



## 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, September 20, 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](mailto: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](mailto: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. MILESTONE ANNIVERSARIES

-Heather Dalmolin, CEO and General Manager

5. 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.

6. APPROVAL OF MINUTES 8/16/2023

-pages 5-10

### DISCUSSION / ACTION ITEMS:

7. BIANNUAL PERFORMANCE REPORT

-pages 11-14

-Heather Dalmolin, CEO and General Manager

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

8. FY2023 ANNUAL REPORT

-pages 15-16

-Josh Stone, Management Services Director

Staff recommends the Board of Directors approve the FY2023 Annual Report and authorize staff to submit the report to the State of Arizona and partner agencies as required in the Master IGA.

9. WINSLOW INDIAN HEALTH CARE CENTER (WIHCC) REQUEST FOR SERVICE

-Estella Hollander, Mobility Planner

-pages 17-21

Staff recommends the Board of Directors approve Winslow Indian Health Care Center (WIHCC) service request to participate in the Mountain Line Vanpool program.

10. GRANT STATUS REPORT

-pages 22-23

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-Estella Hollander, Mobility Planner

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

**11. MAINTENANCE FACILITY DESIGN KICKOFF**

-pages 24-45

-Anne Dunno, Capital Project Manager

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

### **PROGRESS REPORTS:**

**12. FLAGSTAFF IN MOTION INTERPRETATION AND RESOLUTION**

-pages 46-47

-Bizzy Collins, Strategic Performance Planner

**13. UPDATED FY2024 MEETING DATES**

-pages 48-49

-Rhonda Cashman, Executive Assistant and Clerk of the Board

**14. DELEGATIONS OF AUTHORITY**

-pages 50-51

-Heather Dalmolin, CEO and General Manager

**15. SUMMARY OF CURRENT EVENTS**

-pages 52-54

-Heather Dalmolin, CEO and General Manager

### **EXECUTIVE SESSION**

Executive sessions are closed to the public.

The executive session is pursuant to A.R.S. § 38-431.03(A)(1) for the following purpose:

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

Following the conclusion of the Executive Session, the Board will reconvene the public meeting.

### **DISCUSSION / ACTION ITEM:**

**16. CHIEF EXECUTIVE OFFICER (CEO) AND GENERAL MANAGER CONTRACT AMENDMENT**

-Josh Stone, Management Services Director

Staff recommends the Board of Directors adopt the third amendment to the CEO and General Manager Contract. (No staff report is in the agenda packet.)

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

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

October/November Working Agenda

-page 55

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The Board and TAC Advance will be October 25, 2023, an in-person meeting based in Flagstaff at Roux 66, 2620 N. Steve's Blvd., at 9am. The public is invited to attend. October agenda items may include but not be limited to the 2024 Transit Tax Update, Bus Stop Infrastructure, Partnerships, and Bus Stop Acquisition Procedure, Legislative Priorities, Flagstaff in Motion (FIM) Interpretation and Resolution, and Delegation of Authority Updates. The October agenda will be available for review on Mountain Line's website and at Mountain Line's public posting places (listed on the Mountain Line website) at least 24 hours prior to the meeting and should be consulted for a list of items that will come before the Board and TAC.

The next Board meeting will be November 15, 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. November agenda items may include but not be limited to Bus Stop Infrastructure, Legislative Priorities, 2024 Transit Tax Update, Confirm Leadership Roles, Budget Process Kickoff, Employee Satisfaction Survey, Electric Vehicle Bus Pilot Performance Report, Grant Award Notification, Workforce Utilization Report, and Delegation of Authority Updates. The November agenda will be available for review on Mountain Line's website and at Mountain Line's public posting places (listed on the Mountain Line website) at least 24 hours prior to the meeting and should be consulted for a list of items that will come before the Board.

### **17. ADJOURNMENT**

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## Board of Directors Minutes for Wednesday, August 16, 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, August 16, 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), left at approximately 11:15am;  
Miranda Sweet, Vice Mayor, City of Flagstaff;  
Lori Matthews, City Councilor, City of Flagstaff;  
*\*Three of our five Board member seats must be present to constitute a quorum.*  
*\*\*The City of Flagstaff holds two seats.*

### **BOARD MEMBERS EXCUSED:**

None

### **MOUNTAIN LINE STAFF IN ATTENDANCE:**

Heather Dalmolin, CEO and General Manager, (Zoom/Phone);  
Jim Wagner, Operations Director, (Zoom), left at approximately 11:02am;  
Josh Stone, Management Services Director, (Zoom), left at approximately 11:02am;  
Jacki Lenner, Deputy General Manager, left at approximately 11:02am;  
Sam Short, Workforce Director, (Zoom/In Person for executive session);  
Anne Dunno, Capital Development Manager, left at approximately 11:02am;  
Jeremiah McVicker, Maintenance Manager, left at approximately 11:02am;  
Codi Weaver, Human Resources Manager, (Zoom), left at approximately 11:02am;  
Estella Hollander, Mobility Planner, (Zoom), left at approximately 11:02am;  
Heather Higgins, Purchasing and Contracts Officer, (Zoom), left at approximately 11:02am;  
Mark Attenberger, Fleet Supervisor, left at approximately 10:10am;  
Jon Matthies, IT Manager, left at approximately 11:03am and returned at approximately 11:15am;  
Rhonda Cashman, Executive Assistant and Clerk of the Board;  
Kris Beecher, Mountain Line Attorney, (Zoom)

### **GUESTS PRESENT:**

Rick Tadder, Management Services Director, City of Flagstaff, (Zoom), left at approximately 11:02am

1. CALL TO ORDER -Chair Williams called the meeting to order at approximately 10:01am.





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2. ROLL CALL

3. SAFETY MINUTE

-Sam Short, Workforce Director

Mr. Short reported on School Zone Safety and safety habits were shared.

4. CALL TO THE PUBLIC

Three written public comments were received via email.

5. MILESTONE ANNIVERSARIES

-Heather Dalmolin, CEO and General Manager

Ms. Dalmolin recognized Mark Attenberger for his 15 years of service and Jerry Holzwordt for his 5 years of service. Chair Williams also expressed his appreciation, and both were applauded by all in the room.

6. APPROVAL OF MINUTES 6/21/2023

Director Sweet moved to approve the minutes for the regular meeting held on June 21, 2023. Director Matthews 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	
Miranda Sweet	X	
Lori Matthews	X	

### DISCUSSION / ACTION ITEMS:

7. BUS RAPID TRANSIT (BRT) PROJECT UPDATE

-Heather Dalmolin, CEO and General Manager

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

Ms. Dalmolin explained the Bus Rapid Transit (BRT) Route being considered would have been similar to Route 10 that operates on the Northern Arizona University (NAU) campus. Additionally, she noted that a BRT route has many Federal Transit Administration (FTA) requirements. For historical purposes she shared a map reflecting the proposed north/south BRT route along Milton Road between Flagstaff Medical Center and Woodlands Village. She reviewed the BRT project historical timeline 2013-2018 and the challenges encountered 2018 to present. She stated staff did not prioritize the BRT in Flagstaff in Motion, the most current five-year plan and decided to ask FTA to withdraw our application in the Capital Improvements





Grant (CIG) grant pipeline and stay in good standing with FTA as there may be a need to start the process over with a new proposal in the future. Chair Williams stated his appreciation for the transparency. There was no discussion.

**8. DOWNTOWN CONNECTION CENTER (DCC) UPDATE**

-Anne Dunno, Capital Development Manager

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

Ms. Dunno noted this is an update to the Board on the progress of the project and to view some sample materials. She reported the final building permit is pending. She noted Phase 2 of the project will be split into two sections. Phase 2A will set up interim electric vehicle charging and Phase 2B will be the operations hub and civic space, which is dependent on the Rio de Flag project for the City. She explained the Arizona Department of Transportation (ADOT) Traffic Impact Analysis (TIA) is being reinitiated for the Milton and Phoenix traffic light so buses would be able to turn left at that intersection. She communicated that the operations trailer is currently being installed for operator use during the construction. She shared samples of the Downtown Connection Center (DCC) exterior stone, and other building materials being considered for other areas. Of notable interest was the cross laminate timber (CLT) with a warm stain which she said will be part of the structure of the building and is a carbon neutral product. She shared that goal is to have the Guaranteed Maximum Price (GMP) signed off by the end of August and the new move in target date is March 1, 2025. She said the biggest hold up has been trouble getting the electrical equipment. She stated staff had a recent meeting with the Army Corp of Engineers to discuss Phase 2 of the DCC project so there is a coordinated effort. Chair Williams appreciated the update and how fast it seems things are moving for the DCC, as well as viewing the samples, and said he will look forward to future updates. Vice Chair Vasquez conveyed his excitement for the project. He stated it will go fast, and he is pleased about the use of groundbreaking materials to reduce our carbon footprint. Director Sweet thanked staff for the presentation and she requested to keep getting updates. Director Matthews agreed and said this is exciting.

**9. COMMERCIAL DRIVER'S LICENSE (CDL) TRAINING AND TESTING FACILITY UPDATE**

-Anne Dunno, Capital Development Manager

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

Ms. Dunno stated this is an update to show the progress of the project. She reported the National Environmental Policy Act (NEPA) approval was received. She shared that the site has had trees removed, dirt from Beulah was used as fill at a cost savings, and grading has been done. The large cement slab will be done in three pieces, the first pour should be done this Thursday and continue with other pieces through next week. She noted the access road paving should be done before Northern Arizona University (NAU) student move-in week. She shared photos of the area. She explained some details of the lease agreement. Director Matthews asked who can use the course besides bus drivers. Ms. Dunno responded that FTA has approved the Commercial Driver's License (CDL) course facility for shared use for a fee and there will be two practice/testing areas called carousels, so in addition to Mountain Line and NAU use, Coconino Community College (CCC) may use it for their CDL program and possibly others. She noted ADOT is changing their course striping requirements in the near





future, so striping will not permanently be done at the site until springtime. Chair Williams stated there are exciting times ahead for Mountain Line and he appreciated the update.

**10. TRANSIT TAX INITIATIVE UPDATE**

-Jacki Lenners, Deputy General Manager

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

Ms. Lenners explained that a Citizen's Advisory Committee (CAC) has been formed with non-profit, business, school, and other community group representation; it's a good mix. She noted two meetings have been held so far; the first provided some background on Mountain Line and the second allowed for discussion around the five-year plan and funding needed. She reported a procurement was done and GlobaLocal Vision was selected to provide polling and research, and Lumen Strategies will work with staff on the voter education campaign. She told the Board the GlobaLocal Vision survey is underway now. She reported staff are also working with the City to determine if one or multiple questions for the ballot make sense. She stated she plans to provide the survey results to the Board in November and bring forward the CAC recommendation for consideration. She explained that if the Board chooses to take the recommendation to City Council more surveys would be done. Vice Chair Vasquez asked where the free fare is going to fit into the election process. Ms. Dalmolin shared that free fare will be factored into the cost and part of the public survey. Vice Chair Vasquez stated that he does not want to miss this opportunity to include it in the messaging. Director Matthews stated she learned at the Board conference in Alabama that many transit systems are using short videos that can be rolled into social media, impactful rider stories, and staff may want to consider use for communicating with the public. Ms. Lenners concurred that will be really important for overall voter education. There was no further discussion.

**PROGRESS REPORTS:**

There were no questions regarding the progress reports.

**11. ANNUAL SAFETY REPORT**

-Sam Short, Workforce Director

**12. BATTERY ELECTRIC BUSES UPDATE**

-Jeremiah McVicker, Maintenance Manager

**13. ANNUAL UPDATE ON THE BUS STOP REHABILITATION**

-Rhonda Cashman, Executive Assistant and Clerk of the Board

**14. ANNUAL FLEET REPORT**

-Jeremiah McVicker, Maintenance Manager

**15. DELEGATIONS OF AUTHORITY**

-Heather Dalmolin, CEO and General Manager

**16. SUMMARY OF CURRENT EVENTS**





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-Heather Dalmolin, CEO and General Manager

Ms. Dalmolin shared the following highlights:

- Thank you to Board members who attended Senator Sinema's visit to Mountain Line. It was a great event. Attendees got a glimpse of our second electric bus getting wrapped.
- Some bus stop improvements have been made on Huntington temporarily for Flagstaff Shelter Services transitional housing and staff will work with the City on safe crossings in the future.
- Mount Elden Villas contacted Mountain Line about being fire wise and the need to clean up between our properties. Facilities staff cleaned up the area without delay.
- Staff received a call from an individual with a recommendation for a bench at the Peaks bus stop on Route 5, offering 60 minute service. A bench was able to be added quickly.
- Promotions were recognized: Dave Doss, Operations Manager and Sheldon Yazzie, HR Generalist.
- July and August anniversaries were recognized.

Director Maher made a motion to convene an executive session. Director Sweet 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	
Miranda Sweet	X	
Lori Matthews	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 Beckstrom v. NAIPTA Notice of Claim. 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 Gonzales v. NAIPTA Notice of Claim. ARS § 38-431.03(A)(3) and (4).

Following the conclusion of the Executive Session, the Board reconvened the public meeting.

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Board Agenda Packet  
9/20/2023 - Page 10 of 55

### ITEMS FROM COMMITTEE AND STAFF:

The next Board meeting will be September 20, 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. September agenda items may include but not be limited to Personnel Policy Manual Updates, Biannual Performance Report, Mountain Line Annual Report, Grant Status Update, Maintenance Facility Design Kick Off, Project Plan, and Flagstaff in Motion (FIM) City Adoption, and Delegation of Authority Updates. The September 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.

17. ADJOURNMENT -Chair Williams adjourned the meeting at approximately 11:18am.

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Tony Williams, Chair of the Mountain Line Board of Directors

ATTEST:

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Rhonda Cashman, Executive Assistant and Clerk of the Board

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**DATE PREPARED:** September 11, 2023

**MEETING DATE:** September 20, 2023

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

**FROM:** Bizzy Collins, Strategic Performance Planner

**SUBJECT:** Biannual Performance Report

### **RECOMMENDATION:**

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

### **RELATED STRATEGIC PLAN OBJECTIVE**

❖ All Goals and Objectives are related to this topic.

### **BACKGROUND:**

As part of Mountain Line's regular review of financial and service data, staff has prepared the End of Year FY2023 Biannual Performance Report for the period of July 2022 through June 2023. The report compares current performance to prior years and projections for future years. The performance measures include benchmarks first approved in 2015 by Mountain Line's Transit Advisory Committee and Board of Directors. To broaden our definition of success and tell Mountain Line's story and community value, Mountain Line Board of Directors approved and adopted additional Key Performance Indicators (KPI) and directed staff to add these measures to the 2020-2025 Strategic Plan in June 2023. Both tables are included as attachments. Staff will discuss trends in the data and provide an update on Strategic Performance efforts.

### **FISCAL IMPACT:**

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

### **TAC DISCUSSION:**

TAC members asked questions about the KPI that will be incorporated into the Board presentation, including how ridership projections are made and the distinction between the two demand response modes. Advisor James noted it will be important in transit tax communications to share the Financial Health KPI of increasing the resiliency of bus operations with local funding.





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### **SUBMITTED BY:**

Bizzy Collins  
Strategic Performance Planner

### **APPROVED BY:**

Heather Dalmolin  
CEO and General Manager

### **ATTACHMENTS:**

1. Financial and Service Performance Benchmarks -page 13
2. Strategic Plan KPI Scorecard -page 14

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**Mountain Line - Financial and Service Performance Benchmarks**

**End of FY23 Biannual Performance Report**

updated 2023-08-29

	2019	2020	2021	2022	2023	2023	2024	3 yrs	7 yrs
	Actual	Actual	Actual	Actual	Projection	Actual	Projection	FY2026	FY2030
								Projection	Projection
<b><u>Fixed Route - Bus</u></b>									
Annual Boardings	2,541,353	2,097,814	924,728	1,298,670	1,712,427	1,569,968	2,101,812	2,566,767	2,670,988
Cost per Passenger	\$ 2.91	\$ 3.64	\$ 8.63	\$ 7.03	\$ 5.89	\$ 6.45	\$ 4.95	\$ 4.15	\$ 4.32
Cost per Hour	\$ 98.14	\$ 109.52	\$ 109.66	\$ 124.10	\$ 140.06	\$ 139.03	\$ 137.35	\$ 140.65	\$ 152.24
Passengers per Hour	33.77	30.09	12.71	17.65	23.80	21.57	27.72	33.86	35.23
<b><u>Demand Response - Paratransit</u></b>									
Trips Per Hour	3.02	3.40	2.61	1.81	1.81	1.97	2.18	2.69	2.18
Cost per Trip	\$ 46.05	\$ 54.60	\$ 55.69	\$ 58.62	\$ 53.63	\$ 53.97	\$ 48.27	\$ 40.48	\$ 38.29
Cost per Hour	\$ 139.10	\$ 185.50	\$ 189.21	\$ 107.19	\$ 96.98	\$ 106.26	\$ 105.39	\$ 109.06	\$ 116.93
<b><u>Demand Response - Microtransit</u></b>									
Cost per Trip				\$ 114.30		\$ 28.19	\$ 30.77		
Trips				1,455		1,306	1,300		
<b><u>Taxi Program - City</u></b>									
Cost per Trip	\$ 14.50	\$ 16.42	\$ 21.99	\$ 18.91	\$ 18.30	\$ 19.60	\$ 18.38		
Total Trips/Vouchers	7,116	6,875	4,732	5,350	5,118	6,383	6,800		
<b><u>Taxi Program - County</u></b>									
Cost per Trip	\$ 26.94	\$ 26.47	\$ 31.80	\$ 27.65	\$ 22.34	\$ 28.63	\$ 44.05		
Total Trips/Vouchers	954	929	661	640	996	454	454		
<b><u>Vanpool Program - County</u></b>									
Cost per Trip	\$ 4.23	\$ 3.86	\$ 6.50	\$ 4.53	\$ 4.36	\$ 3.63	\$ 4.22		
Trips	9,442	8,922	8,646	9,976	12,800	14,972	20,900		

## Strategic Workplan KPI Scorecard

last updated 8/29/23

Strategic Plan	Key Performance Indicator	FY23 Goal *	FY23 Actual Red indicates we did not meet the goal	FY24 Goal
Service Excellence	On-time performance	95%	94%	95%
Stewardship of Resources	Mountain Line's emissions	NA	2,946 tons GHG	2,945 tons GHG
Investing in Mountain Line Workforce	Employee engagement score	NA	89%	89%
Enhanced Safety Culture	Vehicle accidents that were preventable	NA	56%	40%
Community Engagement	Community value of Mountain Line services	NA	93.1% (FY19)	93.1% (FY26)
Financial Health	Non-federal dollars spent on Operations	NA	60%	66%

\* KPIs were selected in FY23 and most did not have goals identified.



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**DATE PREPARED:** September 7, 2023

**MEETING DATE:** September 20, 2023

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

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

**SUBJECT:** FY2023 Annual Report

### **RECOMMENDATION:**

Staff recommends the Board of Directors approve the FY2023 Annual Report and authorize staff to submit the report to the State of Arizona and partner agencies as required in the Master IGA.

### **RELATED STRATEGIC PLAN OBJECTIVE:**

- ❖ The FY2023 Annual Report supports transparency for all aspects of the Strategic Plan and Key Objectives.

### **BACKGROUND:**

In accordance with A.R.S. 28-9101 et seq. to establish an Intergovernmental Public Transportation Authority and the Master IGA signed on June 7, 2013, the Board will issue an annual report on or before December 1 containing a full account of the activities and finances for the preceding fiscal year and other facts and recommendations. The Board shall transmit copies of the report to each member municipality, university, and county, to the Secretary of State, to the Arizona State Library, Archives, and Public Records, and, on request, to any member of the public.

The FY2023 Annual Report is a formal document designed to meet state regulations. The report contains a summary of the activities, including performance data for all provided public transportation systems. The report provides an overview of FY2023 revenues and expenditures. The FY2023 performance information and financial data from the report are presented to the Transit Advisory Committee and Board of Directors throughout the year. The financial data is reflective of the year-end information as reviewed with and presented to each partner agency.

Mountain Line's annual financial audit is still pending, and if anything changes because of the audit, an amended report will be filed no later than March 31, 2024, and presented to the TAC and Board no later than April 2024.

### **FISCAL IMPACT:**

There is no budgetary or financial impact with the adoption of the FY2023 Annual Report.

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### ALTERNATIVES:

- 1) Approve the FY2023 Annual Report and authorize submission of Annual Report as per the requirements of the Master IGA **(recommended)**: If the Board approves the Annual Report, staff can proceed with submission of the Annual Report on time, and Mountain Line will remain compliant with the Master IGA as well as the State of Arizona regulations.
- 2) Do not approve the FY2023 Annual Report **(not recommended)**: If the Board does not approve the report, staff will be delayed in submitting the Annual Report. This delay could mean Mountain Line would not meet the deadline for submission as required by the Arizona Revised Statutes.

### TAC DISCUSSION:

Clarification was requested by TAC member Covington regarding the alternatives listed in the staff report. Both options require the report to be submitted eventually. Alternative 2 may delay the submittal if revisions are requested, but the report would still need to be submitted.

### **SUBMITTED BY:**

Josh Stone  
Management Services Director

### **APPROVED BY:**

Heather Dalmolin  
CEO and General Manager

### **ATTACHMENTS:**

1. Mountain Line FY2023 Annual Report -separate attachment

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**DATE PREPARED:** September 12, 2023

**DATE:** September 20, 2023

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

**FROM:** Estella Hollander, Mobility Planner

**SUBJECT:** Winslow Indian Health Care Center (WIHCC) Request for Service

### **RECOMMENDATION:**

Staff recommends the Board of Directors approve Winslow Indian Health Care Center (WIHCC) service request to participate in the Mountain Line Vanpool program.

### **RELATED STRATEGIC PLAN OBJECTIVE**

❖ Goal: Service Excellence

- ❖ Objective: Develop and improve community partnerships and interagency relationships to enhance transit and improve our ability to meet community needs and deliver public transit services.

### **BACKGROUND:**

Mountain Line has received a service request from Winslow Indian Health Care Center (WIHCC) to participate in the Mountain Line Vanpool program. Currently, this program is for groups of commuters with an origin or destination in Coconino County, and the vanpools for WIHCC would be in Navajo County.

Mountain Line contracts with Commute with Enterprise, which provides vehicles to the vanpool groups, and Mountain Line provides a \$400 subsidy each month to lower the lease price to participants. The vanpool program is funded by Arizona Department of Transportation (ADOT) Section 5311 grant funds, which supports rural transportation programs, and Coconino County pays the local match. Starting October 1<sup>st</sup>, Mountain Line will have the funding capacity for twenty-two vanpools and there are currently eight existing vanpools. WIHCC has requested three vanpools and has agreed to pay the local match on the \$400 subsidy each month. A new medical facility has opened in Dilkon, AZ and WIHCC would like to provide a convenient transportation option to attract new employees to this facility and reduce employees' commute expenses. Also, through conversations between ADOT and Northern Arizona Council of Governments (NACOG), ADOT has encouraged this collaboration to enhance transportation options in Northern Arizona.

Mountain Line has an adopted policy that clarifies terms and conditions for how Mountain Line would consider such requests through the Service Provision Outside the Boundaries policy. Pursuant to this policy, the Mountain Line Board shall consider the service provision outside of the Mountain Line boundary request based on the following criteria:

1. Minimum Requirements:
  - a. *Direct costs of service are paid by Requesting Agency*

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- This proposal will pay the local match of the \$400 subsidy per month Mountain Line provides to each vanpool per month. The subsidy is a 90/10 split, so WIHCC will pay \$1,440 annually for three vanpools.

*b. Indirect costs of service are paid by Requesting Agency*

- This proposal does not include indirect costs. However, Mountain Line staff calculated staff time and it is negligible, so staff recommends this is not needed. Commute with Enterprise staff and NACOG's Mobility Management Planner will continue to participate in this partnership and can help facilitate communication between WIHCC, which lowers Mountain Line's staff time.

*c. The service request is consistent with Mountain Line's Mission, Vision, and Core Values.*

- This request is consistent with Mountain Line's Mission of "Getting you where you want to go," and Vision, "Leading the way with sustainable transportation that connects our communities and provides value for our residents." The Core Values of "Collaboration", "Embody Challenges", and "Sustainability," are factors considered in this request.

*d. Mountain Line can continue to meet all existing commitments to Mountain Line member agencies as per the current Strategic Work Plan.*

- The time commitment to this project would take some resources from the Administration team for invoicing and planning for program management. However, staff time is very minimal. Staff believe the additional workload can be accommodated without impacting other projects. WIHCC is aware that priority for 5311 programming remains with the Coconino County program and if funds become limited, Coconino County vans will be served first.

2. Considerations:

*a. Does the Requesting Agency have a long-term funding commitment?*

- WIHCC has committed to paying for 1 year. After the one-year period, NACOG, Mountain Line, and WIHCC can discuss extending and expanding the program when the new Section 5311 Notice of Funding Opportunity is released.

*b. If no long-term funding commitment exists, what are the risks that service dependency will be created with short term service?*

- WIHCC would only pay for WIHCC vans on the road. If they stop service, the vans will not receive the \$400 subsidy and can either disband or continue without the subsidy. This will not disrupt Mountain Line's original program and staff can continue to increase the number of vans in Coconino County.

*c. Are there indirect benefits to Mountain Line member agencies if the service request is honored?*

- A vanpool program in Navajo County has been a topic and a desire for several





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years. Approval of this request will be the first step in starting a program in Navajo County and will further enhance mobility and transportation options in northern Arizona.

### **FISCAL IMPACT:**

This service would be offered with no impact to Mountain Line's partners. Direct costs will be paid by WIHCC and Mountain Line has enough grant funding to cover these three vans. This request will be part of the vanpool program budget which is budgeted in FY2024.

### **ALTERNATIVES:**

- 1) Staff recommends the Board of Directors approve Winslow Indian Health Care Center (WIHCC) service request to participate in the Mountain Line Vanpool program (**recommended**): This request will enhance mobility in northern Arizona and not affect Mountain Line's partner agencies, nor affect Mountain Line's ability to honor existing commitments.
- 2) Do not approve Winslow Indian Health Care Center (WIHCC) service request to participate in the Mountain Line Vanpool program (**not recommended**): Not approving this request will impact WIHCC's ability to form vanpools as they will not receive the \$400 monthly subsidy and will limit transportation options in northern Arizona.

### **TAC DISCUSSION:**

The TAC indicated support for this the recommendation, there was no discussion by the TAC.

### **SUBMITTED BY:**

Estella Hollander  
Mobility Planner

### **APPROVED BY:**

Heather Dalmolin  
CEO and General Manager

### **ATTACHMENTS:**

1. WIHCC Regional Service Request Letter -page 20
2. Northern Arizona Council of Governments (NACOG) Letter of Support -page 21

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August 21, 2023

Mountain Line  
3773 N. Kaspar Drive  
Flagstaff, AZ 86004  
(928) 679-8900

Re: Request for Service Outside Official Boundaries of Operation

Dear Ms. Heather Dalmolin,

This letter serves as a request for commuter van pool shuttle services outside your official boundaries of operation for Winslow Indian Health Care Center, Inc. (WIHCC). Our new health care facility, Dilkon Medical Center (DMC) recently opened in Dilkon, AZ. Considering the location of our new facility, WIHCC is interested in providing shuttle services to our employees.

Currently our organization is successfully utilizing and plan to continue utilizing two commuter vans from Flagstaff to Winslow and from Holbrook to Winslow. We are requesting to extend the services to include an additional route from Winslow to Dilkon, AZ. A recent survey was conducted that showed interest of about 25-30 participants in this service. The following data concluded that 71.40% of employees were interested in commuting from Winslow to Dilkon. From Flagstaff-Winslow-Dilkon 21.40%, and lastly, from Holbrook-Winslow-Dilkon 7.2% responded. With these results, we have a high interest in rider participants from Winslow to Dilkon.

The schedule for shuttle services will be on Mountain Standard Time. Employees will need to be at Dilkon, AZ by 8:00AM and leaving by 5:00PM Monday – Friday. Shuttle services will not be needed on holidays and weekends. The funding for the lease of vans will be covered by the General Services Department under the WIHCC, Inc. Administration. The 10% local match of the \$400 subsidy (\$480 annually per van, \$1,440 three vanpools), funding availability will be covered under WIHCC, Inc. The estimated fuel cost will likely average around \$550 per month, which will be equally shared among the participants. To offer a unique service as such to our employees, this would be a great incentive that our employees will benefit from financially, boosting their morale, increase productivity and aid in employee retention. With that, I foresee utilizing this service for quite some time.

Your acceptance and consideration of our request is greatly appreciated. Any questions, I can be reached at (928) 289-8017 or at [Gaylyn.johnson@wihcc.org](mailto:Gaylyn.johnson@wihcc.org). Thank you for your time and understanding.

Respectfully,

Gaylyn Johnson  
Director of General Services  
WIHCC, Inc. General Services Department



**Northern Arizona Council of Governments**

119 E. Aspen Avenue

Flagstaff, AZ 86001-5222

(928) 774-1895, FAX: (928) 773-1135

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**To:** Mountain Line Board

**From:** Tod Morris, Mobility Management Planner

**Subject:** Winslow Indian Healthcare Vanpool Program

I am writing on behalf of Northern Arizona Council of Governments (NACOG) to express support for a Regional Expansion of the Vanpool program to include Winslow Indian Healthcare Center. NACOG would also like to thank the Mountain Line Board of Directors for considering regional needs and demonstrating great leadership and support throughout Northern Arizona.

NACOG views vanpools as an essential component of the regional Passenger Transportation network. In recent years, NACOG has worked closely with Mountain Line staff to help growth the vanpool program. NACOG is grateful for our partnership with Mountain Line to explore vanpool opportunities into new areas and in communities where existing 5311 service does not address workforce needs. The Regional Expansion request from Winslow Indian Healthcare Center is great example of the type of regional collaboration needed to support Northern Arizona.

Special thanks to the Mountain Line staff for facilitating this exciting vanpool expansion opportunity.

*Tod Morris*

Tod Morris

[tmorris@nacog.org](mailto:tmorris@nacog.org)

Mobility Planner

NACOG



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**DATE PREPARED:** September 12, 2023

**MEETING DATE:** September 20, 2023

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

**FROM:** Estella Hollander, Mobility Planner

**SUBJECT:** Grant Status Report

### **RECOMMENDATION:**

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

### **RELATED STRATEGIC PLAN OBJECTIVE**

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

### **BACKGROUND:**

Mountain Line has an outstanding record of being awarded and closing federal grants. Over the past 18 years, we have received 147 awards of federal funds valued at \$150,630,268. We have obligated and spent more than 80% of these funds and Mountain Line's average grant open period is 16 months. Mountain Line has leveraged 166% of the City of Flagstaff Transit Tax dollars with federal funds.

The majority of Mountain Line's grant funds are from the Federal Transit Administration (FTA) through formula funds or a competitive grant application process. The main FTA grants include Section 5307 (Urbanized Area Formula Funding) and Section 5339 (Bus and Bus Facilities Funding). Arizona Department of Transportation (ADOT) also has a competitive grant application process for 5307 and 5339 grant funds which are passed through to ADOT from the FTA. Mountain Line receives additional grant funds from ADOT which includes section 5310 (Enhanced Mobility of Seniors & Individuals with Disabilities) and 5311 (Rural Public Transit Program).

Our current FTA open grants include:

- Section 5307 & 5339 for design and construction of the Downtown Connection Center (DCC).
- Section 5307 & 5339 for design and construction of pedestrian and bicycle improvements near transit. This is in partnership with City of Flagstaff who is leading this project.
- Section 5339 for technology upgrades at our Kaspar Headquarters and transit planning software.
- Section 5307, 5339, & Congressionally Directed Spending for design and construction of a Commercial Driver's License (CDL) Course. This project is in partnership with NAU.
- Section 5339 for electric charging equipment for our battery electric buses.
- Section 5339 for facilities support vehicles.

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- Section 5307 & 5339 for low-no emission buses
- Section 5307 for operations support vehicles.
- Section 5307 & 5339 for design and construction of a new Maintenance Facility at our Kaspar Headquarters.

Our current ADOT open grants include:

- Section 5310 for Mobility Management.
- Section 5310 for operations of our ADA Plus Program and Mountain Line Taxi Program.
- Section 5310 for Website Accessibility audit and implementation. This project includes assessing Mountain Line's website for accessibility issues and implementing the changes to make our website accessible and usable by all.
- Section 5311 for the Mountain Line Vanpool Program

### **FISCAL IMPACT:**

Mountain Line leverages City of Flagstaff Transit Tax dollars for the required local match on the federal grants. Mountain Line adopts an annual budget and maintains a 5-year financial plan to manage and confirm matching funds are available. Mountain Line also includes all grant projects in MetroPlan's approved 5-year Transportation Improvement Program (TIP).

### **TAC DISCUSSION:**

The TAC indicated appreciation for the report. There were no follow up questions.

### **SUBMITTED BY:**

Estella Hollander  
Mobility Planner

### **APPROVED BY:**

Heather Dalmolin  
CEO and General Manager

### **ATTACHMENTS:**

None.

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**DATE PREPARED:** September 7, 2023

**MEETING DATE:** September 20, 2023

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

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

**SUBJECT:** Maintenance Facility Design Kickoff

### **RECOMMENDATION:**

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

### **RELATED STRATEGIC PLAN OBJECTIVE**

- ❖ Goal: Service Excellence
  - ❖ Objective: Invest in capital to improve efficiencies and infrastructure to enhance customer-first service delivery.
- ❖ Stewardship of Resources
  - ❖ Objective: Maintain our facilities and equipment to demonstrate pride we take in service excellence and to maximize useful life.

### **BACKGROUND:**

In November 2022, the Mountain Line Board of Directors adopted the Kaspar Headquarters Master Plan (KHMP) which outlined a long-term plan to maximize fleet storage and maintenance at the main facility, Kaspar Headquarters (Kaspar HQ), to accommodate Mountain Line's future growth as a regional transportation provider.

The timing for the master plan adoption was important for several reasons: (1) the Downtown Connection Center creates opportunities for new uses as administration moves downtown in 2024; (2) the adopted Zero Emissions Bus (ZEB) Transition Plan outlining the transition to an all-electric fixed route bus fleet creates new electrical infrastructure needs; and (3) Mountain Line's maintenance bays are currently undersized and overcapacity to support the current fleet efficiently.

The KHMP team reviewed multiple concepts during master planning but ultimately determined that Concept A was the preferred alternative which allows for administration to remain at the Kaspar site until the Downtown Connection Center (DCC) Phase 1 building construction is complete. Various operations staff, such as training, operations supervisors, fleet, and facilities staff will continue to utilize the Kaspar office facilities until the forecasted need for additional bus storage triggers the demolition of the existing administrative facility and construction of the new bus storage, operation offices, and staff parking.

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KHMP identified two phases:

### **Phase 1: Construct a new Maintenance Facility.**

Mountain Line's desired results for the new maintenance facility are focused around four objectives: 1) Safety 2) Efficiency 3) Resilience and 4) Futureproofing - New Fleet Technologies.

The key goals of the Kaspar Maintenance Facility are to:

- Provide existing and future capacity for fleet maintenance, as well as new fleet technologies. Currently the maintenance facility does not have the size capacity for articulated buses nor an adequate number of maintenance bays.
- Improve working conditions for safety and efficiency by reconfiguring tools, tires, and parts storage, to save the mechanics time and money.
- Address battery maintenance and safe storage in climate-controlled environment.
- Identify a plan to reconfigure the existing administrative facility to support operations.

Mountain Line must obtain a Condition Use Permit (CUP) from the City of Flagstaff to construct the maintenance facility. In addition, Mountain Line will pursue a property line modification of the adjacent Linda Vista property and associated rezoning as part of the CUP process to maximize the land resources available to Mountain Line for the master plan. The design scope of the maintenance facility includes programming and schematic design of both maintenance and bus storage, concept, and site plan deliverables to support the CUP process, and final design development of the maintenance facility. The construction scope of the project will demolish the existing shop facility that is attached to main building that is currently used for small vehicles and parts storage and construct a new 21,000 SF Maintenance Facility and associated site modifications to support bus circulation.

### **Phase 2: Construct new bus storage facility to support anticipated fleet/service growth through 2043.**

Mountain Line has identified Phase 2 bus storage in Mountain Line's "unfunded" 5-year capital plan amount of \$32,220,000. Mountain Line will seek grant opportunities for unfunded portions of the project and pursue the disposition/sale of the Linda Vista property, identified during the KHMP as having the potential to provide local match for future grant opportunities.

The next steps associated the Kaspar Maintenance Facility are:

- 1) Execute the Task Order with HDR for final design. Mountain Line will utilize the Kaspar Headquarters Architectural/Engineering (A/E) on-call contract for final design services.
- 2) Issue Construction Manager at Risk (CMAR) procurement; scheduled for fall 2023. Mountain Line issued a Notice of Intent to Procure on August 1, 2023, with a CMAR site walk meeting scheduled for September 8, 2023. Mountain Line intends to release the procurement once the concept plan package is submitted to the City.

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- 3) Schedule programming and concept workshops in September 2023 with project team.
- 4) Submit concept package to the City in October 2023.

### **FISCAL IMPACT:**

The adopted FY2024 Mountain Line budget includes fiscal capacity in the amount of \$2,000,000 for the Maintenance Project. The timeline of the project is such that final design work and pre-construction services can be managed within this existing \$2,000,000 budget capacity. The full value of construction will be finalized and included in the FY2025 budget.

The Maintenance Project is funded by two FTA competitive grants with the following breakdown:

- Design Grant: FTA 5307/5339 Grant valued at \$2,000,000 (\$1,600,000 Federal/\$400,000 Local)
- Construction Grant: FTA FY2023 Low or No Emissions (LoNo) 5339 Grant valued at \$20,447,500 (\$16,358,000 federal/\$4,089,500 local)

It should be noted that the full project value and local cost will be impacted by the residual federal investment value in the portion of the facility being demolished to accommodate the new maintenance facility construction. Valuation of the federal investment owed back to the Federal Transit Administration as additional local funding will be determined prior to inclusion in the FY2025 budget.

### **TAC DISCUSSION:**

TAC recommended the design team consider snow removal/snow storage for the future maintenance rooftop parking.

### **SUBMITTED BY:**

Anne Dunno  
Capital Development Manager

### **APPROVED BY:**

Heather Dalmolin  
CEO and General Manager

### **ATTACHMENTS:**

- |                                 |                         |
|---------------------------------|-------------------------|
| 1. KHMP Executive Summary       | -pages 27-36            |
| 2. KHMP Concept A               | -pages 37-44            |
| 3. KHMP Full Report             | -available upon request |
| 4. Maintenance Project Schedule | -page 45                |





# 1 Executive Summary

## 1.1 Key Recommendations

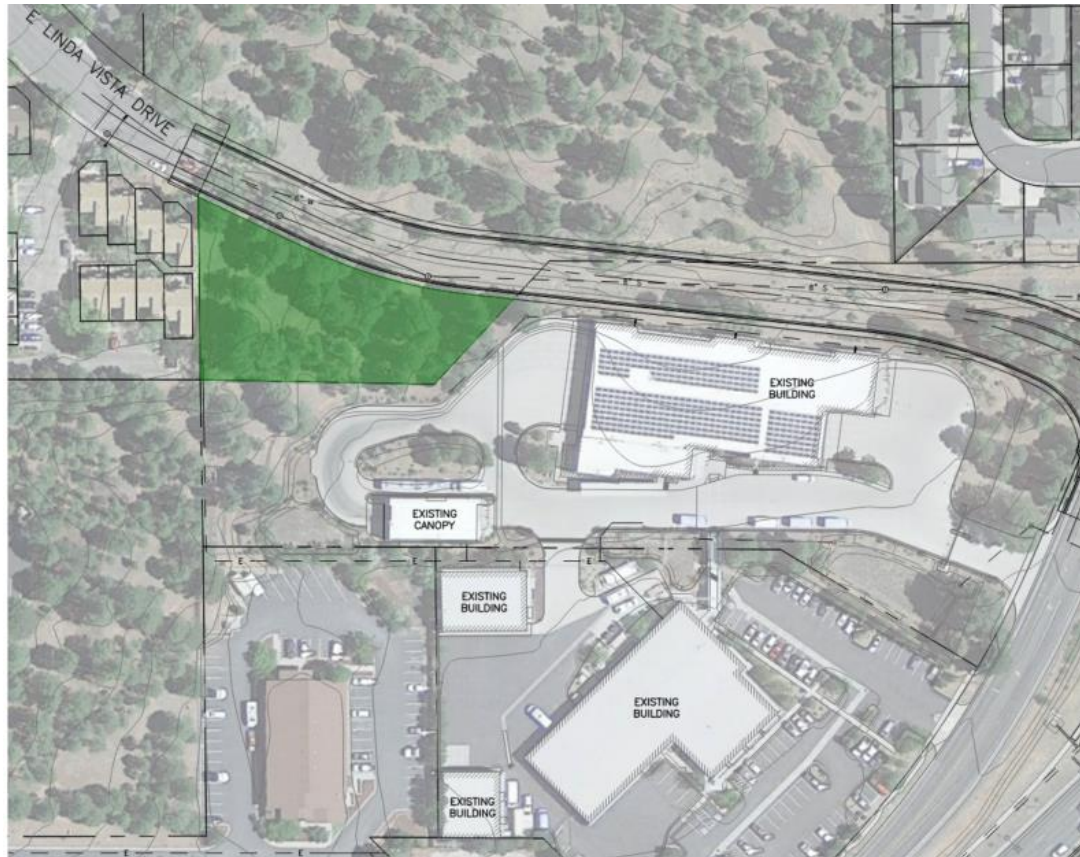
This report presents a Master Plan for the Mountain Line Kaspar Headquarters Facility (KHQ) projected 20-year horizon needs, planned growth, and facility recommendations.

**Key Recommendations include:**

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



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



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

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



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

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

## 1.2 Master Plan Goals

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

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

- Programming
- O&M Life Cycle Costing

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

## Programming

### *Staffing and Fleet Overview*

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

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

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

Source: Space Needs Program – Table 3. Staffing Summary

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

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

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

Source: Space Needs Program – Enclosed Vehicle Parking Table



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

### *Building & Site Area*

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

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

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

### O&M Life Cycle Costing

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

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

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

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

## Phasing Plan

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

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

**Figure 1-2. Phasing Plan**

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

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

## Vacant Land Feasibility Study

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

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



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

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



## Concept Plans

### Phase One Level One



### Phase One Level Three



Phase Two Level One



Phase Two Level Three



## Cost Estimates

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

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

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

## Resilience Plans

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

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

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



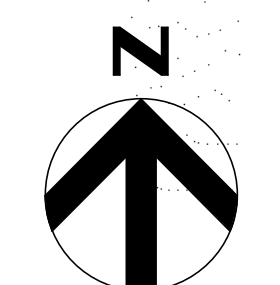
# Mountain Line: Master Plan at Kaspar Headquarters Flagstaff, AZ

April 13, 2022

A-01

## CONCEPT A

1" = 50'-0"





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

April 13, 2022

A-02

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

1" = 50'-0"

**EXISTING TO REMAIN**

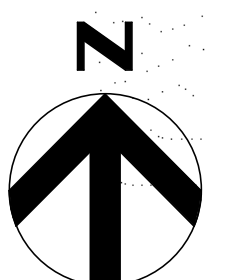
<b>BUS STORAGE - 24,445 SF</b>
<b>BUS OPERATIONS - 1,700 SF</b>
<b>BUS WASH BUILDING - 2,700 SF</b>
<b>FACILITIES MAINTENANCE - 3,970 SF</b>
<b>FLEET MAINTENANCE - 2,710 SF</b>

**EXISTING TO BE RENOVATED**

<b>BUS OPERATIONS - 10,700 SF</b>
-----------------------------------

**PHASE ONE / LEVEL ONE**

<b>FLEET MAINTENANCE - 21,220 SF</b>
<b>NEW PAVEMENT - 16,000 SF</b>





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

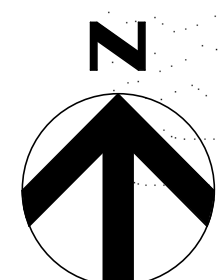
April 13, 2022

A-03

## CONCEPT A PHASE 1 LEVEL 2

1" = 50'-0"

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





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

April 13, 2022

A-04

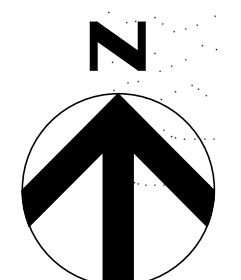
**CONCEPT A**  
**PHASE 1**  
**LEVEL 3**

1" = 50'-0"

PHASE ONE - LEVEL THREE

EMPLOYEE PARKING - 18,720 SF

RAMP - 5,900 SF





April 13, 2022

**A-05**

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

**1" = 50'-0"**



### EXISTING TO REMAIN

**BUS STORAGE - 24,445 SF**

**BUS OPERATIONS - 1,700 SF**

BUS WASH BUILDING - 2,700 SF
FACILITIES MAINTENANCE - 3,970 SF

**EXISTING TO BE RENOVATED**

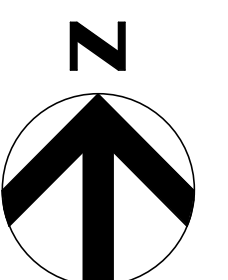
**FACILITIES MAINTENANCE - 2,710 SF**

## PHASE TWO / LEVEL ONE

**BUS OPERATIONS - 5,540 SF**

**BUS STORAGE - 26,364 SF**

**NEW PAVEMENT - 31,100 SF**





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

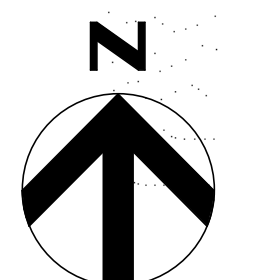
April 13, 2022

A-06

## CONCEPT A PHASE 2 LEVEL 2

1" = 50'-0"

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





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

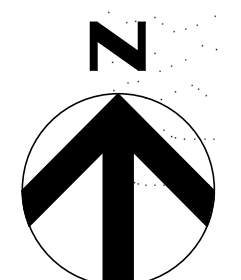
April 13, 2022

A-07

## CONCEPT A PHASE 2 LEVEL 3

1" = 50'-0"

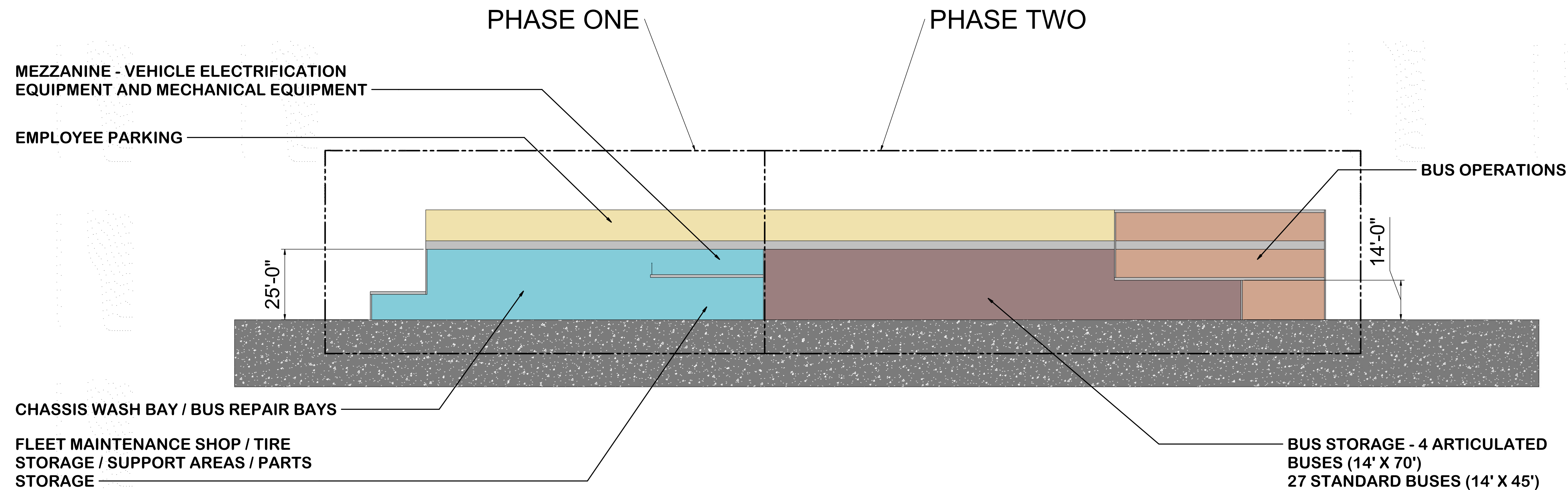
PHASE TWO / LEVEL THREE	
BUS OPERATIONS - 10,800 SF	
EMPLOYEE PARKING - 19,344 SF	





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

April 13, 2022



A-08

## CONCEPT A SECTION DIAGRAM

1" = 20'-0"

### EXISTING TO REMAIN TOTAL:

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

### EXISTING TO BE RENOVATED TOTAL:

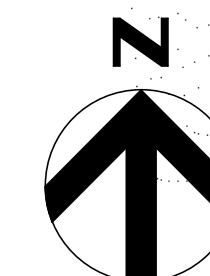
EXISTING ADMIN TO BUS OPERATIONS - 10,700 SF
EXISTING FLEET MAINT. TO FACILITIES MAINTENANCE - 2,710 SF

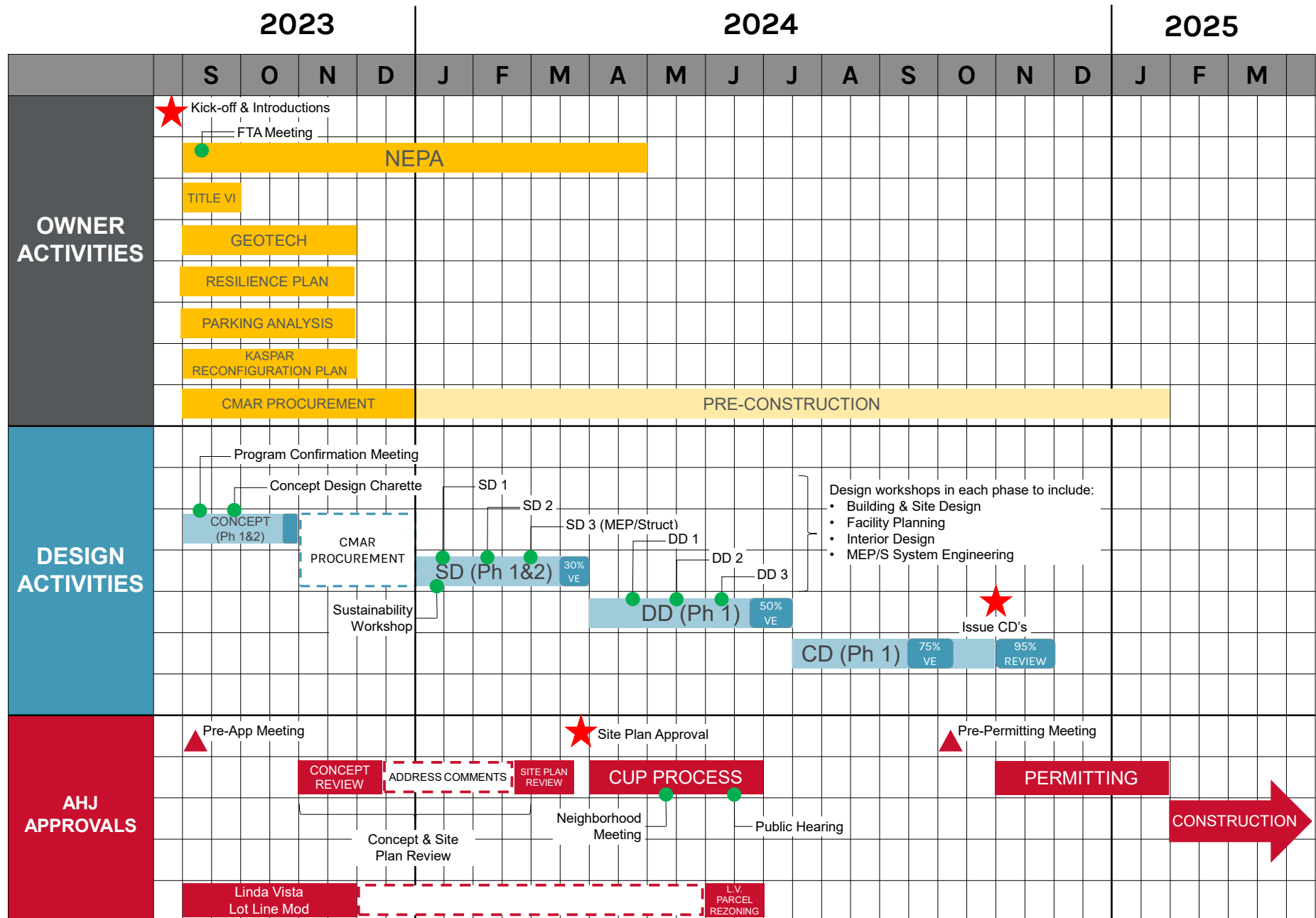
### ALL NEW TOTAL:

BUS STORAGE - 26,364 SF
BUS OPERATIONS - 27,140 SF
FLEET MAINTENANCE - 27,460 SF
EMPLOYEE PARKING - 38,064 SF
NEW PAVEMENT - 47,100 SF
RAMP - 5,900 SF

### SPACE NEEDS PROGRAM:

BUS STORAGE - 55,156 SF
BUS OPERATIONS - 12,239 SF
FLEET MAINTENANCE - 22,264 SF
EMPLOYEE PARKING - 36,216 SF
FACILITIES MAINTENANCE - 8,117 SF





**Mountain Line Kaspar Maintenance Facility (Ph 1)**  
2023-0828







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# **MOUNTAIN LINE MEMORANDUM**

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**DATE:** August 17, 2023

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

**FROM:** Bizzy Collins, Strategic Performance Planner

**SUBJECT:** Flagstaff in Motion Interpretation and Resolution

Coordinating land use decisions with transit service development is essential to making a transit network sustainable and vibrant. Mountain Line works closely with City staff to request transit improvements as part of the development permitting process (such as an easement or partnership to add or improve bus stops, or participation in the ecoPASS bulk pass program) but ultimately, we rely on the goodwill and interest of the landowner as there are no requirements to support our request. This leaves Mountain Line riders with long gaps between bus stops and fewer bus stop amenities than are warranted, and it does not “future proof” the transit system when major destinations are developed beyond the service area.

When the Mountain Line Board of Directors adopted Flagstaff in Motion, a Community Transit Plan (Plan) this past January, staff were directed to pursue the adoption of Flagstaff in Motion by the City of Flagstaff as it is the Plan for the City’s transit program and it represents a key component of overcoming the barriers identified above. Staff met with the Flagstaff Community Development Division this spring and learned that the City does not adopt other agency plans, and instead they recommended we pursue an Interpretation and Resolution as described below.

### Interpretation

City staff will present the draft Interpretation to the Planning and Zoning Commission on September 13 and seek their endorsement. The Flagstaff Regional Plan 2030 (General Plan) currently has four Interpretations to “provide transparency to the public in how City staff interpret the Flagstaff Regional Plan 2030 content.” Please see the attachment for the draft Interpretation of the Flagstaff in Motion Plan.

### Resolution

City staff will bring a Transit Resolution to City Council for adoption during regular council meeting on September 19. The Resolution clearly ties to the transit needs identified in the Plan and requests action from the City. Mountain Line envisions the Resolution as a directive from the City Council to staff to figure out how to overcome barriers and capture transit needs. Much of the “how” will be worked out in the transit





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component of the Land Availability and Site Suitability Study / Code and Process Analysis, which Mountain Line has partnered with the City on. Please see the attachment for the draft Resolution supporting the Flagstaff in Motion Plan.

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# **MOUNTAIN LINE MEMORANDUM**

---

**DATE:** September 20, 2023

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

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

**SUBJECT:** Updated FY2024 Meeting Dates

---

Our regularly scheduled June 19<sup>th</sup> Board meeting falls on the Juneteenth holiday and Mountain Line is closed. Therefore, staff have decided to move the June Board meeting a week later to Wednesday, June 26<sup>th</sup> (the 4<sup>th</sup> Wednesday of the month).

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

Attachment: Updated FY2024 Meeting Dates

-page 49

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# 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 <sup>th</sup> 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 <sup>th</sup> 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
6/26/2024 (4 <sup>th</sup> Wed)	BOD	Zoom Mountain Line Based	10am

Subject to change up until 24 hours before meeting

Updated 8/25/2023



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# **MOUNTAIN LINE MEMORANDUM**

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**DATE:** August 16, 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. 2022-140, Downtown Connection Center Construction Manager at Risk (CMAR) Change Order No. 6

Contract No. 2022-140, Downtown Connection Center Construction Manager at Risk (CMAR) Change Order No. 6 is for early acquisition of materials and equipment at a not to exceed value of \$4,720,968.37, bringing the total cumulative value of the contract to \$11,480,582.77.

Contract No. 2022-300, Kaspar Headquarters Master Planning Task Order #2, Notice to Proceed At Risk  
Contract No. 2022-300, Kaspar Headquarters Master Planning Task Order #2, Notice to Proceed At Risk was executed August 7, 2023, to begin kick-off of Task Order #2, including City meetings and NEPA at a value of \$40,000, bringing the total cumulative value of the contract to \$327,259.00. This \$40,000 will be rolled into the value of the forthcoming Task Order #2 and is not additional to the value of Task Order #2.

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

City of Flagstaff Resource Use and Sharing Agreement, Downtown Connection Center Art Installation  
City of Flagstaff Resource Use and Sharing Agreement, Downtown Connection Center Art Installation was executed August 8, 2023. Mountain Line and the City of Flagstaff are members of a cooperative procurement agreement known as the Flagstaff Alliance for the Second Century Intergovernmental

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Agreements dated November 19, 2020; through the Alliance IGA, the Mountain Line and the City of Flagstaff are permitted to enter into additional agreements for the purpose of using and sharing resources. This Agreement is for work related to the Art Glass and Southside Grove Sculpture. The installation of the installation of the art glass and southside grove sculpture, electrical, and landscaping will be performed by Mountain Line' Contractor Loven Contracting, for which the City of Flagstaff will reimburse Mountain Line for a not to exceed value of \$90,490.17.

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# MOUNTAIN LINE MEMORANDUM

---

**DATE:** September 20, 2023  
**TO:** Honorable Chair and Members of the Board  
**FROM:** Heather Dalmolin, CEO and General Manager  
**SUBJECT:** Current Events

---

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

### Operations

- Due to ongoing staffing issues that were compounded by a typical summertime loss of staff, we were not able to return Route 10 to its full fall service schedule. We are currently operating reduced service with 13 minute frequency instead of 8 minutes. The change supported our ability to reduce mandatory overtime for all staff and reduce work weeks back to roughly 40 hours per week while we continue to recruit and train new staff.
- Since July 1, our team members have been diligently working to recruit, onboard, and train staff while meeting demands from our operations team staff members for better work-life balance and improved schedules. We have:
  - 47 of 53 needed fulltime operators and 5 parttime staff
  - Hired twelve operators (we lost two during training program)
  - Graduated to seven hires to full time status
  - Two scheduled to test/graduate by September 22
  - One in training

### **Our team continues to review applications daily in order to get people started immediately!**

- On Monday August 28, Mountain Line went live with TransTrack, a new cloud based solution for integrating data that is necessary for the Operations department to manage its day-to-day reporting required for efficiency in our dispatch office. New tracking tools include attendance, incidents & accidents, route status facility concerns at bus stops, and mechanical failures for Fleet. The new software allows us to research, manage and follow trends in these areas and has a huge capacity allowing Mountain Line to grow and develop. Many thanks to Bizzy Collins for spearheading this project and congratulations to our implementation team on achieving this accomplishment.
- We provided FREE transit to the Coconino County Fair over the Labor Day weekend. We used three buses and one van to provide 20 minutes service from the Downtown Connection Center and the park and ride lot at NAU. We had good ridership and I look forward to sharing the data with you next month. Thanks to everyone who helped promote the bus service!

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### Partnerships and Outreach

- In early August, Mountain Line was contacted about an event at the Grand Canyon that required transportation for roughly 150 guests. We were able to assemble a fleet of 7 buses by partnering with Northern Arizona University and Flagstaff Unified School District necessary to allow planning for the event to continue. Ultimately, the request was modified to provide only two buses, one for ADA transportation and one as a back up unit. I was glad we could collaborate and be part of this momentous day.
- Our Operations and HR leadership team members attended an NAU job fair on August 25 to introduce students to our variety of job options. Thank you to Sheldon, Codi, and Bernice for your time at this event.
- Mountain Line staff participated in the City of Flagstaff's internal kick-off to the Land Availability & Suitability Study/Code Analysis Project. This project has a transit specific task which will codify transit specific policies in the City's codes and processes and move the needle on better implementing transit in the built environment.
- Bizzy Collins and Estella Hollander participated in the APTA Sustainability/Operations Planning and Scheduling Workshop. Both came back with great information on who we can incorporate lessons learned from our peers and new tools into our processes.
- Josh Stone and I attended the CTAA Small Urban Network Conference. We had a chance to network with other small urban systems and collaborate on common issues. Some of the conversations included: operator and passenger safety, standardizing bus builds to address build timelines and growing cost, and legislative updates.
- I attended the SWTA Summer University Training with two of our mechanics, Andrew Everett and Greg Lyons. This conference is focused on training and our mechanics participated in a two-day electric bus session where they heard from industry experts and had a chance collaborate to with other mechanics from across the lower nine southwest states,

### Finance, Compliance, and Procurement

- Staff meet with the City of Flagstaff to talk about disposition of the Linda Vista property as it was purchased with Transit Tax funding. There is a great opportunity for collaborating on how we can dispose of the property and keep its intended use, housing. More to come in future months.
- City Finance has confirmed that final FY2023 tax revenues were roughly \$900,000 higher than budgeted. Funds collected and not used immediately are maintained in a transit fund with the City for future transit needs.
- Another big milestone with our Downtown Connection Center – the breakroom trailer for our team was delivered and we held a grand opening celebration for our team on Friday, August 25. The team has been using a van for a breakroom since early May when we vacated the old building in order to complete demolition.
- Our second electric bus is ready to go in service! New Flyer Electric Bus (as first revealed during Senator Sinema's visit on August 8) went into service the week of September 11. We

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will regularly use both electric buses across our system to gain understanding of how driver behaviors impact range and charge needs.

### Staffing

- 100 Club: Eight more team members have earned 100% on Mountain Line's unobserved driver assessments.
  - Chris Haviland
  - Mark Hoyt
  - Juan Morales
  - Dave Janeway
  - Jennifer Petri
  - Herman Ramirez
  - Andy Brown
- Mountain Line initiated a new Mentor Training program. This will allow our training department to focus on regulatory and licensing requirements while exemplary staff participate in Mountain Line specific operational abilities training. This division of duties is allowing us to manage 2 and 3 different stages of training simultaneously and part of measures we are taking to improve efficiency and timeline of our training program.
- Happy Anniversary to our September anniversaries.

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**October: No TAC Meeting Board and TAC Advance is Wed, 10/25**

ITEMS:	WHO & WHAT:
Safety Minute	Sam
Milestone Anniversaries	Heather D
2024 Transit Tax Update	Jacki/Guest - D
Bus Stop Infrastructure, Partnerships, and Bus Stop Acquisition Procedure	Estella, Jeremiah, and Anne - D
Legislative Priorities	Heather D - D
Flagstaff in Motion (FIM) Interpretation and Resolution	Bizzy - PR
Delegation of Authority Update – Agreements, Grants, and Procurements:	
November 2023/January 2024 Agenda Calendar	

**November: TAC Meeting is Thurs, 11/2 Board Meeting is Wed, 11/15**

ITEMS:	WHO & WHAT:
Safety Minute	Sam
Milestone Anniversaries	Heather D
Bus Stop Infrastructure	Heather D - D/A
Legislative Priorities	Heather D - D/A
2024 Transit Tax Update	Jacki - D/A
Confirm Board Leadership Roles, Propose Delay of Ascension 1 Yr	Heather D - D
Budget Process Kickoff	Josh S - D
Employee Satisfaction Survey	Sam/Codi - D
EV Bus Pilot Performance Report	Jeremiah M - D
Grant Award Notification	Estella - PR
Workforce Utilization Report	Sam/Codi - PR
Delegation of Authority Update – Agreements, Grants, and Procurements:	
January/February Agenda Calendar	

C = Consent, D/A = Discussion/Action, D = Discussion, PR = Progress Report