Collective Grant Resolution first adopted in 2019 offered the opportunity to process applications for funding and related reimbursement requests in an efficient manner while creating an opportunity to be agile with applications for funding. The resolution allows the CEO and General Manager to submit transit grant applications to both ADOT and FTA for projects identified in the Transit Program within the TIP and the 10-year financial plan, and to execute subsequent contracts or awards. As previously agreed, the Board of Directors will receive regular updates on applications made and awards granted. The Resolution allows staff to act on the following elements:

- FTA or ADOT anticipated appropriations and awards of federal financial assistance for projects as detailed in the Transit Program of the FY2023-2027 Transportation Improvement Program (TIP).
- Local match requirements and obligations required to apply for and receive federal financial assistance.
- Mountain Line's requirements to complete and submit annual certifications and assurances to FTA and ADOT.
- Authorization to Mountain Line staff to complete and submit federal funding applications as required for the identified projects.

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- Authorization to the CEO and General Manager to execute awards and contracts for federal assistance.
- Incorporates the TIP as submitted for the current and future year funding cycles.

This resolution allows Mountain Line to be more agile in meeting deadlines and competitive in demonstrating support and readiness. The resolution is effective for the fiscal year and does require annual action to renew for future years.

ALTERNATIVES:

- 1) Adopt the FY2024 Collective Grant Resolution and approve the Transit Improvement Program as identified in the TIP (**recommended**): This resolution is in line with the action of the Board in 2019, and each subsequent fiscal year, and reflects the support expressed by the Board of Directors. Adoption of the resolution will afford staff the opportunity to be efficient and timely in making transit grant applications.
- 2) Do not adopt the FY2024 Collective Grant Resolution (**not recommended**): This alternative is not recommended as then each grant application submittal will need to be timed according to Board meetings and as such we may miss out on opportunities and or delay access to necessary federal funding.

FISCAL IMPACT:

There is no fiscal impact directly related to the adoption of the resolution; however, the resolution is expected to offer the opportunity to process applications for funding and related reimbursement requests in an efficient manner while creating an opportunity to be more agile with application submission. Each grant application will require local match and staff will need to ensure adequate capacity is established within the annual fiscal year budget as well as identified future year applications within the 5-year capital improvement plan and the 10-year financial plan.

TAC DISCUSSION:

The Transit Advisory Committee did not request discussion of this consent agenda item.

SUBMITTED BY:

Josh Stone
Management Services Director

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

1. Resolution 2024-100: FY2024 Collective Grant Resolution -page 70
2. FY2023-FY2027 Bus TIP Table -page 71





RESOLUTION 2024-100

A RESOLUTION AUTHORIZING THE SUBMITTAL OF ARIZONA DEPARTMENT OF TRANSPORTATION (ADOT) AND FEDERAL TRANSIT ADMINISTRATION (FTA) TRANSIT GRANT APPLICATIONS AND THE SUBSEQUENT EXECUTION OF TRANSIT GRANT AGREEMENTS AND CONTRACTS FOR THE FISCAL YEAR 2024 (2023-2024) BY THE CEO AND GENERAL MANAGER ON BEHALF OF THE NORTHERN ARIZONA INTERGOVERNMENTAL PUBLIC TRANSPORTATION AUTHORITY (MOUNTAIN LINE).

WHEREAS Mountain Line has a responsibility to carry out transit planning, operations, and capital investment activities on behalf of its partners; and,

WHEREAS Mountain Line believes itself to be qualified, and is willing and able to carry out all activities described in the transit grant application; and,

WHEREAS Mountain Line has confirmed the technical, legal, and financial capacity required to carry out all grant activities and has met all requirements of the transit grant applications including FTA requirement for execution of the Master Certification and Assurances as well as annual certification of same; and,

WHEREAS Mountain Line adopts an annual budget and maintains a 5-year financial plan to manage and confirm matching funds are available; and,

WHEREAS Mountain Line has submitted a Transit Program to the Flagstaff Metropolitan Planning Organization (MetroPlan) which illustrates anticipated projects to be funded by federal transit grants; and,

WHEREAS MetroPlan has included the ADOT transit programs and Mountain Line's Transit Program in the approved FY2021 – FY2025 Transportation Improvement Program (TIP); and

WHEREAS the Arizona Department of Transportation and the Federal Transit Administration provide appropriation and award of various transit grants annually,

IT IS THEREFORE RESOLVED that the Board of Directors requests the funds and assistance available from ADOT and FTA transit grant applications and will comply with all regulations, and,

HEREBY AUTHORIZES CEO and General Manager to act on behalf of Mountain Line to submit and sign transit grant applications, sign related documents, and,

HEREBY AUTHORIZES CEO and General Manager to act on behalf of Mountain Line to sign the grant agreement and contracts if the grant funds are awarded.

Adopted this day _____ of _____, 20____

BY: _____
Chair, Board of Directors

ATTEST:

BY: _____
Clerk of the Board

FMPO Bus Orig

Table 5. FY2023-2027: Transit Projects within the FMPO-area
updated: J. 27-Jun-22

Line #	Project Description	Fund Type	Current Year	2023	2024	2025	2026	2027	Local Cost **	Federal Cost	Total Cost
1	Operating Assistance, including Project Management	5307, including STIC	\$ 10,047,320	\$ 11,136,354	\$ 11,855,650	\$ 12,088,151	\$ 12,325,302	\$ 12,567,196	\$ 35,009,987	\$ 35,009,987	\$ 70,019,973
2	Passenger Shelters, Signs, and Poles	5307, STBG State Flex	\$ 74,733	\$ 135,000	\$ 150,000	\$ 165,000	\$ 180,000	\$ 210,000	\$ 182,947	\$ 731,786	\$ 914,733
3	Preventative Maintenance	STBG Local	\$ 353,750	\$ 459,875	\$ 473,671	\$ 487,881	\$ 502,518	\$ 517,594	\$ 559,058	\$ 2,236,231	\$ 2,795,289
4	Downtown Connection Ctr - Construct	5339	\$ 31,350,000						\$ 15,675,000	\$ 15,675,000	\$ 31,350,000
5	Replacement Buses	5307/5339	\$ 2,000,000	\$ 4,793,062					\$ 1,358,612	\$ 5,434,450	\$ 6,793,062
6	Operations Support Vehicles	5307/5339	\$ 300,000	\$ 278,400					\$ 60,000	\$ 240,000	\$ 300,000
7	Phase 1 Campus Bus Storage: CDL Test Course and training materials	5307, 5339	\$ 4,375,581						\$ 875,116	\$ 3,500,465	\$ 4,375,581
8	Phase 1 Campus Bus Storage: CDL Test Course and training materials	Appropriation	\$ 3,237,500						\$ 647,500	\$ 2,590,000	\$ 3,237,500
9	Kaspar Electrification Infrastructure	5339	\$ 1,615,148						\$ 323,030	\$ 1,292,118	\$ 1,615,148
10	Maintenance Facility Design	5307/5339		\$ 2,000,000					\$ 323,030	\$ 1,600,000	\$ 1,615,148
11	Support Vehicles	unfunded						\$ 300,000	\$ 60,000	\$ 240,000	\$ 300,000
12	Bus Training Simulator	unfunded						\$ 380,000	\$ 76,000	\$ 304,000	\$ 380,000
13	Passenger Wayfinding - Technology	unfunded						\$ 300,000	\$ 60,000	\$ 240,000	\$ 300,000
14	IT - Safety & Security Package	unfunded						\$ 500,000	\$ 100,000	\$ 400,000	\$ 500,000
15	Plans and Planning, non-operations (TOD, Corridor, Mobility/OnDemand Studies)	unfunded						\$ 900,000	\$ 180,000	\$ 720,000	\$ 900,000
16	Replacement Paratransit Vehicles	unfunded						\$ 1,100,000	\$ 220,000	\$ 880,000	\$ 1,100,000
17	High-Capacity Transit Route -Engineering and Environmental	unfunded						\$ 2,281,919	\$ 580,000	\$ 1,701,919	\$ 2,281,919
18	Acquisition of Property for Mountain Line Expansion	unfunded						\$ 2,500,000	\$ 500,000	\$ 2,000,000	\$ 2,500,000
19	Park n Ride Transit Center	unfunded						\$ 3,000,000	\$ 600,000	\$ 2,400,000	\$ 3,000,000
20	General Routes - Fleet Expansion	unfunded						\$ 5,000,000	\$ 1,000,000	\$ 4,000,000	\$ 5,000,000
21	Downtown Connection Ctr - Construct	unfunded						\$ 6,000,000	\$ 1,200,000	\$ 4,800,000	\$ 6,000,000
22	General Route Infrastructure Improvements	unfunded						\$ 6,400,000	\$ 1,280,000	\$ 5,120,000	\$ 6,400,000
23	NAU McConnell Dr Multimodal Improvements	unfunded						\$ 7,000,000	\$ 1,400,000	\$ 5,600,000	\$ 7,000,000
24	Electrification Infrastructure	unfunded						\$ 10,000,000	\$ 2,000,000	\$ 8,000,000	\$ 10,000,000
25	New Bus Way - Various Locations	unfunded						\$ 10,000,000	\$ 2,000,000	\$ 8,000,000	\$ 10,000,000
26	Kaspar Maintenance, Storage and Electrification	unfunded						\$ 10,000,000	\$ 2,000,000	\$ 8,000,000	\$ 10,000,000
27	High-Capacity Transit - Fleet Expansion	unfunded						\$ 10,000,000	\$ 2,000,000	\$ 8,000,000	\$ 10,000,000
28	Replacement Buses (Hybrid/Electric, total of 12)	unfunded						\$ 12,000,000	\$ 2,400,000	\$ 9,600,000	\$ 12,000,000
29	First Last Mile Infrastructure (capital)	unfunded						\$ 13,100,000	\$ 2,620,000	\$ 10,480,000	\$ 13,100,000
30	High-Capacity Transit - Acquisition/Design/Construction	unfunded						\$ 27,000,000	\$ 5,400,000	\$ 21,600,000	\$ 27,000,000
31	Bus Storage Facility (Campus Location)	unfunded						\$ 29,000,000	\$ 5,800,000	\$ 23,200,000	\$ 29,000,000
TOTAL ALL CATEGORIES			\$ 53,354,032	\$ 18,802,691	\$ 12,479,321	\$ 12,741,032	\$ 13,007,820	\$ 170,056,709	\$ 86,490,279	\$ 193,595,956	\$ 279,778,353

Fiscal Year is local fiscal year of July 1 thru June 30 to express year of obligation.

**Local Match increases by an average of 2% annually. Local match is combination of City taxes, NAU and other partner funds.



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Board Agenda Packet
6/21/2023 - Page 72 of 88

DATE PREPARED: May 23, 2023

MEETING DATE: June 21, 2023

TO: Honorable Chair and Members of the Board

FROM: Josh Stone, Management Services Director

SUBJECT: Line of Credit Renewal from Western Alliance Bank for \$500,000

RECOMMENDATION:

Staff recommends the Board of Directors authorize Mountain Line Management Services Director to renew and activate a Western Alliance Bank credit line of up to \$500,000 to provide cash flow assistance, if necessary, to meet cash flow commitments during the fiscal year 2023-2024.

RELATED STRATEGIC PLAN OBJECTIVE

- ❖ Goal: Fiscal Responsibility
 - ❖ Objective: Ensure a sustainable financial future through long-term financial planning.
 - ❖ Objective: 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.

BACKGROUND:

Mountain Line has limited cash funding readily available as the organization is funded on a reimbursement basis by the partner and granting agencies. Due to the potential cash flow issues related to the timing of reimbursement funds and the lag in federal funding, a line of credit has historically been secured as an option to close the gap in cash necessary for solvency. The line of credit as recommended is important to ensure we can keep accounts payable current with vendors while waiting for reimbursement.

The line of credit makes funds available as needed to help cover costs. The interest rate, as of May 4, 2023, was anticipated to be 9.25% per annum with a max credit of \$500,000. Staff selected Alliance Bank due to Mountain Line's existing banking services relationship with Alliance Bank. The line of credit makes funds available to draw as needed and would only be used as a last resort. Mountain Line would only incur interest costs based upon the amount of funds drawn for the time required for repayment of the line of credit. The line of credit is subject to renewal once annually.

Action as recommended allows the Management Services Director to authorize the renewal of the line of credit when and if the line of credit becomes necessary.

FISCAL IMPACT:

There are no application fees or maintenance costs associated with renewing the line of credit.

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If funds are drawn against the line of credit, Mountain Line would be charged the interest rate until such time as the funds are repaid. Mountain Line did not budget for the interest rate that would incur if funds were drawn on the line of credit. If Mountain Line uses the line of credit, a budget adjustment will be required to cover interest costs related to the expenditure.

ALTERNATIVES:

- 1) Authorize the Management Services Director to renew the line of credit (**recommended**): The line of credit will provide assurance of adequate cash flow while reimbursements from various funding sources are pending.
- 2) Do not approve the renewal of the line of credit (**not recommended**): Mountain Line could operate without the line of credit. On occasion, this option could prevent the timely payment of invoices and cost additional finance or late fees.

TAC DISCUSSION:

The Transit Advisory Committee did not request discussion of this consent agenda item.

SUBMITTED BY:

Josh Stone
Management Services Director

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

None.





MOUNTAIN LINE MEMORANDUM

DATE: June 21, 2023
TO: Honorable Chair and Members of the Board
FROM: Estella Hollander, Mobility Planner
SUBJECT: August Service Changes

Mountain Line will be making several minor service changes in August. These changes are not substantial enough to warrant a Title VI outreach process. The service changes include the following:

Changing Route 2 BASIS Deviation Times

Route 2 currently deviates five times a day, three times in the morning and two times in the afternoon, to serve BASIS charter school. Based on public comments from outreach events and submitted comments, the morning deviation times do not align well with the bell schedule and arrive at the school too early. The first period for Grades 4 – 5 starts at 8:10 am and 8:25 a.m. for Grades 6 - 12 and our current schedule arrives at BASIS between 7:07 a.m. and 7:19 a.m. Planning staff conducted a ridership analysis of the deviation times and have made the following suggestions. BASIS staff have reviewed the changes and believe this will accommodate students' needs better.

Outbound – Downtown to Mall

- Currently Route 2 arrives at BASIS at 7:14 a.m. Based on ridership data from the last 3 months, we have had 0 likely students riding and only 7 people total.
- Staff are proposing to change the run that leaves the Downtown Connection Center at 7:45 a.m. so it will arrive at Basis by 7:54 a.m.

Inbound – Mall to Downtown

- Currently Route 2 arrives at BASIS at 7:07 a.m. and 7:19 a.m. Staff are removing the 7:07 a.m. run since we only have 2 likely students riding within a 3 month period.
- We will keep the 7:19 a.m. run and add a run that arrives at BASIS at 8:07 a.m.

Adding Outbound Route 7 Bus Stop to serve The Lantern

This proposed change is still in discussion with City staff and Flagstaff Shelter Services and should be finalized by the end of June. Flagstaff Shelter Services (FSS) recently bought the Motel 6 on Huntington Drive near Grant Street and will turn this building into affordable housing. This new development is called The Lantern. Mountain Line and FSS are in discussions about how to bring better transit access to this development since the nearest bus stop on Huntington Drive is half a mile away and Mountain Line aims to have a bus stop every quarter mile. The Lantern plans to open in early Fall, so Mountain Line has a phased approach of how to serve this development quickly. Mountain Line has wanted to add stops to





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this area since 2019 but there has been changes with site distance concerns on Huntington Drive and implementing a pedestrian crossing.

- Phase 1: Adding an outbound Route 7 sign stop in front of The Lantern. This phase would be the fastest way to serve The Lantern and provide better transit access to this site, while Mountain Line and City staff continue discussion on how to implement and fund a safe pedestrian crossing on Huntington Drive and install an inbound stop across the street.
- Phase 2: Coordinating with the City to add a pedestrian crossing on Huntington Drive and build an inbound stop on Huntington Drive.

Bus Stop Name Changes

- Route 8
 - Remove (Arizona Daily Sun) from Thompson Dr.
 - Bus Stop will only have Thompson Dr.
- Routes 3 & 7
 - Remove Hensley Beverage Co. from Butler Ave. and Hensley Beverage Co.
 - Change to Butler Ave. and Ponderosa

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MOUNTAIN LINE MEMORANDUM

DATE: June 21, 2023

TO: Honorable Chair and Members of the Board

FROM: Jon Matthies, IT Manager

SUBJECT: Annual Information Technology Update

Mountain Line's IT team has remained fully staffed this year and the staffing capacity has allowed us to make steady progress towards reducing our technological backlog. The following is a report on activities and successes during the past year.

Infrastructure:

This year, Mountain Line IT has:

- Replaced our WiFi network throughout the Kaspar Dr. campus, increasing speed and reliability, as well as positioning us to bring up a compatible system at the new DCC.
- Continued our migration from physical servers to virtualized servers and cloud-hosted solutions, increasing Mountain Line's resiliency to outages and lowering administrative overhead.
- Applied for and received funding from the Arizona Cyber Readiness Program, allowing us to install a Converged Endpoint Management (i.e. computer tracking and management) solution at no cost.
- Identified a new and updated Voice over Internet Protocol (VoIP) phone system.
- Initiated the process of combining MetroPlan's IT resources with ours so that we can provide support going forward.

Cyber Security:

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

- Implemented a new Advanced Endpoint Protection (i.e. anti-virus) solution at no cost after being awarded free licensing offered via the state's Cyber Readiness Program
- Participated in the Nationwide Cybersecurity Review (NCSR), an annual self-assessment that is based on the National Institute of Standards and Technology (NIST) Cybersecurity Framework (CSF). Mountain Line's 2022 NCSR report covers the calendar year and is attached. Due in large

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part to a lack of written policies, Mountain Line only saw incremental improvements in 2 of the 5 categories. Our goal is to double our scores to reach the recommended minimum maturity.

- Completed and proposed a new Cybersecurity Policy to address both external and internal risks as part of our efforts to meet the Stewardship of Resources and the Enhanced Safety Culture goals of the Mountain Line Strategic Plan. The policies are also in compliance with federal regulations and the requirements of the cybersecurity insurance industry.

Next steps:

- Implement the new cloud-hosted VoIP solution and decommission our dated phone system (portions of which are now almost 20 years old).
- Replace mobile routers on our fixed route fleet to improve reliability of data collected and to support real-time arrival solutions for customers.
- Move our onsite file shares to a cloud solution to improve resistance to power failures and limited access to physical servers. Additionally, reduces physical assets (servers) that require maintenance and upkeep.
- Develop cybersecurity necessary procedures and training to support implementation of the new Cybersecurity Policies.
- Automate audit log monitoring and review, improving both information available for staff and the opportunities to evaluate system performance and identification of network issues or threats in advance of failures.

Attachment: 2022 Annual National Cyber Security Report -pages 78-82

Glossary:

BEC – Business Email Compromise

CIS – Center for Internet Security

CSF – Cybersecurity Framework

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

DHS – Department of Homeland Security

DNS – Domain Name System

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

NCSR - Nationwide Cybersecurity Review

NIST – National Institute of Standards and Technology

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

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

SLTT – State, Local, Tribal, and Territorial governments

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National Cyber Security Review

MOUNTAIN LINE

JON MATTHIES, IT MANAGER

NCSR Structure

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

Overview of the NIST CSF Functions:

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

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

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

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

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

NCSR Maturity Scale

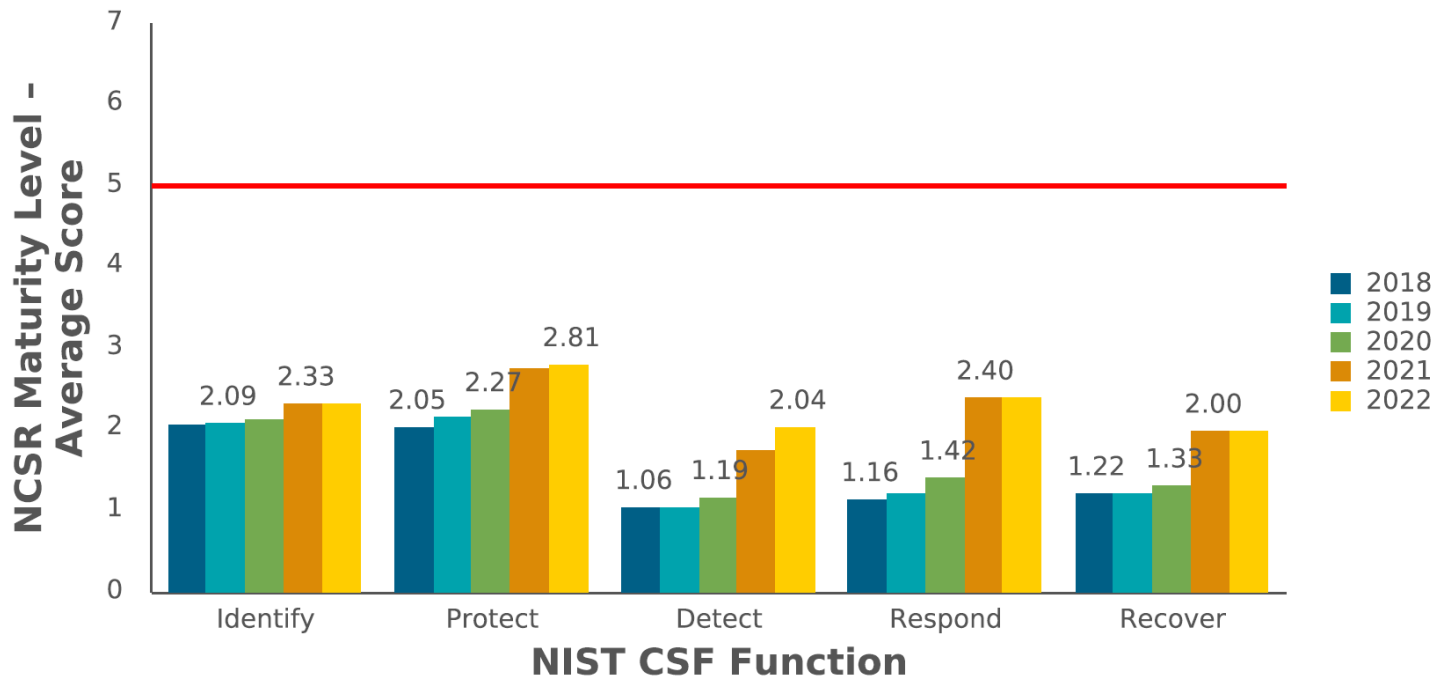
The NCSR utilizes a maturity scale that assesses how an organization is addressing the different activities within the NIST CSF. The maturity scale allows participants to indicate how formalized these cybersecurity activities are within their organization.

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

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

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

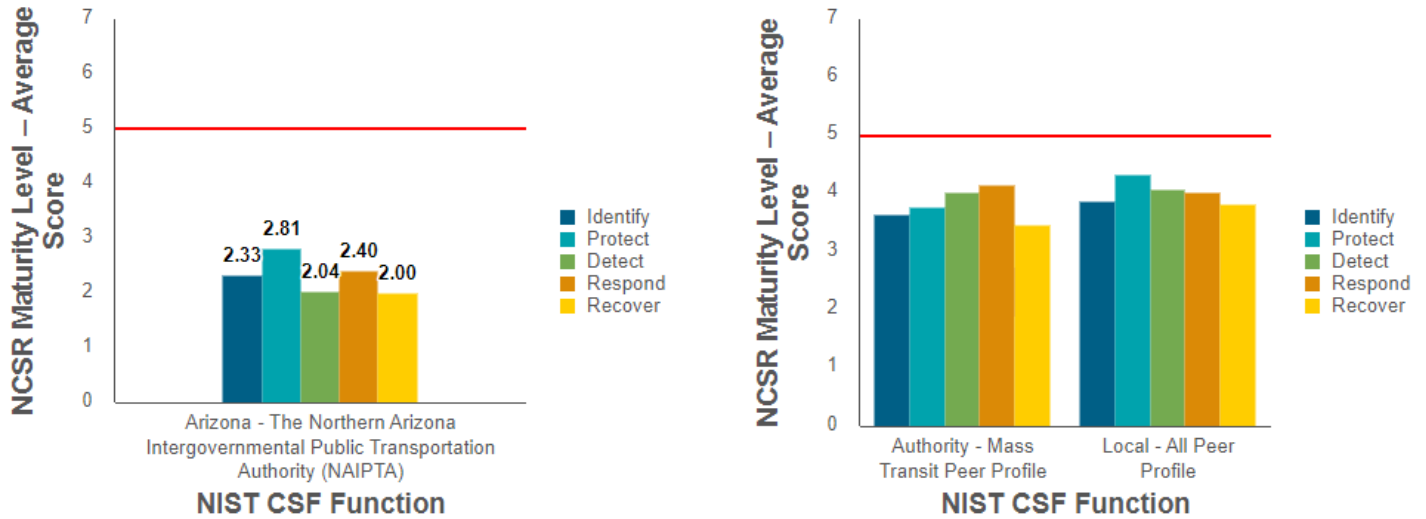
Mountain Line's Year-to-Year Function Averages



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

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

Peer Profile NCSR Results



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

Mountain Line's NCSR Scores:

Name	Average-Identify	Average-Protect	Average-Detect	Average-Respond	Average-Recover
Arizona - The Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA)	2.33	2.81	2.04	2.40	2.00

Peer Profile NCSR Scores:

Peer Profile	Average-Identify	Average-Protect	Average-Detect	Average-Respond	Average-Recover
Authority - Mass Transit Peer Profile	3.63	3.77	4.03	4.14	3.46
Local - All Peer Profile	3.88	4.34	4.08	4.02	3.81



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MOUNTAIN LINE MEMORANDUM

DATE: June 21, 2023

TO: Honorable Chair and Members of the Board

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

SUBJECT: FY2024 Meeting Dates

Pursuant to the current practice of Mountain Line, the meeting date calendar for the Board of Directors (Board) and the Transit Advisory Committee (TAC) is reviewed twice a year in January and June. This allows all Board, TAC, and staff members to plan and have meetings marked on their calendars.

Typically, the Coconino County Board of Supervisors is on summer recess late June to early August and the Flagstaff City Council is on summer recess early July to mid-August. Fall Semester classes at NAU and CCC typically begin the last week of August. Since the County Board of Supervisors and City Council members are on recess in July, it has been previously determined to be appropriate to have the Mountain Line meeting recess in July as well.

Staff also propose to continue the December recess as it is often difficult to achieve a quorum.

For FY2024, staff recommend the current practice of not holding TAC meetings in the months in which we have joint meetings, October 2023 and May 2024. Joint meetings will be held for an extended amount of time. Staff proposed a change in date for the October Advance, from October 18 (third Wednesday) to October 25 (fourth Wednesday) due to a conflict with the Arizona Rural Transportation Summit being held in Yuma on October 18-19, 2023. Our CEO and General Manager, Heather Dalmolin, and MetroPlan's Interim Executive Director, Kate Morley, have determined it is critical for Mountain Line and MetroPlan to be present at this Summit. In a preliminary survey of Board and TAC members, a quorum of each have agreed to this date change. The attached list of meeting dates reflects this date change.

If any member wishes to discuss these dates further, please request to have this topic added to a future agenda.

Attachment: Amended FY2024 Meeting Dates

-page 84



MOUNTAIN LINE FY2024 REGULAR MEETINGS

Transit Advisory Committee (TAC) - First Thursday of each Month
Board of Directors (BOD) – Third Wednesday of each Month

Date	Meeting	Location	Time
7/2023	Recess	-----	-----
8/3/2023	TAC	Zoom Mountain Line Based	10am
8/16/2023	BOD	Zoom Mountain Line Based	10am
9/7/2023	TAC	Zoom Mountain Line Based	10am
9/20/2023	BOD	Zoom Mountain Line Based	10am
10/25/2023 (4 th Wed)	BOD/TAC Advance	TBD	9am-2pm
11/2/2023	TAC	Zoom Mountain Line Based	10am
11/15/2023	BOD	Zoom Mountain Line Based	10am
12/2023	Recess	-----	-----
1/4/2024	TAC	Zoom Mountain Line Based	10am
1/17/2024	BOD	Zoom Mountain Line Based	10am
2/1/2024	TAC	Zoom Mountain Line Based	10am
2/21/2024	BOD	Zoom Mountain Line Based	10am
3/7/2024	TAC	Zoom Mountain Line Based	10am
3/27/2024 (4 th Wed)	BOD	Zoom Mountain Line Based	10am
4/4/2024	TAC	Zoom Mountain Line Based	10am
4/17/2024	BOD	Zoom Mountain Line Based	10am
5/15/2024	TAC/BOD Joint Meeting	TBD	10am-2pm
6/6/2024	TAC	Zoom Mountain Line Based	10am
6/19/2024	BOD	Zoom Mountain Line Based	10am

Subject to change up until 24 hours before meeting

Updated 5/23/2023



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MOUNTAIN LINE MEMORANDUM

DATE: June 21, 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

Procurement Authority – Resolution 2023-110

Contract No. 2022-200, Asbestos Abatement Change Order #1

Change Order #1 was executed April 28, 2023, to add additional services to the Southwest Hazard Contract No. 2022-200. The value of the Change Order is \$98,812.63; this brings the cumulative total of the contract to \$286,354.74.

Contract No. 2022-140 CMAR DCC Task Order #1, GMP #1

Task Order #1 was executed May 1, 2023, to add the Guaranteed Maximum Price (GMP) #1 to the Loven Contracting Contract No. 2022-140. The value of the Task Order is \$6,253,986.36; this brings the cumulative total of the contract to \$6,723,441.40.

Agreements and Contracts Authority – Resolution 2020-100

First Amendment to Transit Service Intergovernmental Agreement, City of Flagstaff

The First Amendment to Transit Service Intergovernmental Agreement, City of Flagstaff was executed May 2, 2023, to include joint development of bus lanes on Beulah Boulevard, Flagstaff, AZ 86001. Mountain Line shall pay for 100% of the actual City costs to design and construct the Bus Only Lanes and Bus Stops Pads on Beulah Boulevard in Flagstaff, which shall be determined as 1.6210% of the final Total Project Cost of Work as calculated by the City, plus \$22,000 for design costs: (“the Final Cost”). The Final Cost is currently estimated to be \$356,121, plus taxes of 5.968% (\$21,253), for a total of \$377,374,

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MOUNTAIN LINE MEMORANDUM

DATE: June 21, 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.

Mountain Line will be celebrating our team on July 20, from 11:00 am to 2:30 pm for our annual summer barbeque. Please join us for good food prepared by our fleet team, a little axe throwing, and a few good laughs.

Partnerships and Outreach

- Mountain Line staff have kicked off the Integrating Transit into Code Study which has the goal to better codifying transit into City's zone and development processes. City staff are working on their own project to improve the City's codes to reach carbon neutrality goals. Mountain Line and City staff are coordinating closely on both efforts.
- The Mountain Line Summer Youth Pass is for sale, offering kids age 7-17 the opportunity to ride all summer for only \$24.
- The American Public Transportation Association is holding a seminar for Transit Boards and Administrators in Birmingham, Alabama from July 15-18. If you are interested in attending, we are happy to support you. Please contact me and Rhonda for additional information.

Finance, Compliance, and Procurement

- Mountain Line received notice regarding our annual 5310 grant funding award which funds Mobility Management, Taxi Program, and ADA Plus. Mountain Line received \$129,273 for Mobility Management, \$210,000 for ADA Plus, and \$124,000 for Taxi Program.
- Mountain Line received notice regarding our annual 5311 grant funding award which supports rural transit programs in the state. This grant program funds our vanpool program. Mountain Line received our full grant award ask which includes \$28,598 total for vanpool administration and \$76,800 total for vanpool service contract. This grant award provides the opportunity to grow the program from 10 vanpools to 22 vanpools.

Staffing

- Happy Anniversary to our June anniversaries.
- Welcome to Ty Holliday. Ty is a senior at NAU, will begin in the Montoya Fellowship position (a planning intern shared by Mountain Line and MetroPlan) on June 5.
- Congratulations to Kate Morley who has been appointed Executive Director at MetroPlan. We are happy to celebrate her success and excited about opportunities for planning, engagement, and collaboration between our agencies and in our community.

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- Congratulations to staff that recently started at Mountain Line or received a promotion.
 - We have seven new staff in our driver training program, three joined Mountain Line from other CDL positions and five are training to get their CDL. We anticipate at least five of the trainees should graduate later this month.
 - We (finally) have succeeded in hiring an HR Manager. We are very excited to welcome Codi Weaver to our team. Codi started on Tuesday!
 - Jacki Lenners has been promoted to Deputy General Manager. Staff have spent several months evaluating the job description as fulfilled by Kate, along with our business needs, and determined that we could combine some duties from the prior Deputy GM (also serving as Planning/Development Director) into Jacki's position as Marketing and Communications Director and achieve salary savings by not refilling the prior position. I am excited about this opportunity for Mountain Line and Jacki.
 - Anne Dunno was promoted to Capital Development Manager. In her new role Anne will continue to perform capital project management and will now lend her expertise and leadership to our asset management and maintenance division. This position will better support our Operations Director and Maintenance Manager while providing Anne with an opportunity to further develop her knowledge and skills regarding implementation and management of assets.
 - We have two changes in our fleet maintenance division: Gavin Holzer was promoted to Mechanic I from Mechanic Assistant and Greg Lyons was promoted from Mechanic II to Mechanic III. Through some difficult staffing challenges Gavin and Greg have been willing to learn more and do more to support our fleet and we are thrilled to see continued advancement for these staff members.

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July: RECESS

August: TAC Meeting is Thurs, 8/3 Board Meeting is Wed, 8/16

ITEMS:	WHO & WHAT:
Safety Minute	Sam
Milestone Anniversaries	Heather D
EV Bus Pilot Performance Report	Jeremiah M - D
EV Charging Update	Anne - D
DCC Update	Anne - D
CDL Course Update	Anne - D
Cybersecurity Policies Update (TAC Only - If BOD took action in June.)	Jon - PR
Key Performance Indicators Update (TAC Only - If BOD took action in June.)	Bizzy - PR
Annual Safety Report	Sam - PR
Bus Stop Rehab Report	Jeremiah M - PR
Annual Maintenance Report	Jeremiah M - PR
Delegation of Authority Update – Agreements, Grants, and Procurements: CAD/AVL, Nation’s Group Contract, Electric Bus Closeout, DCC Architectural and Civil Change Order, Financial Audit, Horizontal JOC, MaaS, GMP for CDL Course Change Order, and Polling and Education Services	
Possible Executive Session for CEO Contact and Risk Mgmt Items	Heather D/Sam
Possible CEO Contract Action Item to follow Executive Session	Board Chair
September/October Agenda Calendar	

September: TAC Meeting is Thurs, 9/7 Board Meeting is Wed, 9/20

ITEMS:	WHO & WHAT:
Safety Minute	Sam
Milestone Anniversaries	Heather D
Mountain Line Annual Report	Josh S - D/A
Quarterly Performance Report	Bizzy - D
Delegation of Authority Update – Agreements, Grants, and Procurements:	
October/November Agenda Calendar	