



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 26, 2024

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 1-5

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:

- a. Regular Meeting 4/17/2024

-pages 6-11

- b. Special Meeting 5/13/2024

-pages 12-14

DISCUSSION / ACTION ITEMS:

7. FY2025 PROPOSED BUDGET

-pages 15-24

-Josh Stone, Management Services Director

Staff recommends the Board of Directors approve the FY2025 Proposed Budget for a total expense budget of \$83,369,292, with operating of \$12,980,454 and capital of \$70,388,838.

8. WAGE INCREASE, EFFECTIVE IMMEDIATELY

-pages 25-29

-Heather Dalmolin, CEO and General Manager

Staff recommends the Board of Directors consider and authorize the CEO and General Manager to increase the per hour wage for Transit Operators and Operations Supervisors by a flat \$5 per hour to increase competitiveness of these jobs in a very difficult workforce market. The change would be made effective immediately for both of these positions and all staff serving in these roles.

9. EXPAND THE REDUCED FARE PROGRAM

-pages 30-33

-Heather Dalmolin, CEO and General Manager

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Staff recommends the Board of Directors approve expansion of the reduced fare program to add active military, veterans, and low-income as eligible persons.

10. ZERO EMISSION BUS TRANSITION, NEXT STEPS -pages 34-36
-Heather Dalmolin, CEO and General Manager
The Board may provide direction, but there is no recommendation from staff at this time.
11. FY2024 TRIENNIAL REVIEW REPORT -pages 37-40
-Bizzy Collins, Strategic Performance Planner
Staff recommends the Board of Directors adopt the Triennial Review Corrective Action Plan.
12. CEO ANNUAL REVIEW PROCESS, EFFECTIVE JULY 1, 2024
-Heather Dalmolin, CEO and General Manager -pages 41-44
Staff recommends the Board of Directors adopt a new standard operating procedure for completing the annual performance review of the CEO and General Manager effective July 1, 2024.

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. RESOLUTION 2025-100: FY2025 COLLECTIVE GRANT RESOLUTION AND THE FY2025-FY2029 TRANSIT PROGRAM FROM THE TRANSPORTATION IMPROVEMENT PROGRAM
-Josh Stone, Management Services Director -pages 45-48
Staff recommends the Board of Directors: 1) Approve Resolution 2025-100: FY2025 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 FY2025-FY2029 regional Transportation Improvement Program.
14. FY2025 PROCUREMENT RESOLUTION -pages 49-54
-Josh Stone, Management Services Director
Staff recommends the Board of Directors approve Resolution 2025-110: FY2025 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.
15. LINE OF CREDIT RENEWAL FROM WESTERN ALLIANCE BANK FOR \$1,000,000
-Josh Stone, Management Services Director -pages 55-56

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Staff recommends the Board of Directors authorize Mountain Line Management Services Director to activate a Western Alliance Bank credit line of up to \$1,000,000 to provide cash flow assistance, if necessary, to meet cash flow commitments during the fiscal year 2024-2025.

16. TITLE VI POLICY

-pages 57-61

-Codi Weaver, Human Resources Manager

Staff recommends the Board of Directors approve Resolution 2024-120 to adopt Mountain Line's Title VI Policy, updated to incorporate changes that reflect legal and regulatory requirements and authorize the CEO and General Manager to approve future updates that do not alter the intent of the Policy.

17. EQUAL EMPLOYMENT OPPORTUNITY (EEO) PROGRAM

-pages 62-65

-Codi Weaver, Human Resources Manager

Staff recommends the Board of Directors approve Resolution 2024-130 to adopt Mountain Line's EEO Program, updated to incorporate changes that reflect legal and regulatory requirements and authorize the CEO and General Manager to approve future updates that do not alter the intent of the Program.

18. UPDATED FEDERAL TRANSIT ADMINISTRATION (FTA) DRUG AND ALCOHOL POLICY

-Sam Short, Workforce Director

-pages 66-70

Staff recommends the Board of Directors approve Resolution 2024-140 to adopt Mountain Line's FTA DOT Drug and Alcohol Policy, updated to incorporate changes that reflect legal and regulatory requirements and authorize the CEO and General Manager to approve future updates that do not alter the intent of the Policy.

19. UPDATED NON-FEDERAL TRANSIT ADMINISTRATION DRUG AND ALCOHOL POLICY

-Sam Short, Workforce Director

-pages 71-74

Staff recommends the Board of Directors approve Resolution 2024-150 to adopt Mountain Line's Non-FTA Drug and Alcohol Policy, updated to incorporate changes that reflect legal and regulatory requirements, and authorize the CEO and General Manager to approve future updates that do not alter the intent of the adopted Policy.

20. MOUNTAIN LINE SAFETY PLAN

-pages 75-78

-Sam Short, Workforce Director

Staff recommends the Board of Directors approve Resolution 2024-160 to adopt the amended Mountain Line Public Transportation Agency Safety Plan (the Safety Plan), updated to incorporate changes that reflect legal and regulatory requirements and authorize the CEO and General Manager to approve future updates that do not alter the intent of the Plan.

PROGRESS REPORTS:

21. 2020-2025 STRATEGIC PLAN, 12-18 MONTH WORKPLAN UPDATE

-pages 79-86

-Heather Dalmolin, CEO and General Manager

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- 22. EQUAL EMPLOYMENT OPPORTUNITY (EEO) WORKFORCE UTILIZATION ANALYSIS, FEDERAL FISCAL YEAR 2024 -pages 87-91
-Codi Weaver, Human Resources Manager
- 23. ANNUAL INFORMATION TECHNOLOGY UPDATE -pages 92-98
-Jon Matthies, Information Technology Manager
- 24. FLAGSTAFF UNIFIED SCHOOL DISTRICT UPDATE -pages 99-100
-Jacki Lenners, Deputy General Manager
- 25. DELEGATIONS OF AUTHORITY UPDATE -pages 101-102
-Heather Dalmolin, CEO and General Manager
- 26. SUMMARY OF CURRENT EVENTS -pages 103-104
-Heather Dalmolin, CEO and General Manager

ITEMS FROM COMMITTEE AND STAFF:

SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

August/September Working Agenda -page 105

The next Board meeting will be August 21, 2024 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 the Bus Stop Acquisition Policy, Organization Structure Update, Trip Quest Roll Out with Data, Mobility Study Update, Annual Safety Report, Annual Maintenance Report, Bus Stop Program/Rehab Report, Delegation of Authority Updates, and a possible executive session related to the CEO and General Manager evaluation and possible contract action item, as well as Board Chair Discussion of Meeting Format. 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.

- 27. ADJOURNMENT

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Board of Directors Minutes for Wednesday, April 17, 2024

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 17, 2024, 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), Vice President of Student Services, CCC, designee, (Zoom);
Judy Begay, Board of Supervisors, Coconino County, alternate;
Miranda Sweet, City Councilor, City of Flagstaff, (Zoom);
Deborah Harris, City Councilor, City of Flagstaff, alternate, (Zoom);
Josh Maher, Associate VP for Community Relations, NAU, 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:

Jeronimo Vasquez, (Vice Chair), Board of Supervisors, Coconino County;
Lori Matthews, City Councilor, City of Flagstaff

MOUNTAIN LINE STAFF IN ATTENDANCE:

Heather Dalmolin, CEO and General Manager;
Jacki Lenner, Deputy General Manager, (Zoom);
Sam Short, Workforce Director, left at approximately 10:07am, then joined via Zoom at approximately 10:24am;
Anne Dunno, Capital Development Manager;
Jeremiah McVicker, Maintenance Manager;
Codi Weaver, Human Resources Manager;
Dave Doss, Operations Manager;
Bizzy Collins, Strategic Performance Planner;
Estella Hollander, Mobility Planner, (Zoom), left at approximately 10:23am;
Heather Higgins, Purchasing and Contracts Officer, (Zoom), joined at approximately 10:09am;
LaReina Reyes, Associate Transit Planner, (Zoom);
Ken Lesinski, Scheduling Coordinator, left at approximately 10:07am;
Jon Matthies, IT Manager;
Rhonda Cashman, Executive Assistant and Clerk of the Board;
Scott Holcomb, Mountain Line Attorney, (Zoom)

GUESTS PRESENT:

Mandia Gonzales, Transportation Planner, MetroPlan, (Zoom), left at approximately 10:21am





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

2. ROLL CALL

3. SAFETY MINUTE

-Sam Short, Workforce Director

Mr. Short reported on distracted driving. He offered tips to stay safe.

4. MILESTONE ANNIVERSARIES

-Heather Dalmolin, CEO and General Manager

Ms. Dalmolin reviewed the April milestone anniversaries.

5. CALL TO THE PUBLIC

Ms. Cashman stated no members of the public were present at the meeting and no comments were received via email in advance of the meeting.

6. APPROVAL OF MINUTES 3/27/2024

Director Maher made a motion to approve the minutes for the meeting held on March 27, 2024. Director Begay seconded. There was no discussion. All approved, none opposed. Motion carried.

NAME	YES VOTE	NO VOTE
Tony Williams	X	
Miranda Sweet	X	
Josh Maher	X	
Deborah Harris	X	
Judy Begay	X	

7. METROPLAN ROUTE 66 OPERATIONAL ASSESSMENT

-Mandia Gonzales, Transportation Planner, MetroPlan

Ms. Gonzales shared a presentation relevant to Mountain Line.

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.

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

-Estella Hollander, Planning Manager

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

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

NAME	YES VOTE	NO VOTE
Tony Williams	X	
Miranda Sweet	X	
Josh Maher	X	
Deborah Harris	X	
Judy Begay	X	

DISCUSSION / ACTION ITEMS:

9. FY2023 FINANCIAL AUDIT REPORT

-Josh Stone, Management Services Director

Staff recommends the Board of Directors approve the FY2023 Financial Audit Report which was completed by Fester and Chapman P.C. and filed as required by March 31, 2024.

Ms. Dalmolin presented this item on behalf of Mr. Stone. She reported there were no deficiencies found. Two notations were shared: 1) a recommendation to include a retiree acknowledgement, 2) a recommendation to capture any retention applied to construction payables as per contractual requirements. There were no questions. Director Maher moved to approve the FY2023 Financial Audit. Director Sweet seconded. There was no discussion. All approved, none opposed. Motion carried.

NAME	YES VOTE	NO VOTE
Tony Williams	X	
Miranda Sweet	X	
Josh Maher	X	
Deborah Harris	X	
Judy Begay	X	

10. FY2025 CAPITAL BUDGET

-Josh Stone, Management Services Director

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

Ms. Dalmolin presented this item on behalf of Mr. Stone. She reported on the large projects Mountain Line has in process including the First/Last Mile partnership with the City-match with non-transit funds, the Downtown Connection Center (DCC) Phase 1 building is coming along, the Kaspar Maintenance Facility is in the design phase, creating capacity for battery-electric





replacement buses, charging infrastructure-fast charging stations at Kaspar, the DCC, and possibly another location, and bus stops. She noted most of these projects have 80 percent commitment from the Federal Transit Administration (FTA). She explained the next steps for the budget are to share the revenues and a line by line budget at the May Joint meeting and consideration of adoption in June. There were no questions and no discussion.

11. EXPAND THE REDUCED FARE PROGRAM

-Heather Dalmolin, CEO and General Manager

Staff recommends the Board of Directors approve expansion of the reduced fare program to add active military, veterans, and low-income as eligible persons.

Ms. Dalmolin asked Board members to consider tabling this item until all regular Board members are present and suggested it be brought back at the joint meeting on May 15th. Director Begay made a motion to table this item until the joint meeting in May. Director Maher seconded. There was no discussion. All approved, none opposed. Motion carried.

NAME	YES VOTE	NO VOTE
Tony Williams	X	
Miranda Sweet	X	
Josh Maher	X	
Deborah Harris	X	
Judy Begay	X	

12. COMMERCIAL DRIVER'S LICENSE (CDL) COURSE PROJECT CLOSEOUT

-Anne Dunno, Capital Development Manager

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

Ms. Dunno stated she will share the latest status of the CDL Training and Testing Course. She noted this project is a partnership between Mountain Line and Northern Arizona University (NAU). She communicated that workforce development is the goal of the project. She explained the project took a little longer than expected, but the Arizona Public Service (APS) agreement has now been fully executed. She reported the Arizona Department of Transportation (ADOT) will certify the course and then the striping can be completed. She noted that there will be a ribbon cutting on Wednesday, May 22nd. She shared some photos of the CDL course layout; noting the course will be shared use between Mountain Line and NAU. She stated the course is owned by Mountain Line on NAU land and the operations and maintenance will be shared 50/50. She noted incidental use by other agencies will be allowed for a fee and the revenue earned will help offset the maintenance costs of the facility. She explained the bus storage building originally planned as part of this project has been shelved. Chair Williams commented that this is an important collaborative partnership, a milestone for the community. Director Maher asked who will be responsible for maintenance of the course. Ms. Dunno responded that there will be a committee that will be responsible, including herself and Mr. McVicker from Mountain Line, and Erin Stam, NAU's Director of Parking and Shuttle Services, along with two other NAU representatives to be determined. She also shared that the





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maintenance cost is estimated to be approximately \$25,000 per year. Chair Williams confirmed there was no action needed on this item. There were no questions.

PROGRESS REPORTS:

There were no questions regarding the progress reports.

13. MOUNTAIN EXPRESS PERFORMANCE REPORT

-Bizzy Collins, Strategic Performance Planner

14. TRAINING UPDATE

-Sam Short, Workforce Director

15. OPERATIONS DIRECTOR UPDATE

-Heather Dalmolin, CEO and General Manager

16. WASHINGTON, D.C. TRIP

-Heather Dalmolin, CEO and General Manager

17. DELEGATIONS OF AUTHORITY

-Heather Dalmolin, CEO and General Manager

18. SUMMARY OF CURRENT EVENTS

-Heather Dalmolin, CEO and General Manager

Ms. Dalmolin shared the following highlights:

- Student ridership, including increases attributed to Flagstaff Unified School District (FUSD) changes over winter, was reviewed for January 1-March 18, 2024. There is no way to completely distinguish FUSD from other school passes, but other than that show K-12 pass use on all routes, K-12 pass use at 127 stops, and K-12 use of seventy-seven percent of the Mountain Line system. Staff are working with the FUSD Superintendent to determine what is the next evolution for student passes.
- The Aggravated Assault bill has its third read for the full senate today, and if approved, it will go to the Governor for sign. This is very important for the transit industry in Arizona.
- The Arizona State Match Advantage for Rural Transportation (SMART) Fund has passed, and the Governor signed it last week. Ms. Dalmolin communicated her gratitude for Kate Morley crafting most of the new language which will allow rural transit systems statewide, that are not operated by a municipality, to apply for these funds. This is good for Mountain Line.
- The Downtown Connection Center (DCC) building now has walls, windows, and doors!
- Another April anniversary was celebrated.

ITEMS FROM COMMITTEE AND STAFF:

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Chair Williams complimented Ms. Morley at MetroPlan related to the Arizona SMART Fund updated language that passed.

Chair Williams reminded Board members about the Joint Meeting with the Transit Advisory Committee on Wednesday, May 15th, 10am-2pm at the Flagstaff Aquaplex, as well as the regular Board meeting on June 26th meeting, due to the Juneteenth holiday.

SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

May/June Working Agenda

The next Board and TAC Joint meeting will be May 15, 2024, and it will be an in-person only meeting based in Flagstaff in the Community Room at the Flagstaff Aquaplex, 1702 N. Fourth St., Flagstaff, AZ 86004 at 10am. The public is invited to attend. Lunch will be served. May agenda items may include but not be limited to Review of the Strategic Plan, the Budget Presentation, Future Vehicle Procurement, Electric Vehicle Charging Update/Downtown Connection Center Phase Two, Bus Stop Acquisition Policy, 2024 Transit Tax Update, Triennial Review Update, Workforce Utilization Mid-Year Report, 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 26, 2024 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 may include but not be limited to the FY2025 Budget Adoption, Equal Employment Opportunity (EEO) Program, Bus Procurement, Triennial Review Final Report, Mobility as a Study, Procurement Resolution, Grant Resolution, Line of Credit, Personnel Policy Updates, Route 7 Timepoint Change, Annual Cybersecurity Report, Rider Satisfaction Survey Results, 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.

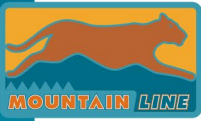
19. ADJOURNMENT -Chair Williams adjourned the meeting at approximately 10:52am.

Tony Williams, Chair of the Mountain Line Board of Directors

ATTEST:

Rhonda Cashman, Executive Assistant and Clerk of the Board





Board of Directors Special Meeting Minutes for Wednesday, May 13, 2024

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 a Special Session on Wednesday, May 13, 2024, at 1:30pm in the Mountain Line VERA Room, 3773 N. Kaspar Dr., Flagstaff, AZ 86004. This was a WEB BASED meeting. Members of the Board attended virtually, and members of the Mountain Line staff attended in person, by internet conferencing, or by telephone. The public was invited to attend.

BOARD MEMBERS PRESENT:

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

BOARD MEMBERS EXCUSED:

None.

MOUNTAIN LINE STAFF IN ATTENDANCE:

Heather Dalmolin, CEO and General Manager, (Zoom);
Jacki Lenners, Deputy General Manager, (Zoom);
Josh Stone, Management Services Director, (Zoom);
Jon Matthies, IT Manager;
Rhonda Cashman, Executive Assistant and Clerk of the Board;
Scott Holcomb, Mountain Line Attorney, (Zoom)

GUESTS:

Judy Begay, Board of Supervisors, Coconino County, alternate, (Zoom);
Tom Evans, Lumen Strategies, (Zoom), joined at approximately 1:32pm;
Stacy Pearson, Lumen Strategies, (Zoom), joined at approximately 1:34pm;
Karen Kruse, The Kruse Group, (Zoom with Heather Dalmolin)

1. CALL TO ORDER -Chair Williams called the meeting to order at approximately 1:31pm.
2. ROLL CALL

DISCUSSION / ACTION ITEMS:

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3. TRANSIT TAX RECOMMENDATION

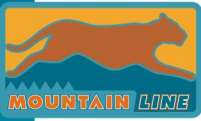
-Heather Dalmolin, CEO and General Manager

Staff recommends the Board of Directors formally request that Flagstaff City Council refer a transit tax measure to the ballot in the November 2024 election.

Ms. Dalmolin expressed her gratitude for our Board members making the time for this special meeting. She stated that she wanted to first provide a financial update. She shared a comparison chart of the FY2024 Budget, the FY2024 Projected, and the FY2025 Budget. She noted the increase in FY2025 is due to the significant match required. Next, she reviewed the Transit Tax Fund Balance graph, and she pointed out the significance of each line. She shared the system map as it is today, and the Transit Vision, a map noting improvement priorities per the Flagstaff in Motion, Five-Year Plan completed recently. She reviewed the fact that full build out of Flagstaff in Motion would be a doubling of the existing transit tax, 29.5 cents on a \$100 purchase, including eight cents to close a revenue to expense gap. She explained the Citizen Advisory Committee (CAC) consisted of nine diverse community members and held three meetings. She reviewed the survey outcomes, noting that as the amount of a potential tax increase went up, the percentage of support went down, but it was still over 50 percent, and climate change elicited a higher tolerance for a tax increase. She noted staff refined the funding request to include the eight cents to close the revenue to expense gap, and 12.5 cents to provide opportunity for increased frequency, longer service hours, and service to unserved areas. She explained the proposed question would increase the tax by 20.5 cents and would renew the transit tax until 2040. This increase would provide some funding for expansion; with the tax effective on July 1, 2025. She noted some alternatives were listed in the staff report. She reported to the Board that she drafted a letter to City Council requesting a ballot measure be considered for the November 5, 2024 election should the Board approve this recommendation.

Director Maher asked about the outreach for the virtual open house. Ms. Dalmolin deferred the question to our consultant. Mr. Evans explained the virtual open house was an open-ended process with ads placed in the Arizona Daily Sun over a two week period and the only requirement was that you had to be a registered voter. Additionally, up to two text messages were sent to random members from the registered voter list with a link to the virtual open house. Director Maher also asked about demographics. Mr. Evans stated that the data was not cross-referenced that much. Director Maher commented that his concern was the possibility of responses being skewed by respondents. Mr. Evans noted that in his experience, it is often those who are engaged that tend to be more critical of the proposed initiative. Ms. Dalmolin shared that the CAC discussed the current tax expiring in 2030 and the important opportunity for both the renewal and expansion. Chair Williams asked what other ballot initiatives are expected. Ms. Dalmolin stated that in addition to the potential for Mountain Line, the City is planning for the Bed, Board, and Beverage (BBB) tax renewal (sunsetting in 2026), and the County is planning for an expenditure limits initiative, not a tax; she is not sure what initiatives the State will have on the ballot. Chair Williams asked about the cost for this effort. Ms. Dalmolin communicated that the fees for the actual elections would be shared with the City and that Mountain Line had an adequate budget for education materials and open house efforts. Vice Chair Vasquez asked if the tax would be restricted to the City. Ms. Dalmolin





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responded that the tax would not be used to expand any transit services outside the City. Director Matthews reported that this Thursday the City Council would hold a work session related to the water rate increase and this conversation about financial impacts to our community may have an adverse impact on this initiative. Director Sweet moved to approve the transit tax recommendation as presented. 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	
Miranda Sweet	X	
Lori Matthews	X	
Josh Maher	X	

ITEMS FROM COMMITTEE AND STAFF:

SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

June/August Working Agenda

The next Board meeting will be June 26, 2024 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 may include but not be limited to the FY2025 Budget Presentation and Adoption, Expand Reduced Fare Program, Zero Emission Bus Transition Plan, Triennial Review Final Report, Possible Route 7 Changes, Procurement Resolution, Grant Resolution, Line of Credit, Equal Employment Opportunity (EEO) Program, Title VI Policy, Federal Transit Administration (FTA) Drug and Alcohol Policy, Public Transportation Agency Safety Plan (PTASP), Strategic Workplan Update, Workforce Utilization Report, Annual Information Technology(IT)/Cybersecurity Report, Flagstaff Unified School District (FUSD) Update, 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.

19. ADJOURNMENT -Chair Williams adjourned the meeting at approximately 1:57pm.

Tony Williams, Chair of the Mountain Line Board of Directors

ATTEST:

Rhonda Cashman, Executive Assistant and Clerk of the Board

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DATE PREPARED: June 14, 2024

DATE: June 26, 2024

TO: Honorable Chair and Members of the Board

FROM: Josh Stone, Management Services Director

SUBJECT: FY2025 Proposed Budget

RECOMMENDATION:

Staff recommends the Board of Directors approve the FY2025 Proposed Budget for a total expense budget of \$83,369,292, with operating of \$12,980,454 and capital of \$70,388,838.

RELATED STRATEGIC PLAN OBJECTIVE:

- ❖ FY2025 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 to ensure adequate revenues are available for planned programs and program budgets have been submitted accordingly.

Through the fall of 2023 and early 2024, Mountain Line staff collaborated to develop a FY2025 budget proposal that carries out our requirement and commitment to provide transit services in the City of Flagstaff and focus on the objectives identified in our Strategic Plan. At the February 2024 Board and TAC meetings, staff presented the proposed workforce budget related to salaries, benefits, and targeted investments for recruitment, development, and retention of staff. At the March 2024 Board and TAC meetings, staff presented the proposed operating budget and cost updates primarily focused on vehicle and facilities maintenance. At the April 2024 Board and TAC meetings, staff reviewed capital improvement plans and some highlights of current projects crossing fiscal years. During these meetings, the Board and TAC members were invited to consider, discuss, and ask questions or provide direction to Mountain Line staff regarding the budget proposals presented.

Fiscal Year 2025 Proposed Budget

Revenues:

- Passenger fares and service-generated fees are budgeted to be \$1,736,318 for operating

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Mountain Line Bus and Paratransit programs, including \$120,000 from Arizona Snowbowl.

- The City of Flagstaff has been asked to approve a budget of \$13,602,868 for Mountain Line's Bus and Paratransit programs, included within these programs are Planning Services and the City Taxi program: \$6,580,889 will be used for operating, and \$7,021,979 will be used for capital programs.
- Coconino County has been asked to approve a budget of \$32,028 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 contribution of \$645,551 for Mountain Line's Bus program operation of Route 10 in lieu of fares for NAU students.
- Federal Transit Administration Section 5307 and 5339 funding of \$59,786,537 is budgeted with \$4,274,159 for operating and \$55,512,378 for capital programs.
- Arizona Department of Transportation Section 5310 funding of \$273,744 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 \$83,316 is budgeted for the Mountain Line Vanpool program.
- Other Capital funding of \$7,854,481 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 Expenses:

The FY2025 operating budget includes a 10% increase of \$1,142,705, for a total operating budget of \$12,980,454. Below are some highlights of initiatives included in the budget:

- Employee costs are increasing by \$407,226, including pay plan, compensation study, 1.5% increase to NAPEBT health insurance premiums, and move overtime pay from 1.5x pay per hour to 2.0x pay per hour.
- Liability Insurance is budgeted to increase by 25%, a total increase of \$135,000.
- Vehicle and facilities maintenance a total increase of approximately \$400,000.
 - Fuel and oil budgets have been increased by \$240,000.
 - Parts, supplies, tires, and freight for parts and supplies, have been increased by \$142,000.
 - Contracted services such as janitorial, landscaping, and snow removal have all had contract adjustments due to local minimum wage increase.
- Most other expenses see no change or minor allocation changes within divisions.

People:

The FY2025 salary and employee-related expenses budget is included in the FY2025 Operating budget increase, previously discussed, and assume the following:

- The total budgeted number of employees will remain steady.

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- 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:

	<u>FY2024</u>	<u>FY2025</u>
ASRS, includes LTD	12.29%	12.27%
Health, EE Only	\$ 740.62	\$ 754.98
Health, EE +1	\$ 1,063.32	\$ 1,085.48
Health, EE +Family	\$ 1,472.00	\$ 1,502.66
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: \$143,000

Capital:

The FY2025 capital budget is \$70,388,838 and includes the following items:

- Electrical charging infrastructure, on Kaspar property and offsite likely at the Downtown Connection Center (80% federally funded).
- Operations support vehicles (80% federally funded).
- Administrative Projects include implementation of a capital asset management solution (locally funded).
- Rehabilitation and maintenance of various bus stops (locally funded).
- Various possible bus stop upgrades performed in conjunction with developer or City of Flagstaff construction projects where possible.
- Continuing transition to zero emission fleet with order of additional electric buses (80% federally funded).
- Construction of the Downtown Connection Center (80% federally funded, and \$6 Million State of Arizona contribution).
- Construction of Kaspar Maintenance Facility expansion to allow maintenance of new electric vehicle types and a facility size appropriate to accommodate maintenance without exposure to weather for comfort and safety of vehicle maintenance staff.
- Maintenance funds for facilities, including concrete and asphalt repairs, (locally funded).
- Maintenance funds for fleet (locally 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).

Fund Balance and Financial Projections:

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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 costs 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 \$7,998,212. This financial projection assumes:

- No significant service changes.
- 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 provided by City staff. The City is projecting that FY2024 will be 4% above budget and increase by 1% for FY2025. 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 to bring a tax question to the ballot in the fall of 2024, we need to evaluate and adjust the base rate to reflect the current cost of services more accurately. Without an adjustment to the tax rate, expenses are expected to begin exceeding annual tax revenue by 2029 and would necessitate a contraction of transit services.

Mountain Line will continue to look for opportunities for additional revenue sources to offset local transit tax proceeds. This includes participation in robust advocacy efforts both directly and in collaboration with regional and national transit groups to preserve and enhance funding at the State of Arizona and Federal levels.

FISCAL IMPACT:

There is no fiscal impact directly associated with this FY2025 Budget discussion. The adoption of the budget establishes a budget limit 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.

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 would be prepared to scale back and delay capital projects for future years when funding is available.

ALTERNATIVES:

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- 1) Adopt the FY2025 Budget of \$83,369,292 (**recommended**): By adopting the FY2025 Budget as proposed, staff will be 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 FY2025 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, otherwise Mountain Line is not able to commit to any expenditures directly related to the FY2025 budget.

TAC DISCUSSION:

The Transit Advisory Committee had no comments or feedback for this agenda item.

SUBMITTED BY:

Josh Stone
Management Services Director

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

- | | |
|----------------------------------|--------------|
| 1. FY2025 Proposed Budget | -pages 20-23 |
| 2. FY2025 Financial Plan Summary | -page 24 |

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Mountain Line - FY 2025 Budget

	Accounts	Budget Grouping	FY2024	FY2025	% Change	Division	Fund	Program	Start Date	End Date
Revenue										
Fare Revenue	40000	Revenues	\$ 775,029	\$ 892,261		-		100	07/2025	06/2026
Fare Revenue	40000	Revenues	\$ 55,173	\$ 48,506		-		210	07/2025	06/2026
Fare Revenue	40000	Revenues	\$ 17,023	\$ 20,000		-		240	07/2025	06/2026
Operating Revenue	41000	Revenues	\$ 5,992,769	\$ 6,130,925		-		100	07/2025	06/2026
Operating Revenue	41000	Revenues	\$ 48,773	\$ 358,136		-		210	07/2025	06/2026
Operating Revenue	41000	Revenues	\$ 63,654	\$ 51,771		-		240	07/2025	06/2026
Operating Revenue	41000	Revenues	\$ 7,513	\$ 6,013		-		230	07/2025	06/2026
Operating Revenue	41000	Revenues	\$ 24,515	\$ 26,015		-		320	07/2025	06/2026
Operating Revenue	41000	Revenues	\$ 35,084	\$ 40,057		-		310	07/2025	06/2026
Operating Revenue	41000	Revenues	\$ 51,595	\$ 83,316		-		320	07/2025	06/2026
Operating Revenue	41000	Revenues	\$ 3,279,580	\$ 3,978,720		-		100	07/2025	06/2026
Operating Revenue	41000	Revenues	\$ 495,439	\$ 295,439		-		210	07/2025	06/2026
Operating Revenue	41000	Revenues	\$ 106,232	\$ 110,962		-		310	07/2025	06/2026
Operating Revenue	41000	Revenues	\$ 85,285	\$ 105,000		-		210	07/2025	06/2026
Operating Revenue	41000	Revenues	\$ 38,249	\$ 51,770		-		240	07/2025	06/2026
Operating Revenue	41000	Revenues	\$ 7,512	\$ 6,012		-		230	07/2025	06/2026
Operating Revenue	41000	Revenues	\$ 624,324	\$ 645,551		-		100	07/2025	06/2026
Operating Revenue	41000	Revenues	\$ 130,000	\$ 130,000		-		100	07/2025	06/2026
Advertising Revenue	42000	Revenues	\$ -	\$ -		-	-	-	07/2025	06/2026
Capital Revenue	45000	Revenues	\$ 1,640,482	\$ 5,665,980		-	-	300	07/2025	06/2026
Capital Revenue	45000	Revenues	\$ 1,192,759	\$ 1,297,907		-	-	100	07/2025	06/2026
Capital Revenue	45000	Revenues	\$ 56,400	\$ 58,092		-	-	210	07/2025	06/2026
Capital Revenue	45000	Revenues	\$ 8,046,598	\$ 7,854,481		-	-	210	07/2025	06/2026
Capital Revenue	45000	Revenues	\$ 7,136,075	\$ 6,323,259		-	-	300	07/2025	06/2026
Capital Revenue	45000	Revenues	\$ 31,587,002	\$ 46,580,325		-	-	300	07/2025	06/2026
Capital Revenue	45000	Revenues	\$ 2,043,517	\$ 2,216,426		-	-	100	07/2025	06/2026
Capital Revenue	45000	Revenues	\$ 225,600	\$ 232,368		-	-	210	07/2025	06/2026
Capital Revenue	45000	Revenues	\$ 200,000	\$ 160,000		-	-	300	07/2025	06/2026
Capital Revenue	45000	Revenues	\$ 507,800	\$ -		-	-	300	07/2025	06/2026
Revenues Total			\$ 64,473,982	\$ 83,369,292	29%					
Indirect Management Salaries and Benefits										
Indirect Salaries			\$ 776,946	\$ 694,946	-11%					
Indirect Benefits			\$ 258,061	\$ 232,538	-10%					
Indirect Management Salaries & Benefits Total			\$ 1,035,007	\$ 927,484	-10%					
Direct Operations Wages and Benefits										
Direct Wages			\$ 5,183,748	\$ 5,485,259	6%					
Direct Benefits			\$ 2,022,792	\$ 2,236,029	11%					
Direct Wages and Benefits Total			\$ 7,206,540	\$ 7,721,288	7%					
Indirect Overhead Expenses										
Insurance - Liability	61001	Operating Expenses	\$ 196,674	\$ 281,686	43%	10011	210	100	07/2025	06/2026
Insurance - Liability	61001	Operating Expenses	\$ 19,451	\$ 27,859	43%	10011	210	210	07/2025	06/2026
Board Expenses	61002	Operating Expenses	\$ 1,820	\$ 1,825	0%	10002	210	100	07/2025	06/2026
Board Expenses	61002	Operating Expenses	\$ 180	\$ 175	-3%	10002	210	210	07/2025	06/2026
Utility - Facilities - Electricity (Non-Vehicle)	61004	Operating Expenses	\$ 39,381	\$ 54,787	39%	10003	210	100	07/2025	06/2

Food & Beverage	62001	Operating Expenses	\$ 2,737	\$ 2,737	0%	10002	220	100	07/2025	06/2026
Food & Beverage	62001	Operating Expenses	\$ 263	\$ 263	0%	10002	220	210	07/2025	06/2026
Memberships - Mountain Line Agency	62002	Operating Expenses	\$ 31,935	\$ 31,935	0%	10002	220	100	07/2025	06/2026
Memberships - Mountain Line Agency	62002	Operating Expenses	\$ 3,065	\$ 3,065	0%	10002	220	210	07/2025	06/2026
Fees - Banking	62011	Operating Expenses	\$ 19,000	\$ 19,000	0%	10002	220	100	07/2025	06/2026
Supplies - Office	62014	Operating Expenses	\$ 10,283	\$ 11,223	9%	10002	220	100	07/2025	06/2026
Supplies - Office	62014	Operating Expenses	\$ 924	\$ 1,077	17%	10002	220	210	07/2025	06/2026
Fees - Postage	62016	Operating Expenses	\$ 1,755	\$ 1,755	0%	10002	220	100	07/2025	06/2026
Fees - Postage	62016	Operating Expenses	\$ 168	\$ 168	0%	10002	220	210	07/2025	06/2026
Fees - Postage	62016	Operating Expenses	\$ 115	\$ 115	0%	10002	220	240	07/2025	06/2026
Fees - Postage	62016	Operating Expenses	\$ 25	\$ 25	0%	10002	220	230	07/2025	06/2026
Advertising - Legal Notices	62036	Operating Expenses	\$ 1,000	\$ 3,000	200%	10002	220	100	07/2025	06/2026
Memberships - Individual Professional-Trade Association	62033	Operating Expenses	\$ 1,343	\$ 1,343	0%	10002	220	100	07/2025	06/2026
Memberships - Individual Professional-Trade Association	62033	Operating Expenses	\$ -	\$ 129	0%	10002	220	210	07/2025	06/2026
Weather Lodging	64001	Operating Expenses	\$ 1,200	\$ -	-100%	10002	220	100	07/2025	06/2026
Administrative Total			\$ 73,813	\$ 75,835	3%					
Facilities										
Contracted Services - Janitorial	62007	Operating Expenses	\$ 49,501	\$ 64,005	29%	10003	220	100	07/2025	06/2026
Contracted Services - Janitorial	62007	Operating Expenses	\$ 4,751	\$ 6,143	29%	10003	220	210	07/2025	06/2026
Printing - Facilities-Signage	62034	Operating Expenses	\$ 2,000	\$ 2,000	0%	10003	220	100	07/2025	06/2026
Maintenance - Buildings & Grounds	62021	Operating Expenses	\$ 49,983	\$ 77,474	55%	10003	220	100	07/2025	06/2026
Maintenance - Buildings & Grounds	62021	Operating Expenses	\$ 4,797	\$ 4,845	1%	10003	220	210	07/2025	06/2026
Temporary Staffing Services - Facilities	62028	Operating Expenses	\$ 5,018	\$ 19,699	293%	10003	220	100	07/2025	06/2026
Temporary Staffing Services - Facilities	62028	Operating Expenses	\$ 482	\$ 1,891	292%	10003	220	210	07/2025	06/2026
Facilities Equipment - Fuel & Tax	64032	Operating Expenses	\$ 8,177	\$ 8,177	0%	10003	220	100	07/2025	06/2026
Facilities - Misc. Supplies	64011	Operating Expenses	\$ 2,580	\$ 3,355	30%	10003	220	100	07/2025	06/2026
Facilities - Misc. Supplies	64011	Operating Expenses	\$ 248	\$ 322	30%	10003	220	210	07/2025	06/2026
Uniforms	64013	Operating Expenses	\$ 4,167	\$ 4,167	0%	10003	220	100	07/2025	06/2026
Facilities - Janitorial Supplies	64018	Operating Expenses	\$ 3,194	\$ 4,215	32%	10003	220	100	07/2025	06/2026
Facilities - Janitorial Supplies	64018	Operating Expenses	\$ 306	\$ 405	32%	10003	220	210	07/2025	06/2026
Communication - Cell/Radio	64022	Operating Expenses	\$ 900	\$ 900	0%	10003	220	100	07/2025	06/2026
Facilities - Building Management Systems	64023	Operating Expenses	\$ 2,960	\$ 5,806	96%	10003	220	100	07/2025	06/2026
Facilities - Building Management Systems	64023	Operating Expenses	\$ 284	\$ 557	96%	10003	220	210	07/2025	06/2026
Facilities - Bus Stop Maintenance	64024	Operating Expenses	\$ 17,000	\$ 21,080	24%	10003	220	100	07/2025	06/2026
Facilities Total			\$ 156,348	\$ 225,041	44%					
Vehicle Maintenance										
Revenue Vehicle - Electricity	63001	Operating Expenses	\$ 71,752	\$ 71,752	0%	10004	220	100	07/2025	06/2026
Revenue Vehicle - Tax on Gas & Oil	63002	Operating Expenses	\$ 37,985	\$ 115,192	203%	10004	220	100	07/2025	06/2026
Revenue Vehicle - Tax on Gas & Oil	63002	Operating Expenses	\$ 6,129	\$ 11,393	86%	10004	220	210	07/2025	06/2026
Revenue Vehicle - Oil & Other Fluids	63003	Operating Expenses	\$ 22,000	\$ 25,990	18%	10004	220	100	07/2025	06/2026
Revenue Vehicle - Oil & Other Fluids	63003	Operating Expenses	\$ 2,000	\$ 2,570	29%	10004	220	210	07/2025	06/2026
Revenue Vehicle - Fuel	63004	Operating Expenses	\$ 650,000	\$ 803,409	24%	10004	220	100	07/2025	06/2026
Revenue Vehicle - Fuel	63004	Operating Expenses	\$ 63,000	\$ 43,734	-31%	10004	220	210	07/2025	06/2026
Revenue Vehicle - Tires	63005	Operating Expenses	\$ 69,218	\$ 101,818	47%	10004	220	100	07/2025	06/2026
Revenue Vehicle - Tires	63005	Operating Expenses	\$ 21,748	\$ 10,070	-54%	10004	220	210	07/2025	06/2026
Revenue Vehicle - Parts & Supplies	63006	Operating Expenses	\$ 292,982	\$ 387,318	32%	10004	220	100	07/2025	06/2026
Revenue Vehicle - Parts & Supplies	63006	Operating Expenses	\$ 11,035	\$ 38,306	247%	10004	220	210	07/2025	06/2026
Route Expansion	63007	Operating Expenses	\$ 100,000	\$ 100,000	0%	10004	220	100	07/2025	06/2026
Revenue Vehicle - Contracted Services - Janitorial	63008	Operating Expenses	\$ 84,000	\$ 86,890	3%	10004	220	100	07/2025	06/2026
Revenue Vehicle - Contracted Services - Repairs	63009	Operating Expenses	\$ 26,000	\$ 25,886	0%	10004	220	100	07/2025	06/2026
Revenue Vehicle - Contracted Services - Repairs	63009	Operating Expenses	\$ 1,500	\$ 2,560	71%	10004	220	210	07/2025	06/2026
Revenue Vehicle - Microtransit O&M	63011	Operating Expenses	\$ -	\$ -	0%	10004	220	220	07/2025	06/2026
Non Revenue Vehicle - Tax on Fuel & Oil	64007	Operating Expenses	\$ 1,417	\$ 5,241	270%	10004	220	100	07/2025	06/2026
Non Revenue Vehicle - Fuel	64008	Operating Expenses	\$ 22,890	\$ 35,075	53%	10004	220	100	07/2025	06/2026
Non Revenue Vehicle - Tires	64009	Operating Expenses	\$ 2,600	\$ 3,198	23%	10004	220	100	07/2025	06/2026
Fleet - Misc. Shop Supplies	64010	Operating Expenses	\$ 15,394	\$ 21,552	40%	10004	220	100	07/2025	06/2026
Fleet - Misc. Shop Supplies	64010	Operating Expenses	\$ 1,477	\$ 2,068	40%	10004	220	210	07/2025	06/2026
Skilled Trade Tool Allowance	64012	Operating Expenses	\$ 5,400	\$ 5,940	10%	10004	220	100	07/2025	06/2026
Uniforms	64013	Operating Expenses	\$ 14,750	\$ 16,225	10%	10004	220	100	07/2025	06/2026
Uniforms	64013	Operating Expenses	\$ 1,415	\$ 1,557	10%	10004	220	210	07/2025	06/2026
Non Revenue Vehicle - Contracted Services - Repairs	64015	Operating Expenses	\$ -	\$ 13,750	0%	10004	220	100	07/2025	06/2026
Licenses and Support - Fleet Applications	64047	Operating Expenses	\$ 2,873	\$ 7,428	159%	10004	220	100	07/2025	06/2026
Licenses and Support - Fleet Applications	64047	Operating Expenses	\$ 890	\$ 735	-17%	10004	220	210	07/2025	06/2026
Vehicle Maintenance Total			\$ 1,528,455	\$ 1,939,657	27%					
Information Technology										
Supplies - Computer & Phone	62006	Operating Expenses	\$ 4,772	\$ 4,772	0%	10006	220	100	07/2025	06/2026
Supplies - Computer & Phone	62006	Operating Expenses	\$ 328	\$ 328	0%	10006	220	210	07/2025	06/2026
Utility - Mobile Phone Service & Equipment - Direct	62009	Operating Expenses	\$ 13,700	\$ 13,700	0%	10006	220	100	07/2025	06/2026
Utility - Mobile Phone Service & Equipment - Direct	62009	Operating Expenses	\$ 1,352	\$ 1,352	0%	10006	220	210	07/2025	06/2026
Printing - Copier-Printers	62018	Operating Expenses	\$ 7,664	\$ 7,893	3%	10006	220	100	07/2025	06/2026
Printing - Copier-Printers	62018	Operating Expenses	\$ 736	\$ 757	3%	10006	220	210	07/2025	06/2026
Licenses and Support - IT Security, Network Services, Storage	64045	Operating Expenses	\$ 13,000	\$ 13,000	0%	10009	220	100	07/2025	06/2026
Licenses and Support - IT Security, Network Services, Storage	64045	Operating Expenses	\$ -	\$ 1,170	0%	10009	220	210	07/2025	06/2026
Licenses and Support - IT Applications	64046	Operating Expenses	\$ 36,433	\$ 36,433	0%	10009	220	100	07/2025	06/2026
Licenses and Support - IT Applications	64046	Operating Expenses	\$ 3,496	\$ 3,496	0%	10009	220	210	07/2025	06/2026
Information Technology Total			\$ 81,481	\$ 82,901	2%					
Marketing										
Events - Marketing Outreach	62004	Operating Expenses	\$ 1,000	\$ 1,000	0%	10007	220	100	07/2025	06/2026
Printing - Marketing Materials	62035	Operating Expenses	\$ 27,716	\$ 27,716	0%	10007	220	100	07/2025	06/2026
Printing - Marketing Materials	62035	Operating Expenses	\$ 2,660	\$ 2,660	0%	10007	220	210	07/2025	06/2026

Advertising - Marketing	62019	Operating Expenses	\$ 34,643	\$ 34,643	0%	10007	220	100	07/2025	06/2026
Professional Services - Marketing	62022	Operating Expenses	\$ 48,948	\$ 48,257	-1%	10007	220	100	07/2025	06/2026
Professional Services - Marketing	62022	Operating Expenses	\$ 3,940	\$ 4,631	18%	10007	220	210	07/2025	06/2026
Professional Services - Marketing	62022	Operating Expenses	\$ 1,250	\$ 1,250	0%	10007	220	320	07/2025	06/2026
Professional Services - Marketing Media	62024	Operating Expenses	\$ 9,467	\$ 9,467	0%	10007	220	100	07/2025	06/2026
Professional Services - Marketing Media	62024	Operating Expenses	\$ 909	\$ 909	0%	10007	220	210	07/2025	06/2026
Professional Services - Marketing Website	62025	Operating Expenses	\$ 32,848	\$ 32,848	0%	10007	220	100	07/2025	06/2026
Professional Services - Marketing Website	62025	Operating Expenses	\$ 3,152	\$ 3,152	0%	10007	220	210	07/2025	06/2026
Professional Services - Market Research	62029	Operating Expenses	\$ 17,108	\$ 17,108	0%	10007	220	100	07/2025	06/2026
Communication - Cell/Radio	64022	Operating Expenses	\$ 1,020	\$ 1,020	0%	10007	220	310	07/2025	06/2026
Licenses and Support - MM, Planning, & Reporting	64044	Operating Expenses	\$ 20,000	\$ 22,000	10%	10007	220	310	07/2025	06/2026
Marketing Total			\$ 204,661	\$ 206,661	26%					
Operations										
Contracted Services - Vanpool-Rideshare	63010	Operating Expenses	\$ 61,190	\$ 91,300	49%	10009	220	320	07/2025	06/2026
Uniforms	64013	Operating Expenses	\$ 19,645	\$ 19,645	0%	10009	220	100	07/2025	06/2026
Uniforms	64013	Operating Expenses	\$ 1,885	\$ 1,885	0%	10009	220	210	07/2025	06/2026
Communication - Cell/Radio	64022	Operating Expenses	\$ 36,304	\$ 36,304	0%	10009	220	100	07/2025	06/2026
Communication - Cell/Radio	64022	Operating Expenses	\$ 3,368	\$ 3,368	0%	10009	220	210	07/2025	06/2026
Contracted Services - Taxi Program Allowances	64030	Operating Expenses	\$ 85,000	\$ 85,000	0%	10009	220	240	07/2025	06/2026
Contracted Services - Taxi Program Allowances	64030	Operating Expenses	\$ 15,000	\$ 15,000	0%	10009	220	230	07/2025	06/2026
Licenses and Support - Operations - Fixed Route	64041	Operating Expenses	\$ 30,049	\$ 52,444	75%	10009	220	100	07/2025	06/2026
Licenses and Support - Operations - Paratransit	64041	Operating Expenses	\$ 22,395	\$ 52,444	134%	10009	220	210	07/2025	06/2026
Licenses and Support - Passenger Reporting	64042	Operating Expenses	\$ 19,000	\$ 19,000	0%	10009	220	100	07/2025	06/2026
Licenses and Support - Fare Collections	64043	Operating Expenses	\$ -		0%	10009	220	100	07/2025	06/2026
Licenses and Support - Facilities Applications	64048	Operating Expenses	\$ 28,358	\$ 28,358	0%	10009	220	100	07/2025	06/2026
Licenses and Support - Facilities Applications	64048	Operating Expenses	\$ 2,722	\$ 2,722	0%	10009	220	100	07/2025	06/2026
Operations Total			\$ 324,916	\$ 407,470	0%					
Workforce & Risk Management										
Trophies-Prizes-Gifts	62003	Operating Expenses	\$ 11,040	\$ 11,040	0%	10011	220	100	07/2025	06/2026
Trophies-Prizes-Gifts	62003	Operating Expenses	\$ 1,060	\$ 1,060	0%	10011	220	210	07/2025	06/2026
Events - Employee Appreciation	62005	Operating Expenses	\$ 10,454	\$ 10,338	-1%	10011	220	100	07/2025	06/2026
Events - Employee Appreciation	62005	Operating Expenses	\$ 876	\$ 992	13%	10011	220	210	07/2025	06/2026
Supplies - Education	62013	Operating Expenses	\$ 2,281	\$ 2,281	0%	10011	220	100	07/2025	06/2026
Supplies - Education	62013	Operating Expenses	\$ 219	\$ 219	0%	10011	220	210	07/2025	06/2026
Insurance - Vehicle	64002	Operating Expenses	\$ 366,242	\$ 403,951	10%	10011	220	100	07/2025	06/2026
Insurance - Vehicle	64002	Operating Expenses	\$ 35,148	\$ 39,951	14%	10011	220	210	07/2025	06/2026
Workforce - Recruitment	64005	Operating Expenses	\$ 31,935	\$ 31,935	0%	10011	220	100	07/2025	06/2026
Workforce - Recruitment	64005	Operating Expenses	\$ 3,065	\$ 3,065	0%	10011	220	210	07/2025	06/2026
Workforce - Testing & Clinic Fees	64006	Operating Expenses	\$ 5,336	\$ 5,336	0%	10011	220	100	07/2025	06/2026
Workforce - Testing & Clinic Fees	64006	Operating Expenses	\$ 220	\$ 220	0%	10011	220	210	07/2025	06/2026
Workforce - Orientation Food & Supplies	64016	Operating Expenses	\$ 1,825	\$ 1,825	0%	10011	220	100	07/2025	06/2026
Workforce - Orientation Food & Supplies	64016	Operating Expenses	\$ 175	\$ 175	0%	10011	220	210	07/2025	06/2026
Workforce - Education Supplies	64019	Operating Expenses	\$ 9,489	\$ 9,489	0%	10011	220	100	07/2025	06/2026
Workforce - Education Supplies	64019	Operating Expenses	\$ 911	\$ 911	0%	10011	220	210	07/2025	06/2026
Professional Services - Security Patrol	64028	Operating Expenses	\$ 14,169	\$ 14,169	0%	10011	220	100	07/2025	06/2026
Workforce - Safety Committee	64029	Operating Expenses	\$ 3,285	\$ 3,285	0%	10011	220	100	07/2025	06/2026
Workforce - Safety Committee	64029	Operating Expenses	\$ 315	\$ 315	0%	10011	220	210	07/2025	06/2026
Workforce Total			\$ 498,045	\$ 540,557	9%					
Travel & Training										
Travel & Training	71000	Operating Expenses	\$ 13,843	\$ 13,195	-5%	10009	220	100	07/2025	06/2026
Travel & Training	71000	Operating Expenses	\$ 657	\$ 1,305	99%	10009	220	210	07/2025	06/2026
Travel & Training	71000	Operating Expenses	\$ 1,825	\$ 1,825	0%	10004	220	100	07/2025	06/2026
Travel & Training	71000	Operating Expenses	\$ 175	\$ 175	0%	10004	220	210	07/2025	06/2026
Travel & Training	71000	Operating Expenses	\$ 1,369	\$ 1,369	0%	10003	220	100	07/2025	06/2026
Travel & Training	71000	Operating Expenses	\$ 131	\$ 131	0%	10003	220	210	07/2025	06/2026
Travel & Training	71000	Operating Expenses	\$ 20,074	\$ 20,074	0%	10002	210	100	07/2025	06/2026
Travel & Training	71000	Operating Expenses	\$ 1,926	\$ 1,926	0%	10002	210	210	07/2025	06/2026
Travel & Training	71000	Operating Expenses	\$ 16,330	\$ 16,330	0%	10002	220	100	07/2025	06/2026
Travel & Training	71000	Operating Expenses	\$ 1,567	\$ 1,567	0%	10002	220	210	07/2025	06/2026
Travel & Training	71000	Operating Expenses	\$ 8,888	\$ 8,888	0%	10007	220	310	07/2025	06/2026
Travel & Training	71000	Operating Expenses	\$ 3,194	\$ 3,194	0%	10006	220	100	07/2025	06/2026
Travel & Training	71000	Operating Expenses	\$ 306	\$ 306	0%	10006	220	210	07/2025	06/2026
Travel & Training	71000	Operating Expenses	\$ 2,737	\$ 2,737	0%	10007	220	100	07/2025	06/2026
Travel & Training	71000	Operating Expenses	\$ 263	\$ 263	0%	10007	220	210	07/2025	06/2026
Travel & Training	71000	Operating Expenses	\$ 5,475	\$ 5,475	0%	10011	220	100	07/2025	06/2026
Travel & Training	71000	Operating Expenses	\$ 525	\$ 525	0%	10011	220	210	07/2025	06/2026
Travel & Training Total			\$ 79,285	\$ 79,285	0%					
Direct Operating Expenses Total			\$ 2,947,004	\$ 3,557,407	21%					
Operating Expenses Total			\$ 11,837,749	\$ 12,980,454	10%					
Capital Expenses and Fixed Assets										
Capital Planning	80001	Operating Expenses	\$ 200,000			10007	300	300	07/2025	06/2026
MetroPlan	80003	Operating Expenses	\$ 56,000			10002	300	300	07/2025	06/2026
Administrative Services	80004	Operating Expenses	\$ 100,000			10002	300	100	07/2025	06/2026
Software Purchase and Implementation	80006	Operating Expenses	\$ 100,000			10003	300	100	07/2025	06/2026
Software Purchase and Implementation	80006	Operating Expenses	\$ 100,000			10004	300	100	07/2025	06/2026
Vehicle Maintenance & Improvements	80007	Operating Expenses	\$ 100,000			10004	300	100	07/2025	06/2026
Facility Maintenance & Improvements	80008	Operating Expenses	\$ 50,000			10003	300	100	07/2025	06/2026
Planning Transit Tax	80010	Operating Expenses	\$ 100,000			10002	300	100	07/2025	06/2026

Vehicle Passengers	90002	Operating Expenses	\$	2,150,533	10004	300	100	07/2025	06/2026
Vehicle Passengers	90002	Operating Expenses	\$	290,460	10004	300	210	07/2025	06/2026
Vehicle Other	90003	Operating Expenses	\$	60,000	10004	300	100	07/2025	06/2026
Construction in Progress DCC	90007	Operating Expenses	\$	35,572,400	10003	300	100	07/2025	06/2026
Construction in Progress New Bus Stops	90009	Operating Expenses	\$	226,186	10003	300	100	07/2025	06/2026
Construction in Progress Ped/Bike/Tran	90011	Operating Expenses	\$	6,711,959	10003	300	300	07/2025	06/2026
Vehicle Rehab Improvement Fund	90012	Operating Expenses	\$	228,800	10004	300	100	07/2025	06/2026
Shelter Rehab	90013	Operating Expenses	\$	165,000	10003	300	100	07/2025	06/2026
Construction in Progress Kaspar Maintenance Facility	90016	Operating Expenses	\$	21,417,500	10003	300	100	07/2025	06/2026
Construction in Progress Kaspar Charging Infrastructure	90017	Operating Expenses	\$	560,000	10003	300	100	07/2025	06/2026
Construction in Progress Offsite Charging Infrastructure	90018	Operating Expenses	\$	2,200,000	10003	300	100	07/2025	06/2026
Capital Expenses and Fixed Assets Totals			\$	52,636,233	\$	70,388,838			
Total Expenditures			\$	64,473,982	\$	83,369,292	29%		
Total Revenues			\$	64,473,982	\$	83,369,292			
Total Expenditures			\$	(64,473,982)	\$	(83,369,292)			
Budget Balance			\$	-	\$	-			

Financial Plan Summary							
	FY 2024 Projected	FY 2025 Budget	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030

SYSTEM EXPENSES

Operations Summary	\$ 11,746,614	\$ 12,435,698	\$ 13,033,034	\$ 13,410,645	\$ 13,799,456	\$ 14,199,799	\$ 14,612,018
Capital Summary	\$ 15,910,357	\$ 70,341,990	\$ 2,117,470	\$ 3,060,070	\$ 804,138	\$ 3,368,252	\$ 3,422,063
TOTAL SYSTEM EXPENSES	\$ 27,656,971	\$ 82,777,688	\$ 15,150,504	\$ 16,470,715	\$ 14,603,594	\$ 17,568,050	\$ 18,034,081
<i>Increase over prior year</i>	<i>103.35%</i>	<i>105.87%</i>	<i>104.80%</i>	<i>102.90%</i>	<i>102.90%</i>	<i>102.90%</i>	<i>102.65%</i>

SYSTEM REVENUES

Passenger Fares (on-board)	\$ 840,034	\$ 827,957	\$ 835,785	\$ 835,785	\$ 835,785	\$ 835,785	\$ 835,785
Passenger Fares (U-Pass, C-Pass and agency)	\$ 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)	\$ 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)	\$ -	\$ -	\$ -	\$ 205,895	\$ -	\$ 214,131	\$ -
FTA Sec 5339 Capital Program (up to 80% of costs)	\$ 12,179,782	\$ 61,563,230	\$ 760,000	\$ 1,825,201	\$ -	\$ 2,101,532	\$ 2,143,563
FTA Sec ???? Small Starts Program (up to 80% of capital)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
County General Fund Contribution	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LTAF II	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NAU	\$ 429,327	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Local-Flex STP	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicle Repacement Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other-Existing Misc Sources	\$ 2,367,214	\$ 2,276,419	\$ 587,193	\$ 628,425	\$ 589,682	\$ 430,963	\$ 432,270
Subtotal Non-Transit Tax Revenues	\$ 20,215,700	\$ 69,158,478	\$ 6,680,155	\$ 7,467,859	\$ 5,074,141	\$ 7,237,582	\$ 7,073,351
Transit Tax needed to balance the budget	\$ 7,441,271	\$ 13,619,210	\$ 8,470,349	\$ 9,002,857	\$ 9,529,453	\$ 10,330,468	\$ 10,960,730
TOTAL SYSTEM REVENUES	\$ 27,656,971	\$ 82,777,688	\$ 15,150,504	\$ 16,470,715	\$ 14,603,594	\$ 17,568,050	\$ 18,034,081

REVENUE FUND BALANCE

	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Transit Tax	\$ 14,530,941	\$ 9,672,769	\$ 10,121,936	\$ 10,036,928	\$ 9,924,295	\$ 9,099,738	\$ 7,998,212
FTA 5307 (including STP and STIC)	\$ 14,385,476	\$ 14,789,071	\$ 15,192,666	\$ 15,921,359	\$ 17,186,258	\$ 18,237,025	\$ 19,501,924
FTA 5339 (previously 5309)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FTA Small Start	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal Revenue Fund Balances	\$ 28,916,417	\$ 24,461,840	\$ 25,314,602	\$ 25,958,287	\$ 27,110,553	\$ 27,336,764	\$ 27,500,137



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DATE PREPARED: June 17, 2024

MEETING DATE: June 26, 2024

TO: Board of Directors

FROM: Heather Dalmolin, CEO and General Manager

SUBJECT: Wage Increase, effective immediately

RECOMMENDATION:

Staff recommends the Board of Directors consider and authorize the CEO and General Manager to increase the per hour wage for Transit Operators and Operations Supervisors by a flat \$5 per hour to increase competitiveness of these jobs in a very difficult workforce market. The change would be made effective immediately for both of these positions and all staff serving in these roles.

RELATED STRATEGIC PLAN OBJECTIVE

- ❖ Goal One: Service Excellence
 - ❖ Objective: Deliver service enhancements that are in line with our 5-year transit plan and make transit an attractive mode choice.
- ❖ Goal Three: Investing in Mountain Line's Workforce
 - ❖ Objective: Enhance workplace culture to support employee development and work-life balance.
- ❖ Goal Four: Enhanced Safety Culture
 - ❖ Objective: Develop a holistic safety plan that guides us to effectively and proactively manage risk.
- ❖ Goal Six: 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 continues to struggle to recruit the workforce necessary to return to full service without once again depending on required overtime and overly long work shifts that create increased safety risks and burnout for our team members. We are working on a full compensation review for all positions but feel like we need to act more swiftly to correct our driver shortage. We need to return to full service as soon as possible as reduced service is likely to impact programs and funding for years to come, including putting the potential November transit tax initiative at risk. Although the driver shortage is not a new problem, it is an ever-lingering and highly concerning issue for our agency whose workforce backbone is our drivers.

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In October of 2021, Mountain Line implemented an increase of \$3.00 per hour for all staff at an annual unbudgeted cost of \$570,000. The increase was implemented as part of a renewed effort to retain and recruit staff needed for the core program of our agency, operation of transit services. This change resulted in the retention of over a half dozen team members that were threatening to leave their role as an operator and improved recruitment with application pools growing from zero to half dozen. We saw an immediate change to our employee numbers, and we were able to return to full service not long after the change.

In January 2022, Flagstaff minimum wage increased by \$0.50 per hour and in January of 2023, an increase of \$1.30 per hour. We felt like our wages were still competitive, as we had increased wages significantly, ahead of the minimum wage change. In January 2024, the minimum wage increased by another \$0.60 per hour and we were able to raise our hourly staff wages by the same amount. While all of this sounds like a reasonable approach to wage changes in our community, our concern continues to grow that we are unable to attract the very limited CDL workforce with our wages; we are not competitive, and we are not attracting enough qualified and skilled operators. We recently lost five operators, all stating higher earnings are available at other jobs in our community.

We are recommending the immediate implementation of a \$5.00 increase per hour for both our transit operators and our operations supervisors to quickly address retention concerns and improve our competitiveness in the job market. We determined this wage after looking at what CDL jobs are available in our community right now. Our hiring wage is just over \$22 per hour and the average amongst 10 other companies with local route driving options is now just over \$27 per hour, see attached. We shared this information and recommendation with our Compensation Study contractor to confirm they concur that we should consider this change immediately. It is our belief that we can significantly reduce our shortage immediately and increase our pool to meet our workforce goals within the coming 6-9 months with this wage offering.

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This is an off-budget request, estimated to cost Mountain Line roughly \$760,000. Below is a table demonstrating how other budgeted lines can help offset that increase:

starting wage	22.06			
% increase (\$5.00)	23%			
50 operators				
10 ops supervisors				
2080 hours		124,800		
\$5.00 per hour		\$ 624,000		
22% ERE		\$ 137,280		
			total cost of change	\$ 761,280
Savings				
overtime		\$ 173,450		
new hire training		\$ 92,829		
on-call		\$ 49,997		
wage increases		\$ 99,915		
Compensation Study		\$ 48,000		
			Total budget (saved)	\$ 464,191

The off-budget portion of this change is estimated to be just under \$300,000.

Other factors to consider include:

- It is anticipated that without this change our overtime costs will exceed our budget by almost 100%. Our average overtime expense in FY2023 and FY2024 was \$622,254
- Turnover is expensive. Our average turnover cost per employee is estimated to be roughly \$29,942. That total includes training cost for the new hire, overtime paid to others while hiring new staff, and training new hires to assume duties of a leaving staff member.
- Constant, intensive recruitment and training creates additional staffing demand for Mountain Line in both Human Resources and Training as we are dedicating staff to these efforts. Staff anticipated to be able to balance their time spent on recruitment and training with other critical operational duties like refresher training, post-accident training, and reporting to Board and other regulatory bodies on employment practices and are unable to do so without more extensive overtime.

The unpredictable impacts of not making a change that improves our ability to retain and recruit is that other staff are overworked, burned out, safety incidents increase, customer service drops, and we erode the service we are so proud to deliver to our community.

In-N-Out Burger recently hired workers to take orders at \$19.50 an hour. These workers are not required to have any skills upon hire. Our operators and their supervisors are required to operate a vehicle worth \$1M in mixed traffic and challenging situations while providing excellent customer care and safety for an

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average of 1.6M people per year. The wage for an operator in 2012 was two times that of minimum wage. The job is still two times as difficult (if not more) and now the wage is only 20% higher than being offered at fast food restaurants. We need more operators that can do this highly skilled professional job and believe paying more is key to attracting and retaining the right people to help us double our programs. It is our recommendation that we implement this change so we can return to full service for our riding public and support all staff with better workplace demands.

FISCAL IMPACT:

This is an off-budget change of \$761,280 that we can offset with roughly \$691,000 in other wage savings. Total off budget is estimated to be \$70,000 however could be as high as \$300,000 depending on timing of new hires and training. Our fund balance does have the necessary financial capacity for this change.

Without this change, we will remain in reduced service and not have staff to improve service, putting the transit tax initiative at risk. That initiative is necessary for ongoing service delivery and without passing, we will have to talk about operation of programs until we can go to voters again in 2026.

ALTERNATIVES:

- 1) Approve the wage increase of \$5.00 per hour for Operators and Operations Supervisors (**recommended**): This change offers our team competitive wages as compared to other CDL jobs in our community. As operators are key to our success, we need to address the growing concern around retention and recruitment. We can put all the time and energy into recruitment efforts but without competitive wages, those efforts will not change our situation.
- 2) Do not approve the identified wage change (**not recommended**): Without a wage change, we cannot correct our retention and recruitment challenges. Without getting fully staffed, we cannot return to full service or support service expansion.

TAC DISCUSSION:

This item was not presented to the TAC.

APPROVED

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

1. CDL Wage Comparison
2. Cost of Turnover

-page 29
-available at meeting

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employer	route/where	wage	experience
Shamrock Foods		\$ 19.84	1 yr
Cemex		\$ 22.11	
Ferrell Gas	local routes	\$ 22.87	
Hensley		\$ 23.60	no exp required
KeurigDr.Pepper	local Route	\$ 25.00	no exp required
DHL		\$ 24.00	6 mo
Western Truss		\$ 24.00	no exp required
Pepsi/Nackard		\$ 25.50	
Southern Glazers Wine		\$ 27.15	1 yr
Staffmark Drivers	local routes	\$ 28.00	1 yr
Swire	local route	\$ 28.12	
Waste Management	local route	\$ 28.50	no exp required
Ameri-Corp	regional	\$ 29.17	
Gray Transportation	flagstaff area	\$ 35.38	
Sherman Bros	western region	\$ 41.25	1 yr
JobsInLogistics	start and end Flagstaff	\$ 44.23	1 yr
Cold Rush Express		\$ 45.00	2 yrs
MLCO		\$ 47.18	5 yrs
ABC Supply Chain		\$ 25.34	
Forrest Trans	over road, SW Region	\$ 40.00	4 yrs
Swift	over road	\$ 42.50	
JCT	over road	\$ 38.25	
US Express	over road	\$ 33.65	6 mo, leased vehicle
Old Dominion	over road	\$ 37.50	
Air Capital Delivery	over road	\$ 37.50	
E.W.Wylie	over road	\$ 57.69	
Ameri-Corp	long haul	\$ 45.83	



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DATE PREPARED: April 4, 2024

MEETING DATE: April 17, 2024

TO: Honorable Chair and Members of the Board

FROM: Heather Dalmolin, CEO and General Manager

SUBJECT: Expand the Reduced Fare Program

RECOMMENDATION:

Staff recommends the Board of Directors approve expansion of the reduced fare program to add active military, veterans, and low-income as eligible persons.

RELATED STRATEGIC PLAN OBJECTIVE

- ❖ Goal One: Service Improvements
 - ❖ 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.
- ❖ Goal Five: Community Engagement
 - ❖ Objective: Increase the community's awareness of Mountain Line's value to the community.
- ❖ Goal Six: Fiscal Responsibility
 - ❖ Objective: Ensure a sustainable financial future through long-term financial planning.

BACKGROUND:

At the May Board meeting, staff were instructed to request that the City of Flagstaff consider and place a transit tax initiative on the November 2024 ballot. As the anticipated amount of funding is closely tied to Mountain Line's ability to move towards a zero-fare program, I wanted to review a couple of points that result in the recommendation of this staff report.

- In April 2023, the Board of Directors directed staff to develop a plan to 1) test zero-fare policies as a consideration in a potential transit tax extension or expansion and 2) consider transitioning Mountain Line to zero-fare for all riders no later than the end of FY2025. The estimated revenue loss at the time was about \$534,000, but annual fare revenue typically exceeds \$800,000 in non-COVID recovery years.
- In May 2023, Mountain Line convened a Citizen Review Committee (CAC) to begin the process of looking at our current funding structure, evaluate the recommendations of Flagstaff in Motion (FIM), and to consider what additional funds are needed for implementing finding of FIM and moving to zero-fare program. The CAC received feedback from two separate surveys to gain insight into likely voter support; the surveys did test if there was support for increasing taxes to make the system zero fare support.

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- In June 2023, the Board of Directors instructed staff to delay consideration of a zero-fare program for Mountain Line until Spring of 2025, pending the outcome of a potential transit tax initiative, and requested staff consider what can be done in the interim.
- In January 2024, Northern Arizona University (NAU) and Mountain Line met with the City of Flagstaff to review the terms of the joint agreement for the operation of Route 10. The agreement includes an annual commitment of operating funds from NAU, in lieu of fares for students. During this meeting, the point was raised that if Mountain Line implements zero fare that action could void our operating agreement as it is tied to fares for students. NAU currently contributes over \$600,000 annually. This doubles the amount of funding needed for our zero-fare program. This loss was not anticipated in estimated lost revenue as presented in April and June of 2023 nor as tested in our financial planning for developing a transit tax initiative.
- In May 2024, staff presented to the Board the outcome of the CAC, results of the second survey, and a recommendation to send a request to the City to place a single question on the November 2024 ballot that would extend the tax to 2040 and increase the value from .00295 to .0050. The total increase needed to do all the service improvements identified in Flagstaff in Motion and implement a zero-fare program was identified as a doubling of the existing tax rate, moving to .0059. This increase, when tested with likely voters, didn't receive the amount of support staff and the CAC felt was necessary to be successful. As a result, zero fare and select lower priority items from FIM are not anticipated to be funded if we are successful in November.

As a result of this decision on the transit initiative, the unknown circumstances around NAU's operating agreement, and the desire to increase service for our community in a way that can drive a change in behavior to support the City's goal to decrease greenhouse gas emissions, staff are focused on how we can expand or change our fare system to create more programs that improve access to transit.

Staff recommend the first step in modifying our fare program is to expand the reduced fare program to include more eligible groups. The recommendation is to add persons who are active military, veterans, and are considered low income. This change creates a more equitable fare system for Mountain Line's low-income passengers and is a positive step towards increasing access to transportation for many in our community. Access to transportation means access to education, jobs, improved healthcare, and much more.

Mountain Line's current fare program offers reduced fares (half fare) to those that qualify and can show proof of eligibility: Medicare recipients as required by the Federal Transit Administration, and individuals that are 17 and younger or over 60. We also offer reduced fare to individuals with a disability. Anyone who is eligible for a reduced fare must have proper identification (i.e. their Medicare card and photo ID. A school ID, or a government issued ID) along with fare when boarding. Individuals qualifying due to a disability must apply for a Mountain Line ID card and provide medical certification regarding their disability. We also offer a Reduced Fare ID to anyone who wishes to obtain one to save the need to carry the other documents and ID.

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As we expand eligibility for the reduced fare program, we will need to adjust our application process to include these new qualifying categories for the purpose of identifying and recognizing these persons, we will use the following criteria to qualify individuals for reduced fare:

- Veteran's Identification Card issued by the U.S. Department of Veteran Affairs
- Driver's License or State Identification with veteran status listed
- DD Form 214 Verification of Military Service with one of the following characters of service: General, General under Honorable, Honorable Discharge
- Military or Veteran Identification Card issued by the Department of Defense (DoD)
- Identification card or eligibility letter from any federal or state income based public assistance program, including but not limited to Medicare, Food Assistance, Supplemental Security Income (SSI), Supplemental Nutrition Assistance Program (SNAP), Special Supplemental Nutrition Program for Women, Infants, and Children (WIC), etc.

Mountain Line does not intend to qualify a person as low-income but allow those that qualify for any other low-income public assistance program to use that eligibility to qualify for reduced fare. This expansion of criteria allows us to build upon our existing fare program and create a fare system that increases transit equity for our community. Our recommendation to add active military and veterans is part of our desire to recognize the service these individuals offered to our country and is in line with many transit system reduced fare programs around the country. The change for these individuals is meant to support military personnel living, working, or retiring in our community.

Upon approval to expand the reduced fare program, staff will formulate an implementation plan that will include public outreach, updated website and signage, changes to the Ride Guide, and an education effort for partners around the community who serve these same persons. Additionally, we will modify the defined Discount Pass program to add 30-day passes as eligible for purchase by human service agencies at a discounted rate of 40%. The current program offers the same 40% discount on day passes to agencies that serve people in our community that cannot otherwise afford or access transit. We currently cap total purchases at \$2,500 annually and would also increase that to \$3,500 annually. We believe these changes are a necessary part of the efforts to create a more equitable fare program.

This recommended change is a critical effort to serve more people in our community, to reach more riders and connect more people to jobs, services, education, etc. Mountain Line staff will continue to research and analyze zero fare transit programs. As discussed with the Board last summer, the current focus is the renewal and potential expansion of the transit tax to ensure Mountain Line has secure and stable funding to continue providing transit service to the community. We believe the addition of these reduced fare categories is a step to address the fare equity concerns that have been raised about transit fare programs across the country.

FISCAL IMPACT:

The expansion will impact fare collection as some riders will move from full fare to half fare (reduced fare) but we believe that this change will attract more riders, offsetting the loss of fares for existing riders. We

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do not anticipate a significant adverse funding impact in the coming year and have capacity in the transit tax fund balance to make small adjustments to budgeted fare revenues in future years.

ALTERNATIVES:

- 1) Expand the reduced fare program (**recommended**). This expansion will create a more equitable fare program in our community for some of our most vulnerable individuals. Adding these categories of reduced fare eligibility is viewed across the industry as a measure to reduce the impact of fares on transit access and ensure people have access to work, medical, school, services, etc.
- 2) Do not expand the program (**not recommended**). If the recommendation is not approved, the fare program will remain as is and the concerns about access to transit go unaddressed.

TAC DISCUSSION:

This item was presented to the TAC in April. April's presentation to the Board was tabled to May and then moved to June when the May meeting was cancelled.

The Transit Advisory Committee supported the recommendation of staff without any questions or concerns. Advisor Kerr, Coconino County, offered to assist staff with update to Reduced Fare application based on experience with low-income program within County.

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

None.

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DATE PREPARED: May 29, 2024

MEETING DATE: June 26, 2024

TO: Honorable Chair and Members of the Board

FROM: Heather Dalmolin, CEO and General Manager

SUBJECT: Zero Emission Bus Transition, next steps

RECOMMENDATION:

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

RELATED STRATEGIC PLAN GOAL & OBJECTIVE

- ❖ Goal: Stewardship of Resources
- ❖ Objective: Be exemplary at supporting community goals towards environmental sustainability.

BACKGROUND:

Mountain Line adopted the Zero Emission Bus Transition plan in December 2020. At the time of adoption, the goal was to replace all hybrid electric buses with battery electric buses as they reach their federally defined end of life. Mountain Line put the first two zero emission vehicles into operation during 2023 as part of a pilot program to test the findings of the ZEB Transition Plan and to gather additional data about performance of technology in performing on our routes. At the onset, staff committed to the Board of Directors that there would be an opportunity to evaluate and determine if staying the course with transition was the best and most fiscally responsible decision given the service needs and status of the technology.

As you may recall, there were some challenges to implementing the first two vehicles, including long delays to troubleshoot and repair the vehicles in their earliest days of operations. The November presentation to the Board highlighted the progress being made to use these vehicles daily and included our first look at performance data. At the time of that report, staff shared that the next steps required us to 1) resolve the need for on-route charging and 2) complete our first full performance report.

In February, Anne Dunno reported on progress with the Downtown Connection Center project. She shared that we have submitted plans to the City of Flagstaff for an interim Connection Center design that allows us to operate our transit programs throughout the City's Rio de Flag project and our planned Phase 2 construction. The report was key to illustrating that our interim location does allow us to implement the necessary on-route charging infrastructure necessary to continue with the transition of our fleet. When the interim location is completed, roughly 18 months from now, Mountain Line will have two fast chargers (pantograph chargers) available to support our transition. The other charger is being implemented at our

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storage facility this summer. This infrastructure is key to our ability to support more battery electric buses in service daily.

In March, Bizzy Collins presented the performance report for the battery electric buses. Staff identified key performance indicators (KPI) to evaluate the electric bus pilot to help determine if electric buses are the best fit for Mountain Line by comparing performance with our hybrid buses and with a few peer systems using the same vehicles. This report was the first of the anticipated biannual Electric Bus Performance Reports. We examined efficiency, environmental impact, and cost. The report identified that while there is some differences in how the vehicles perform due to different battery units, both vehicles were performing better than expected with high performance in efficiency and cost.

The last consideration for proceeding with the next steps in our transition is to determine the right procurement option. This last winter, FTA issued guidance that offers a competitive funding advantage for transit agencies that utilize cooperative procurement opportunities to purchase buses versus conducting individual procurements. The last two vehicles were purchased using the Washington State Vehicle Contract and staff have confirmed there is capacity available for ordering additional vehicles using this cooperative opportunity. By using this option, we can save roughly six months to conduct our own procurement and we are complying with best practice guidance from FTA.

Staff wanted to bring back to the Board of Directors, for confirmation, that we can and should continue with our transition to Battery Electric Buses as described in the transition plan. During the June meeting, we want to ensure that we have support to order two more battery electric buses as part of our replacement strategies per the Asset Management Plan.

FISCAL IMPACT:

The 5-year financial plan includes replacement of vehicles as prescribed in the Asset Management Plan and as described by the ZEB Transition Plan. Staff have secured 80% federal funding for up to four replacement vehicles and the award includes the capacity necessary to purchase battery electric buses. There is not an immediate financial impact on the order of the two proposed vehicles; delivery and expense are anticipated to occur roughly 24 months after vehicles are ordered.

ALTERNATIVES:

No action is recommended; however, the Board may provide direction on additional information needed or the identified next steps by staff.

TAC DISCUSSION:

The Transit Advisory Committee complimented staff on data evaluated and had no questions about next steps.

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APPROVED:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

None.

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DATE PREPARED: May 21, 2024

MEETING DATE: June 26, 2024

TO: Honorable Chair and Members of the Board

FROM: Bizzy Collins, Strategic Performance Planner

SUBJECT: FY2024 Triennial Review Report

RECOMMENDATION:

Staff recommends the Board of Directors adopt the Triennial Review Corrective Action Plan.

RELATED STRATEGIC PLAN OBJECTIVE

- ❖ The requirements of the Federal Transit Administration regarding providing public transit and receiving federal funds, as reviewed during the Triennial Review, are included and supported by all aspects of the Strategic Plan.

BACKGROUND:

Every three years, the Federal Transit Administration (FTA) completes a review of Mountain Line programs and policies for compliance with regulations. Staff don't get an opportunity to dig into our processes every single day and find this is a good opportunity to take a thorough examination of practices and be sure that we are operating efficiently and effectively with our available resources.

Mountain Line's on-site portion of the FY2024 Triennial Review was held on May 2 and 3. This was Mountain Line's eighth review since 2001. The Reviewer delved into selected financial, maintenance, and procurement records from FY2022-2024 and conducted interviews with key staff on procedures to confirm they align with regulations. During the review, minor corrections were necessary to six policies and procedures and staff were able to draft the necessary changes before completion of the review, reducing a handful of possible deficiencies. These six necessary policy updates are on the consent agenda seeking Board approval to stay in compliance with FTA regulations.

An exit conference was held May 16 wherein Mountain Line received a draft report with the results of the review. While the final report from the FTA is expected July 23, both the Reviewer and FTA have confirmed there are five deficiencies found (out of 159 questions examined) in three review areas. For comparison, the 2021 Triennial Review contained zero deficiencies (which is highly unusual and exceptional) and the 2017 Triennial Review contained 11 deficiencies in seven review areas. Deficiencies require corrective actions to be completed and documentation demonstrating implementation of missing elements to be submitted to the FTA. The Board typically adopts the Triennial Review Corrective Action Plan listing the deficiencies, corrective actions, and deadlines, please see attached. While deadlines are either August 23 or October 23, 2024, staff believe we're going to resolve all of them prior to July 23 when

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the final report is anticipated. In this way, the final report will capture progress towards corrective actions. Board of Directors Chair Williams will receive an electronic copy directly from the Reviewer.

Listed here are the 23 Triennial Review areas; deficiencies were found in the three areas that are bolded:

- Legal
- Financial Management and Capacity
- Technical Capacity – Award Management, Program Management, and Project Management
- Transit Asset Management
- Satisfactory Continuing Control
- Maintenance
- **Procurement**
- **Disadvantaged Business Enterprise**
- Title VI
- Americans with Disabilities Act – General, Complementary Paratransit
- Equal Employment Opportunity
- School Bus
- Charter Bus
- Drug-Free Workplace Act
- **Drug and Alcohol Program**
- Sections 5307, 5310, and 5311 Program Requirements
- Public Transportation Agency Safety Plan (PTASP)
- Cybersecurity

I want to acknowledge Josh Stone (Management Services Director) and Heather Dalmolin (CEO and General Manager) for co-managing this Review and thanks to the many staff at Mountain Line who participated in the review process and work daily to ensure compliance with these requirements: Sam Short (Workforce Director), Codi Weaver (HR Manager), Heather Higgins (Purchasing and Contracts Officer), Jeremiah McVicker (Maintenance Manager), Anne Dunno (Capital Development Manager), David Doss (Operations Manager), Bernice Tullie (Assistant Operations Manager), Lisa Connor (Eligibility Specialist), Jacki Lenner (Deputy General Manager), Estella Hollander (Planning Manager), and Jon Matthies (Information Technology Manager).

FISCAL IMPACT:

There is no fiscal impact to completing corrective actions.

ALTERNATIVES:

- 1) Adopt the Triennial Review Corrective Action Plan (**recommended**): Corrective actions outlined in the Plan are required by the FTA to remain in compliance and continue to be eligible for federal funding.

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- 2) Do not adopt the Triennial Review Corrective Action Plan **(not recommended)**: This could place Mountain Line at risk of non-compliance with the FTA and impact our eligibility to receive federal funding, which may ultimately impact transit service provision.

TAC DISCUSSION:

Members congratulated staff on the results of the review and remarked that the results are a strong indication of organizational excellence.

SUBMITTED BY:

Bizzy Collins
Strategic Performance Planner

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

1. FY2024 Triennial Review Corrective Action Plan -page 40



FY2024 Triennial Review Corrective Action Plan

REVIEW AREA	DEFICIENCY	CORRECTIVE ACTION	FTA Deadline	Mountain Line Goal Deadline
Procurement	P11-1: Missing FTA clauses 1. Prohibition on certain telecommunications and video surveillance services or equipment 2. Seat belt use 3. Distracted driving	NAIPTA must submit revised procurement procedures to ensure annual review of the FTA's updated Comprehensive Review Contractor's Manual, FTA Master Agreement, and 2 CFR Part 200 to confirm the inclusion of all FTA-required third-party contract clauses through use of a clause checklist or other mechanism.	10/23/2024	7/23/2024
		NAIPTA must conduct post-delivery audits on the Gillig and New Flyer buses and submit the audits.	10/23/2024	7/23/2024
Procurement	P20-2: Pre-award and/or post-delivery audits not performed	NAIPTA must also submit procedures for conducting (pre-award) and post-delivery audits for all revenue rolling stock procurements.	10/23/2024	7/23/2024
		NAIPTA must submit the completed pre-award and post-delivery Purchaser's Requirement Certifications for the Gillig and New Flyer buses.	8/23/2024	7/23/2024
Procurement	P20-3: Pre-award and/or post-delivery certifications lacking	NAIPTA must also submit procedures for completing the pre-award and post-delivery Purchaser's Requirement Certifications for all future revenue rolling stock procurements. The procedures must include the certification form that will be utilized as a part of the revised procedures.	10/23/2024	7/23/2024
		NAIPTA must submit to the FTA Office of Civil Rights (TCR) the required analyses and corrective action plans for Federal Fiscal Years 2021 and 2023	10/23/2024	7/23/2024
Disadvantaged Business Enterprise	DBE6-1: DBE goal achievement analysis and corrective action plan not completed	NAIPTA must also submit a written process to ensure future shortfall analyses are completed within 90 days of the end of the federal fiscal year (December 29) when its DBE goal is not met.	10/23/2024	7/23/2024
		NAIPTA must also submit a written process to ensure future shortfall analyses are completed within 90 days of the end of the federal fiscal year (December 29) when its DBE goal is not met.	10/23/2024	7/23/2024
Drug and Alcohol Program	DA3-1: Deficiencies in process of checking previous drug and alcohol testing records	NAIPTA records for employees are reviewed before allowing employees to perform safety-sensitive functions for more than 30 days .	10/23/2024	7/23/2024
		NAIPTA must also demonstrate its process for documenting its good faith efforts to obtain the records before allowing employees to perform safety-sensitive functions for more than 30 days.	10/23/2024	7/23/2024



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DATE PREPARED: June 17, 2024

MEETING DATE: June 26, 2024

TO: Board of Directors

FROM: Heather Dalmolin, CEO and General Manager

SUBJECT: CEO Annual Review Process, effective July 1, 2024

RECOMMENDATION:

Staff recommends the Board of Directors adopt a new standard operating procedure for completing the annual performance review of the CEO and General Manager effective July 1, 2024.

BACKGROUND:

Since I was appointed to the CEO and General Manager in August of 2020, the Board has utilized the recommended Zenger-Folkman 360-Feedback Survey to consider my performance and provide a basis for creating a development plan. I have found that system effective, especially in the earliest years of being appointed to the position as the review system allowed members to the Board, Transit Advisory Committee, and staff to provide feedback around 16 competencies that are crucial to leaders. I had advised the Board a year ago that I was likely going to recommend we consider modifying the review tool as the feedback was beginning to feel repetitive with most competencies being scored at 75% of the norm or above. Additionally, participation in the survey has steadily dropped over the years, from 100% of the Board to only 2 Board members participating last year. The goals of the 360 were:

- Confidential opportunity to provide feedback
- Inclusion of Board, TAC, and Mountain Line Leadership
- Evaluation of successes, strengths, identification of fatal flaws, and areas for development

I have worked with our HR Manager, Codi Weaver, to develop a new review process and a survey tool that can be administered in-house by our HR Manager. The actual recommended process and questionnaire tool was used by prior Mountain Line CEO Erika Mazza and more recently by MetroPlan for the Executive Director. Codi and I worked to update both to be reflective of desired goals of the 360-feedback survey as we think those goals are still essential. The proposed process and survey tool are attached for your reference.

The new process identifies who will have an opportunity to participate, defines roles in the process, and creates a timeline that allows for completion and report out to the Board by August of each year (before the CEO contract renewal). The new survey form will continue to give the Board, TAC members, and our leadership team an opportunity to evaluate my performance using a scoring system and to offer open-ended remarks as desired or applicable. Based on the report compiled and shared by HR, I will present a

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performance report and a development plan as has been completed in years past. The process does allow for the Board to request that a 360-feedback survey be used in any given year, as a replacement or in conjunction with this new tool.

Overall, by adopting the new standard operating procedure and survey form it is our hope to create a consistent timeline and expectation for our team and for you, the Board of Directors.

FISCAL IMPACT:

The resources necessary to complete this in-house annual evaluation already exist so there is no fiscal impact with the new process; however, there is an opportunity to save between \$2,000 and \$5,000 annually. We were contracting with Lancaster Consulting to complete the Zenger-Folkman 360feedback survey annually.

ALTERNATIVES:

- 1) Adopt the new standard operating procedure and survey tool to evaluate performance of the CEO and General Manager annually (**recommended**): Staff put this together in an effort to ensure the review process of the CEO and General Manager remains an engaging opportunity for the Board, TAC, and staff while gaining useful and actionable feedback for this position. A very similar process and tool was used for the prior two General Managers at Mountain Line.
- 2) Do not approve the new process and tool (**not recommended**): If the new process and tool are not approved Mountain Line will revert back to prior approved tools. The participation last year was greatly reduced from prior years and the information was flat or same as prior period leading staff to conclude the tool is not a great tool for year over year review. Using this tool again, while not flawed, is anticipated to provide generic feedback and lack critical feedback necessary for ongoing development.

TAC DISCUSSION:

This item was not presented to the Transit Advisory Committee as the CEO Contract and performance is at the Board of Directors discretion.

SUBMITTED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

- | | |
|--|----------|
| 1. CEO Annual Review Procedure | -page 43 |
| 2. CEO Annual Review, Proposed Surveys | -page 44 |

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Mountain Line CEO and General Manager Performance Evaluation

Purpose:

For performance management to be effective the Board Chair and the CEO and General Manager (CEO) must discuss job performance and goals on an informal, regular basis with formal meetings bi-annually to review Mountain Line's Strategic Plan and written evaluations completed prior to August Board meeting.

CEO performance will be evaluated using:

- Board adopted Strategic Plan
- Annual Legislative Priorities
- Feedback from the Board, TAC, and Employees as gathered through an anonymous survey
- Annual adopted Budget
- CEO Priorities and Goals

At the Board's direction, a 360-feedback survey may be conducted using a 3rd party tool and/or contractor. The 360 may be completed as part of the process described herein or as a replacement for this process in a single year.

Responsibility:

The HR Manager is responsible for the annual distribution of the written performance evaluation survey. The HR Manager will compile a summary report of the survey feedback. The HR Manager is responsible for ensuring all results are retained until the Board has concluded the annual performance evaluation of the CEO.

The CEO and General Manager is responsible for providing the annual performance evaluation report to the Board by the end of August.

Process:

1. The HR Manager will email the approved survey to the Board, TAC, and the CEO's direct reports no later than July 1.
2. The results of the survey will be compiled and a report, including comments, will be provided to the CEO by August 1. This report will be available to any Board member upon request.
3. The CEO will complete the annual performance evaluation report to the Board by the end of August that will include the survey results, Mountain Line accomplishments, and an update on the prior period set Priorities and Goals. As necessary, the CEO will offer a recommendation on areas that require action or improvement.
4. The CEO will provide an updated list of Priorities and Goals for the new performance year.
5. The Board will consider and take action on the CEO evaluation and the contract or wage adjustment at their next available Board meeting (if not at the same meeting as time allows). All contract and wage changes will be retroactive to the start of the contract year.
6. The Board will consider and update the Mountain Line Strategic Plan in October of each year and may provide additional feedback or direction to the CEO to update the previously set CEO Priorities and Goals for the next evaluation period.
7. This process may be used at any time throughout the year as deemed appropriate by the Board if all steps are followed in essentially the same sequence.
8. If a 360-feedback survey is to be conducted, the Board must direct and or authorize this step by June 1 in order to meet the August deadlines for the CEO evaluation.

Questions for TAC and Board

Rank 1-5 (one is poorly, three is satisfactory, and five is exemplary)

- Develops and maintains effective working relationships with federal, state, and local elected officials, the Board of Directors, the Transit Advisory Committee, staff, transit associations, the media, and the general public.
- Effectively coordinates with local, regional, state, and federal agencies.
- Innovates and collaborates to lead implementation of Mountain Line's mission, vision, and Strategic Workplan by motivating staff to be high performers.
- Provides well researched and thought-out recommendations that provide a) true options, b) are sensitive to diverse opinions of the community (inclusive), c) are goal oriented.
- Create a positive, professional image, and develop cooperative associations with partner agencies, the community, customers, vendors, and the general public.
- Comments:

Open ended:

- Describe significant accomplishments of Mountain Line over the last year.
- What improvements do you suggest for Mountain Line as an organization?
- Describe the significant accomplishments of the CEO over the last year.
- How do you believe the CEO could be more effective?

Questions for Staff

Rank 1-5 (one is poorly, three is satisfactory, and five is exemplary)

- Culture of Service - Promotes exemplary service across all programs and sets a precedent for others. Sets high standards for quality, customer first delivery of transit programs.
- Trust - Acts with integrity to foster trust and build cooperative relationships. Takes personal responsibility for one's actions. Follows through on commitments and agreements.
- Team Morale – Works to increase team morale with a commitment to recognize staff for contributions and suggestions. Holds self and others accountable for delivering on commitments/standards. Addresses rising concerns promptly and with transparency.
- Diversity - Promotes a culture of inclusion by building a diverse team and embracing a variety of perspectives in all decisions, committees/work teams, and project delivery.
- Problem Solving- Does she demonstrate skills in solving problems and arriving at solutions and/or improvements and supporting staff at the same?
- Motives Staff to Perform at High Level – Innovates and drives staff to reach for excellence. Seeks opportunities to achieve results, regardless of challenges. Uses staff skills and feedback to set direction and create clear authority for decision making.
- Strategic Results – Focuses on delivery of the Strategic Plan (goals, objectives) to ensure work remains aligned with Board direction and that resources are used effectively. Interprets and assign roles to staff, ensuring the goals and objectives are implemented timely.
- Fiscal Responsibility - Is sensitive to commitments made to taxpayer's and funding, and to our partners to ensure expenditures are cost effective and appropriate. Exhibits responsibility for fiscal controls within work units. Continually seeks strategies to improve processes and/or reduce costs. Participates in and encourages team support of improvement initiatives.
- Comments:

Open Ended:

- Can you provide examples of how the CEO contributes through her leadership?
- What would you like the Board to know about the performance of the CEO?



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DATE PREPARED: June 14, 2024

MEETING DATE: June 26, 2024

TO: Honorable Chair and Members of the Board

FROM: Josh Stone, Management Services Director

SUBJECT: Resolution 2025-100: FY2025 Collective Grant Resolution and the FY2025-FY2029 Transit Program from the Transportation Improvement Program

RECOMMENDATION:

Staff recommends the Board of Directors: 1) Approve Resolution 2025-100: FY2025 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 FY2025-FY2029 regional Transportation Improvement Program.

RELATED STRATEGIC PLAN OBJECTIVE:

- ❖ Resolution 2025-100: FY2025 Collective Grant Resolution supports all aspects of the Strategic Plan and Key Objectives.

BACKGROUND:

During the FY2020 funding discussions, it was determined that Mountain Line can at times face the risk of delays in federal funding applications or lost opportunities with applications, if the Board of Directors support for applications is lacking at the time of deadline. The Collective Grant Resolution was first adopted in 2019 and 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 FY2025-2029 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 FY2025 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 FY2025 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:

Members did not have any questions or comments.

SUBMITTED BY:

Josh Stone
Management Services Director

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

1. Resolution 2025-100: FY2025 Collective Grant Resolution -page 47
2. FY2025-FY2029 Bus TIP Table -page 48





RESOLUTION 2025-100

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 2025 (2024-2025) 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 FY2025 – FY2029 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

Table 5. FY2024-2029: Transit Projects within the FMPO-area

Line #	Project Description	Fund Type	Current Year	2025	2026	2027	2028	2029***	Local Cost **	Federal Cost	Total Cost	
1	Operating Assistance, including Project Management	5307, including STIC	50/50	\$ 11,136,354	\$11,855,650	\$12,088,151	\$12,325,302	\$12,567,196	\$ 12,567,196	\$ 35,009,987	\$ 35,009,987	\$ 70,019,973
2	Passenger Shelters, Signs, and Poles	5307, STBG State Flex	80/20	\$ 135,000	\$ 150,000	\$ 165,000	\$ 180,000	\$ 210,000	\$ 210,000	\$ 182,947	\$ 731,786	\$ 914,733
3	Preventative Maintenance	STBG Local	80/20	\$ 459,875	\$ 473,671	\$ 487,881	\$ 502,518	\$ 517,594	\$ 517,594	\$ 559,058	\$ 2,236,231	\$ 2,795,289
4	Downtown Connection Ctr - Construct	5339	80/20	\$ 45,343,000						\$ 18,473,600	\$ 26,869,400	\$ 45,343,000
5	Replacement Buses	5307/5339	80/20	\$ 6,793,062						\$ 1,758,612	\$ 7,034,450	\$ 8,793,062
6	Operations Support Vehicles	5307/5339		\$ 578,400						\$ 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						\$ 400,000	\$ 1,600,000	\$ 2,000,000
11	Kaspar Maintenance Facility	5339		\$ 20,447,500						\$ 4,089,500	\$ 16,358,000	\$ 20,447,500
12	Downtown Connection Ctr - Solar Admin Bldg	5307/5339		\$ 400,000						\$ 80,000	\$ 320,000	\$ 400,000
13	IT - Security and Technology Upgrades	5307/5339		\$ 1,224,096						\$ 244,819	\$ 979,277	\$ 1,224,096
14	Support Vehicles	unfunded						\$ 300,000	\$ 60,000	\$ 240,000	\$ 300,000	
15	Transit Technologies	unfunded						\$ 700,000	\$ 140,000	\$ 560,000	\$ 700,000	
16	Bus Training Simulator	unfunded						\$ 380,000	\$ 76,000	\$ 304,000	\$ 380,000	
17	Plans and Planning, non-operations (TOD, Corridor, Mobility/OnDemand Studies)	unfunded						\$ 900,000	\$ 180,000	\$ 720,000	\$ 900,000	
18	Replacement Paratransit Vehicles	unfunded	80/20					\$ 1,100,000	\$ 220,000	\$ 880,000	\$ 1,100,000	
19	Acquisition of Property for Mountain Line Expansion	unfunded	80/20					\$ 2,500,000	\$ 500,000	\$ 2,000,000	\$ 2,500,000	
20	Park n Ride Transit Center	unfunded	80/20					\$ 3,000,000	\$ 600,000	\$ 2,400,000	\$ 3,000,000	
21	General Route - Fleet Expansion	unfunded						\$ 5,000,000	\$ 1,000,000	\$ 4,000,000	\$ 5,000,000	
22	General Route Infrastructure Improvements	unfunded	80/20					\$ 6,400,000	\$ 1,280,000	\$ 5,120,000	\$ 6,400,000	
23	NAU Partnerships	unfunded	80/20					\$ 7,000,000	\$ 1,400,000	\$ 5,600,000	\$ 7,000,000	
24	Low-No Emission 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 Bus Storage	unfunded	80/20					\$ 32,000,000	\$ 6,400,000	\$ 25,600,000	\$ 32,000,000	
27	Replacement Buses	unfunded	80/20					\$ 12,000,000	\$ 2,400,000	\$ 9,600,000	\$ 12,000,000	
28	First Last Mile Infrastructure (capital)	unfunded						\$ 13,100,000	\$ 2,620,000	\$ 10,480,000	\$ 13,100,000	
TOTAL ALL CATEGORIES				\$ 97,745,516	\$12,479,321	\$12,741,032	\$13,007,820	\$13,294,790	\$ 117,674,790	\$ 83,580,168	\$182,265,713	\$ 265,845,882

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

***2029 for illustrative purposes



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DATE PREPARED: June 14, 2024

MEETING DATE: June 26, 2024

TO: Honorable Chair and Members of the Board

FROM: Josh Stone, Management Services Director

SUBJECT: FY2025 Procurement Resolution

RECOMMENDATION:

Staff recommends the Board of Directors approve Resolution 2025-110: FY2025 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 2025-110: FY2025 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 the decision of any protest or appeal.

Staff is recommending the Board approve Resolution 2025-110: FY2025 Procurement Resolution to support procurements for FY2025 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 2025-110: FY2025 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 2025-110: FY2025 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 2025-110 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 2025-110 (**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:

Members did not have any questions or comments.

SUBMITTED BY:

Josh Stone
Management Services Director

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

1. Resolution 2025-110: FY2025 Procurement Resolution -pages 51-52
2. FY2025 Capital Improvement Plan -page 53
3. FY2025 Financial Plan Summary -page 54

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RESOLUTION 2025-110

A RESOLUTION DELEGATING AUTHORITY FOR PROCUREMENT BIDS AND PROPOSALS, GRANT AWARDS, AND AUTHORITY OVER CONTRACTS FOR THE FISCAL YEAR 2025 (2024-2025) 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; and

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 2025 (2024-2025); and

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 2025 (2024-2025); 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; and

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 2025 (2024-2025) 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 - FY 2025 Capital Improvement Program (CIP)

Division	Budget GL	Project	FY2025 Budget	FY2026	FY2027	FY2028	FY2029	Total Plan
10003	80006	Capital Asset Management Solution	\$ 200,000					\$ 200,000
10004								
10002	80004	Administrative Projects	\$ 100,000	\$ 100,000	\$ 100,000	\$100,000	\$100,000	\$ 500,000
10004	80007	Battery Electric Bus (BEB) VM Training	\$ 100,000					\$ 100,000
10003	80008	Kaspar Rehab - Shop 3 Concrete Repair	\$ 50,000	\$ 50,000				\$ 100,000
10004	90002	Fixed Route Bus Replacements (BEB)	\$ 2,150,533		\$ 2,281,501			\$ 4,432,034
10004	90003	Operation Support Vehicle Replacement	\$ 60,000					\$ 60,000
10003	90013	Shelter Rehabilitations	\$ 165,000	\$ 165,000	\$ 165,000	\$165,000	\$165,000	\$ 825,000
10004	90012	Fixed Route Vehicle Rehabilitation	\$ 228,800	\$ 237,952	\$ 247,470	\$257,369	\$267,664	\$ 1,239,255
10004	90002	Paratransit Cutaway Van	\$ 290,460	\$ 598,348				\$ 888,808
10007	80001	Capital Planning Studies (As Applicable)	\$ 200,000	\$ 200,000	\$ 250,000	\$200,000	\$200,000	\$ 1,050,000
10003	90009	Bus Stop Upgrade - Route 4 Mohawk	\$ 33,169					\$ 33,169
10003	90009	New Bus Stop - Route 3, Butler East, 25	\$ 159,848					\$ 159,848
10003	90009	New Bus Stop - Route 66 Crown (FSS)				\$195,212		\$ 195,212
10003	90009	New Bus Stop - Route 8 Extension Stops				\$ 64,050		\$ 64,050
10003	90009	Bus Stop Upgrade - Route 4 Franklin	\$ 33,169					\$ 33,169
10003	90018	Charging Infrastructure - Offsite (Mall?)	\$ 2,200,000					\$ 2,200,000
10003	90007	Downtown Connection Center	\$ 35,572,400					\$35,572,400
10003	90016	Kaspar Maintenance Facility	\$ 21,417,500					\$21,417,500
10003	90011	FMLM Bicycle-Pedestrian Improvements	\$ 6,711,959					\$ 6,711,959
10004	99999	Bus Simulator		\$ 400,000				\$ 400,000
10003	80008	Kaspar Rehab - Parking Lot Reseal		\$ 10,000				\$ 10,000
10003	90017	Charging Infrastructure - Kaspar Property	\$ 560,000	\$ 550,000				\$ 1,110,000
			\$ 70,232,838	\$ 2,311,300	\$ 3,043,971	\$ 981,631	\$ 732,664	\$77,302,404

Financial Plan Summary							

	FY 2024 Projected	FY 2025 Budget	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
SYSTEM EXPENSES							
Operations Summary	\$ 11,746,614	\$ 12,435,698	\$ 13,033,034	\$ 13,410,645	\$ 13,799,456	\$ 14,199,799	\$ 14,612,018
Capital Summary	\$ 15,910,357	\$ 70,341,990	\$ 2,117,470	\$ 3,060,070	\$ 804,138	\$ 3,368,252	\$ 3,422,063
TOTAL SYSTEM EXPENSES	\$ 27,656,971	\$ 82,777,688	\$ 15,150,504	\$ 16,470,715	\$ 14,603,594	\$ 17,568,050	\$ 18,034,081
<i>Increase over prior year</i>	<i>103.35%</i>	<i>105.87%</i>	<i>104.80%</i>	<i>102.90%</i>	<i>102.90%</i>	<i>102.90%</i>	<i>102.65%</i>

SYSTEM REVENUES

Passenger Fares (on-board)	\$ 840,034	\$ 827,957	\$ 835,785	\$ 835,785	\$ 835,785	\$ 835,785	\$ 835,785
Passenger Fares (U-Pass, C-Pass and agency)	\$ 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)	\$ 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)	\$ -	\$ -	\$ -	\$ 205,895	\$ -	\$ 214,131	\$ -
FTA Sec 5339 Capital Program (up to 80% of costs)	\$ 12,179,782	\$ 61,563,230	\$ 760,000	\$ 1,825,201	\$ -	\$ 2,101,532	\$ 2,143,563
FTA Sec ???? Small Starts Program (up to 80% of capital)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
County General Fund Contribution	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LTAF II	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NAU	\$ 429,327	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Local-Flex STP	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicle Repacement Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other-Existing Misc Sources	\$ 2,367,214	\$ 2,276,419	\$ 587,193	\$ 628,425	\$ 589,682	\$ 430,963	\$ 432,270
Subtotal Non-Transit Tax Revenues	\$ 20,215,700	\$ 69,158,478	\$ 6,680,155	\$ 7,467,859	\$ 5,074,141	\$ 7,237,582	\$ 7,073,351
<i>Transit Tax needed to balance the budget</i>	<i>\$ 7,441,271</i>	<i>\$ 13,619,210</i>	<i>\$ 8,470,349</i>	<i>\$ 9,002,857</i>	<i>\$ 9,529,453</i>	<i>\$ 10,330,468</i>	<i>\$ 10,960,730</i>
TOTAL SYSTEM REVENUES	\$ 27,656,971	\$ 82,777,688	\$ 15,150,504	\$ 16,470,715	\$ 14,603,594	\$ 17,568,050	\$ 18,034,081

REVENUE FUND BALANCE

	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Transit Tax	\$ 14,530,941	\$ 9,672,769	\$ 10,121,936	\$ 10,036,928	\$ 9,924,295	\$ 9,099,738	\$ 7,998,212
FTA 5307 (including STP and STIC)	\$ 14,385,476	\$ 14,789,071	\$ 15,192,666	\$ 15,921,359	\$ 17,186,258	\$ 18,237,025	\$ 19,501,924
FTA 5339 (previously 5309)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FTA Small Start	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Subtotal Revenue Fund Balances</i>	<i>\$ 28,916,417</i>	<i>\$ 24,461,840</i>	<i>\$ 25,314,602</i>	<i>\$ 25,958,287</i>	<i>\$ 27,110,553</i>	<i>\$ 27,336,764</i>	<i>\$ 27,500,137</i>



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DATE PREPARED: June 14, 2024

MEETING DATE: June 26, 2024

TO: Honorable Chair and Members of the Board

FROM: Josh Stone, Management Services Director

SUBJECT: Line of Credit Renewal from Western Alliance Bank for \$1,000,000

RECOMMENDATION:

Staff recommends the Board of Directors authorize Mountain Line Management Services Director to activate a Western Alliance Bank credit line of up to \$1,000,000 to provide cash flow assistance, if necessary, to meet cash flow commitments during the fiscal year 2024-2025.

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 20, 2024, was anticipated to be 9.45% per annum with a max credit of \$1,000,000. 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, and disclosure to the Board of Directors 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:

Members did not have any questions or comments.

SUBMITTED BY:

Josh Stone
Management Services Director

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

None.





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DATE PREPARED: June 14, 2024

MEETING DATE: June 26, 2024

TO: Honorable Chair and Members of the Board

FROM: Codi Weaver, Human Resources Manager

SUBJECT: Title VI Policy

RECOMMENDATION:

Staff recommends the Board of Directors approve Resolution 2024-120 to adopt Mountain Line's Title VI Policy, updated to incorporate changes that reflect legal and regulatory requirements and authorize the CEO and General Manager to approve future updates that do not alter the intent of the Policy.

RELATED STRATEGIC PLAN OBJECTIVE

- ❖ The proposed changes in Title VI support all aspects of the Strategic Plan and Investment in the Workforce.

BACKGROUND:

Mountain Line is committed to ensuring that no person is excluded from participation in or denied the benefits of its services on the basis race, color, or national origin (including Limited English Proficiency), as provided by Title VI of the Civil Rights Act of 1964, as amended, or on the basis of age, sex/gender, ability, gender identity or expression, and sexual orientation as provided by other civil rights statutes.

Since the Board's last approval of the Title VI Policy in November of 2023, the Triennial Review identified required elements that are missing from our Title VI. Changes made by staff include:

- Limited English Proficiency (LEP) has been updated. **pages 33-35.**
- Four-Factor analysis (data to show all ethnicities and races in the Flagstaff area). **Pages 33-35.**
- Facility Site Equity Analysis **Pages 42, 76, and 82.**
- A description of the vital documents that will be translated into the language(s) of frequently encountered LEP groups consistent with the Safe Harbor Provision. **Page 37**
- Language Assistance Plan to be updated every three years. **Pages 36-37**
- Title VI Complaint Procedures. **Page 14**
- A description of how you provide language assistance services by language. **Page 35**

FISCAL IMPACT:

There is no fiscal impact to updating Mountain Line's Title VI Policy as proposed, and failure to update some legally required policies could open Mountain Line to risk, resulting in fines and/or loss of federal funding.

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ALTERNATIVES:

- 1) Approve Resolution 2024-120. (**recommended**): The resolution adopts the changes necessary to reflect regulatory language and authorizes the CEO and General Manager to make future updates as necessary.
- 2) Do not approve the Resolution. (**not recommended**): If not approved, staff will need to take time to redraft policies. This delay has the potential to confuse employees while exposing Mountain Line to unnecessary risk with regulations and practices that don't reflect current use.

TAC DISCUSSION:

Members did not have any questions or comments.

SUBMITTED BY:

Codi Weaver
Human Resources Manager

APPROVED:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

- | | | |
|----|---------------------|----------------------|
| 1. | Resolution 2024-120 | -pages 59-61 |
| 2. | Title VI policies | -separate attachment |

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RESOLUTION NO. 2024-120

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE NORTHERN ARIZONA INTERGOVERNMENTAL PUBLIC TRANSPORTATION AUTHORITY (d.b.a. MOUNTAIN LINE) UPDATING AND ADOPTING THE MOUNTAIN LINE TITLE VI POLICY EFFECTIVE FEBRUARY 1, 2024, THRU JANUARY 30, 2027.

Whereas, Title VI (codified at 42 U.S.C § 2000d, *et seq.*) enacted as part of the landmark Civil Rights Act of 1964 signed by President Lyndon B. Johnson prohibits discrimination on the basis of race, color, and national origin in programs and activities receiving federal financial assistance; and

Whereas, the Northern Arizona Intergovernmental Public Transportation Authority (Mountain Line) operates its services without regard to race, color, religion, national origin, sex/gender (including gender identity, sexual orientation, and pregnancy), age, genetic information, disability, veteran status or other protected class as reflected in the existing Mountain Line Title VI Policy, which is a compilation of documents, plans, maps, policies and standards, *etc.* that demonstrate compliance with Title VI requirements; and

Whereas, Mountain Line is committed to applying the principles of local regulations as well as state and federal anti-discrimination laws to give customers using public transit equal access, seating and treatment without regard to race, color, religion, national origin, sex/gender (including gender identity, sexual orientation, and pregnancy), age, genetic information, disability, veteran status or other protected class and these rights also apply to service frequency, vehicle age and quality, and bus stop quality (FTA Circular 4702.1B); and

Whereas, in accordance with that FTA Title VI Circular (4702.1B), Mountain Line is required to submit a Title VI Policy triennially, and pursuant to guidance provided by approval of Mountain Line's Title VI Policy by its Board of Directors is required; and

Whereas, Mountain Line also provides a process for customer complaints, including, without limitation: (i) assignment to investigator and steps for follow up; (ii) customers are able to use comment cards on the vehicles, a 24-hour hotline, or contact us via email; (iii) Mountain Line's statement of customer rights and contact information are provided in every vehicle as well as within Mountain Line's schedules and websites; (iv) complaints of discrimination are immediately directed to the Civil Rights Officer for prompt attention; and (v) Customers are availed of how to file complaints, up to and including filing complaints against Mountain Line with FTA; and

Whereas, Mountain Line also recognizes the diversity of the communities served and serves individuals who are Limited English Proficient (LEP) with schedules and route information supplied in Spanish as well as English and thus Mountain Line has developed a Limited English Proficiency (LEP) Plan to address needs for the limitation of non-English speaking riders.

NOW, THEREFORE, be it resolved by the Mountain Line Board of Directors as follows:

- Section 1: The Mountain Line Board of Directors hereby confirm that Mountain Line's Title VI Policy in compliance with Title VI requirements and guidance from FTA exists and that the statements made above are part of that policy; and
- Section 2: That Mountain Line reaffirms that no person shall be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any Mountain Line sponsored program or activity, on the grounds of race, color, religion, national origin, sex (including gender identity, sexual orientation, and pregnancy), age, genetic information, disability, veteran status, or other protected class; and
- Section 3: That Mountain Line hereby approves and adopts the updated Mountain Line Title VI Policy effective February 1, 2024 Thru January 30, 2027 (Title VI Policy) as set forth in Exhibit 1 to this Resolution, which is incorporated herein by this reference; and
- Section 4: That Mountain Line shall commit sufficient resources to training, outreach, analysis, language services and continued adherence to the Title VI Policy as determined by the Mountain Line CEO and General Manager; and
- Section 5: That Mountain Line shall continue to enforce all provision in the Title VI Policy and will seek to exceed the requirements thereof where possible; and
- Section 6: That the Mountain Line CEO and General Manager, and General Counsel, are hereby delegated on the Board's behalf and authorized to perform, or cause to be done or performed, all such acts, deeds and things and to make, execute and deliver, or cause to be made, executed and delivered, all such agreements, undertakings, documents, instruments or certificates (including revisions to the Title VI Policy consistent with purpose and intent thereof and of Title VI) in the name and on behalf of Mountain Line that they may deem necessary or appropriate in order to effectuate or carry out fully the purpose and intent of the this Resolution and the Title VI Policy.

Passed and adopted by the Mountain Line Board of Directors this 26th day of June, 2024.

Tony Williams, Chair,
Mountain Line Board of Directors

Attest:

Rhonda Cashman, Clerk of the Board

Reviewed as to form:

Dickinson Wright PLLC
Mountain Line General Counsel



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DATE PREPARED: June 14, 2024

MEETING DATE: June 26, 2024

TO: Honorable Chair and Members of the Board

FROM: Codi Weaver, Human Resources Manager

SUBJECT: Equal Employment Opportunity (EEO) Program

RECOMMENDATION:

Staff recommends the Board of Directors approve Resolution 2024-130 to adopt Mountain Line's EEO Program, updated to incorporate changes that reflect legal and regulatory requirements and authorize the CEO and General Manager to approve future updates that do not alter the intent of the Program.

RELATED STRATEGIC PLAN OBJECTIVE

- ❖ The proposed changes in the EEO Program support all aspects of the Strategic Plan and Investment in the Workforce.

BACKGROUND:

Mountain Line is an equal opportunity employer committed to applying the principles of state and federal anti-discrimination laws to give equal opportunity for all persons employed or seeking employment without regard to race, color, religion, national origin, sex (including gender identity, sexual orientation, and pregnancy), age, genetic information, disability, veteran status or other protected class., or disability except in the case of a bona-fide occupational qualification.

Since the Board's last approval of EEO in November of 2023, the Triennial Review identified required elements that are missing from our EEO Program. Changes made by staff include:

- Employment Practices Analysis data and narrative report for 2023. **Page 20 and attachment B**
- Added reporting and monitoring procedure in the EEO Program
- Added the following to the EEO Statement of protected categories: "genetic information, disability, veteran status or other protected class." **Page 3 and Page 9**
- Added the following statement to the EEO Program: "The agency evaluates the performance of managers, supervisors, and others based on the success of the EEO program in the same manner that the agency evaluates their performance in other agency programs." **Page 8**

FISCAL IMPACT:

There is no fiscal impact to updating Mountain Line's EEO policies as proposed, and failure to update some legally required policies could open Mountain Line to risk, resulting in fines and/or loss of federal funding.

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ALTERNATIVES:

- 1) Approve Resolution 2024-130. (**recommended**): The resolution adopts the necessary changes to reflect regulatory language and authorizes the CEO and General Manager to make future updates as needed.
- 2) Do not approve the Resolution. (**not recommended**): If not approved, staff will need to take time to redraft policies. This delay has the potential to confuse employees while exposing Mountain Line to unnecessary risk with regulations and practices that don't reflect current use.

TAC DISCUSSION:

Members did not have any questions or comments.

SUBMITTED BY:

Codi Weaver
Human Resources Manager

APPROVED:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

- | | | |
|----|---------------------|----------------------|
| 1. | Resolution 2024-130 | -pages 64-65 |
| 2. | EEO Program | -separate attachment |

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RESOLUTION NO. 2024-130

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE NORTHERN ARIZONA INTERGOVERNMENTAL PUBLIC TRANSPORTATION AUTHORITY (d.b.a. MOUNTAIN LINE) UPDATING AND ADOPTING THE MOUNTAIN LINE EQUAL EMPLOYMENT OPPORTUNITY PROGRAM AND IMPLEMENTATION PLAN EFFECTIVE FEBRUARY 1, 2024, THRU JANUARY 30, 2027.

Whereas, Equal Employment Opportunity (EEO) (codified at 42 U.S.C § 2000d, *et seq.*) enacted as part of the landmark Civil Rights Act of 1964 signed by President Lyndon B. Johnson prohibits discrimination on the basis of race, color, and national origin in programs and activities receiving federal financial assistance. The Equal Employment Opportunity Commission (EEOC) is the Federal Government's premier civil rights agency; and

Whereas, Northern Arizona Intergovernmental Public Transportation Authority (Mountain Line) operates its services without regard to ability, race, color, religion, national origin, sex/gender (including gender identity, sexual orientation, and pregnancy), age, genetic information, disability, veteran status, or other protected class as reflected in the Mountain Line Equal Employment Opportunity Program (EEO Program), which is a compilation of documents, policies and standards, *etc.* that demonstrate compliance with EEO requirements; and

Whereas, Mountain Line is committed to applying the principles of local regulations as well as state and federal anti-discrimination laws to give employees equal employment opportunities and treatment without regard to race, color, religion, national origin, sex/gender (including gender identity, sexual orientation, and pregnancy), age, genetic information, disability, veteran status, or other protected class (FTA Circular 4704.1A); and

Whereas, in accordance with that FTA Equal Employment Opportunity Circular (4704.1A), Mountain Line is required to submit an EEO Program triennially, and pursuant to guidance provided approval of Mountain Line's EEO Program by its Board of Directors is required; and

Whereas, Mountain Line also provides a process for employee complaints, including, without limitation: (i) assignment to investigator and steps for follow up; (ii) employees are able to email, call and or speak in person to the Civil Rights Officer (iii) complaints of discrimination are immediately directed to the Civil Rights Officer for prompt attention; and (iv) Employees are availed of how to file complaints, up to and including filing complaints against Mountain Line with FTA.

NOW, THEREFORE, be it resolved by the Mountain Line Board of Directors as follows:

Section 1: The Mountain Line Board of Directors hereby confirms that the Mountain Line EEO Program is in compliance with EEO requirements and guidance from FTA exists

and that the statements made above are part of that policy; and

- Section 2: That Mountain Line reaffirms that no employee shall be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any Mountain Line sponsored program or activity, on the grounds of regard to race, color, religion, national origin, sex/gender (including gender identity, sexual orientation, and pregnancy), age, genetic information, disability, veteran status, or other protected class.
- Section 3: That Mountain Line hereby approves and adopts the updated Mountain Line EEO Program effective February 1, 2024, thru January 30, 2027 (EEO Program) as set forth in Exhibit 1 to this Resolution, which is incorporated herein by this reference; and
- Section 4: That Mountain Line shall commit sufficient resources to training, outreach, analysis, and continued adherence to the EEO Program as determined by the Mountain Line CEO and General Manager; and
- Section 5: That Mountain Line shall continue to enforce all provision in the EEO Program and will seek to exceed the requirements thereof where possible; and
- Section 6: That the Mountain Line CEO and General Manager, and General Counsel, are hereby delegated on the Board's behalf and authorized to perform, or cause to be done or performed, all such acts, deeds and things and to make, execute and deliver, or cause to be made, executed and delivered, all such agreements, undertakings, documents, instruments or certificates (including revisions to the EEO Program consistent with purpose and intent thereof and of EEO) in the name and on behalf of Mountain Line that they may deem necessary or appropriate in order to effectuate or carry out fully the purpose and intent of the this Resolution and the EEO Program.

Passed and adopted by the Mountain Line Board of Directors this 26th day of June, 2024.

Tony Williams, Chair,
Mountain Line Board of Directors

Attest:

Rhonda Cashman, Clerk of the Board

Reviewed as to form:

Dickinson Wright PLLC
Mountain Line General Counsel



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DATE PREPARED: June 13, 2024

MEETING DATE: June 26, 2024

TO: Honorable Chair and Members of the Board

FROM: Sam Short, Workforce Director

SUBJECT: Updated FTA Drug and Alcohol Policy

RECOMMENDATION:

Staff recommends the Board of Directors approve Resolution 2024-140 to adopt Mountain Line's FTA DOT Drug and Alcohol Policy, updated to incorporate changes that reflect legal and regulatory requirements and authorize the CEO and General Manager to approve future updates that do not alter the intent of the Policy.

RELATED STRATEGIC PLAN OBJECTIVE

- ❖ Goal: Enhanced Safety Culture
- ❖ Objective: Manage transportation facilities and amenities to support a safe environment for staff and customers.

BACKGROUND:

Mountain Line is required to maintain an agency FTA Drug and Alcohol Policy that meets all requirements outlined by the Federal Transit Administration and the U.S. Department of Transportation for employees that meet the definition of safety sensitive duties. This policy additionally contains the Drugfree Workplace Act requirements.

Since the Board's last approval of the FTA DOT Drug and Alcohol Policy in June of 2014, the Triennial Review identified required elements that are missing from our FTA DOT Drug and Alcohol Policy.

Changes made by staff include:

- *Contact the Drug and Alcohol Program Manager, Sam Short, with any questions regarding this policy. He can be reached at: Office (928) 679-8931, Cell (928) 607-4287, or by email sshort@mountainline.az.gov.*
- *Previous Employers Drug Testing Program Records - The Drug and Alcohol Program Manager will obtain previous drug and alcohol testing program records from prior employers for employees performing safety-sensitive functions using the form "Release for Department of Transportation-Regulated Drug and Alcohol Testing Records." Mountain Line will obtain employee's written consent and request information on the US DOT drug and alcohol testing history for the two previous years of any employee who is seeking to begin performance of safety-sensitive duties for the recipient for the first time (i.e., a new hire, an employee who transfers into a safety-*

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sensitive position). The Drug and Alcohol Program Manager will request the following information from US DOT-regulated employers who have employed the employee during any period during the two years before the date of the employee's application or transfer:

- Alcohol tests with a result of 0.04 or higher alcohol concentration
- Verified positive drug tests
- Refusals to be tested (including verified adulterated or substituted drug test results)
- Other violations of US DOT agency drug and alcohol testing regulations
- The employee's successful completion of US DOT return-to-duty requirements (including follow-up tests), if applicable
- If the previous employer does not have information about the return-to-duty process (e.g., for an employer who did not hire an employee who tested positive on a pre-employment test), the recipient must obtain this information from the employee.
- The Drug and Alcohol Program Manager will obtain and review this information before the employee first performs safety-sensitive functions, or until at least the second attempt of contact is made, prior to an employee performing safety sensitive duties for more than 30 days. This information will be completed in Mountain Line's "Release for Department of Transportation-Regulated Drug and Alcohol Testing Records" under Section II.
- If previous employee records are not provided by the previous employer, the Drug and Alcohol Program Manager must demonstrate that it has made a good faith effort to obtain and review the information as soon as possible, demonstrated by two attempts to contact previous employer within ten days by completing the form under section, "Attempts to Contact Previous Employer." If the employee refuses to provide written consent, the Drug and Alcohol Program Manager will not permit the employee to perform safety-sensitive functions. If the Drug and Alcohol Program Manager obtains information that the employee has violated a US DOT agency drug and alcohol regulation, they will not use the employee to perform safety-sensitive functions unless they also obtain information that the employee has subsequently complied with return-to-duty requirements.

FISCAL IMPACT:

There is no fiscal impact to updating Mountain Line's FTA DOT Drug and Alcohol Policy as proposed, and failure to update some legally required policies could open Mountain Line to risk, resulting in fines and/or loss of federal funding.

ALTERNATIVES:

- 1) Approve Resolution 2024-140. (**recommended**): The resolution adopts the changes necessary to reflect regulatory language and authorizes the CEO and General Manager to make future updates as necessary.
- 2) Do not approve the Resolution (**not recommended**): If not approved, staff will need to take time to redraft policies. This delay has the potential to confuse employees while exposing Mountain Line to unnecessary risk with regulations and practices that don't reflect current use.

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TAC DISCUSSION:

The Transit Advisory Committee had no comments or feedback regarding the updated FTA Drug and Alcohol Policy.

SUBMITTED BY:

Sam Short
Workforce Director

APPROVED:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

- | | | |
|----|---------------------------------|----------------------|
| 1. | Resolution 2024-140 | -pages 69-70 |
| 2. | FTA DOT Drug and Alcohol Policy | -separate attachment |

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RESOLUTION NO. 2024-140

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE NORTHERN ARIZONA INTERGOVERNMENTAL PUBLIC TRANSPORTATION AUTHORITY (d.b.a. MOUNTAIN LINE) UPDATING AND ADOPTING THE MOUNTAIN LINE FEDERAL TRANSIT ADMINISTRATION (FTA) AND U.S. DEPARTMENT OF TRANSPORTATION (DOT) DRUG AND ALCOHOL POLICY EFFECTIVE JUNE 26, 2024.

Whereas, the Drug Free Workplace Act was enacted in 1988 to issue regulations to combat prohibited drug use and alcohol misuse in the workplace; and

Whereas, the Omnibus Transportation Employee Testing Act of 1991 mandated the Secretary of Transportation to issue regulations to combat prohibited drug use and alcohol misuse in the transportation industry, encompassed in 49 CFR Part 655, Prevention of Alcohol Misuse and Prohibited Drug Use in Transit Operations, and

Whereas, Northern Arizona Intergovernmental Public Transportation Authority (Mountain Line) is committed to a safe, healthy and productive work environment for all Employees free from the effects of substance abuse; and

Whereas, the use of controlled substances and the misuse of alcohol increase the risk of accidents, jeopardizes the safe work environment, and causes harm to an individual's health and personal life, and

Whereas, the purpose of Mountain Line's FTA DOT Drug and Alcohol Policy is to establish procedures to support a safety and health program and to comply with minimum federal safety standards for safety-sensitive functions regulated by the DOT and FTA, and

Whereas, standards were designed to reduce accidents that result from Employee use of controlled substances and alcohol;

Whereas, in accordance with DOT and FTA regulations, Mountain Line is required to submit an FTA DOT Drug and Alcohol Policy, and approval of Mountain Line's Policy by its Board of Directors is required.

NOW, THEREFORE, be it resolved by the Mountain Line Board of Directors as follows:

Section 1: The Mountain Line Board of Directors hereby confirms that Mountain Line's FTA DOT Drug and Alcohol Policy supports the Drug Free Workplace Act of 1988 and is in compliance with FTA DOT Drug and Alcohol Policy requirements and that the statements made above are part of that policy; and

Section 2: That Mountain Line reaffirms that they are committed to a safe, healthy, and

productive work environment for all employees free from the effects of substance abuse; and

- Section 3: That Mountain Line hereby approves and adopts the updated Mountain Line FTA DOT Drug and Alcohol Policy Effective June 26, 2024 as set forth in Exhibit 1 to this Resolution, which is incorporated herein by this reference; and
- Section 4: That Mountain Line shall commit sufficient resources to training, outreach, analysis, language services and continued adherence to the FTA DOT Drug and Alcohol Policy as determined by the Mountain Line CEO and General Manager; and
- Section 5: That Mountain Line shall continue to enforce all provisions in the FTA DOT Drug and Alcohol Policy; and
- Section 6: That the Mountain Line CEO and General Manager, and General Counsel, are hereby delegated on the Board's behalf and authorized to perform, or cause to be done or performed, all such acts, deeds and things and to make, execute and deliver, or cause to be made, executed and delivered, all such agreements, undertakings, documents, instruments or certificates (including revisions to the FTA DOT Drug and Alcohol Policy consistent with purpose and intent thereof and of 49 CFR Part 655, Prevention of Alcohol Misuse and Prohibited Drug Use in Transit Operations) in the name and on behalf of Mountain Line that they may deem necessary or appropriate in order to effectuate or carry out fully the purpose and intent of the this Resolution and the FTA DOT Drug and Alcohol Policy.

Passed and adopted by the Mountain Line Board of Directors this 26th day of June, 2024.

Tony Williams, Chair,
Mountain Line Board of Directors

Attest:

Rhonda Cashman, Clerk of the Board

Reviewed as to form:

Dickinson Wright PLLC
Mountain Line General Counsel



Mountain Line

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DATE PREPARED: June 13, 2024

MEETING DATE: June 26, 2024

TO: Honorable Chair and Members of the Board

FROM: Sam Short, Workforce Director

SUBJECT: Updated Non-FTA Drug and Alcohol Policy

RECOMMENDATION:

Staff recommends the Board of Directors approve Resolution 2024-150 to adopt Mountain Line's Non-FTA Drug and Alcohol Policy, updated to incorporate changes that reflect legal and regulatory requirements, and authorize the CEO and General Manager to approve future updates that do not alter the intent of the adopted Policy.

RELATED STRATEGIC PLAN OBJECTIVE

- ❖ Goal: Enhanced Safety Culture
 - ❖ Objective: Manage transportation facilities and amenities to support a safe environment for staff and Customers.

BACKGROUND:

Mountain Line maintains an agency Non-FTA Drug and Alcohol Policy for staff that do not meet the Federal Transit Administration's definition of safety sensitive employee. This policy contains the Drugfree Workplace requirements and defines the circumstances for testing. It is applicable to all staff not covered by the FTA DOT Drug and Alcohol Policy.

Since the Board's last approval of the Non-FTA Drug and Alcohol Policy in June of 2014, the Triennial Review identified required elements that are missing from our Non-FTA Drug and Alcohol Policy.

Changes made by staff include:

- *If convicted of a drug statute violation that occurred in the workplace, employees are to report it to the employer in writing no later than five calendar days after such conviction.*
- *Contact the Drug and Alcohol Program Manager, Sam Short, for any questions regarding this policy or wish to discuss issues related to the use of controlled substances or the misuse of alcohol. He can be reached at: Office (928) 679-8931, Cell (928) 607-4287, or by email sshort@mountainline.az.gov.*

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FISCAL IMPACT:

There is no fiscal impact to updating Mountain Line's Non-FTA Drug and Alcohol Policy as proposed, and failure to update some legally required policies could open Mountain Line to risk, resulting in fines and/or loss of federal funding.

ALTERNATIVES:

- 1) Approve Resolution 2024-150 (**recommended**): The resolution adopts the changes necessary to reflect regulatory language and authorizes the CEO and General Manager to make future updates as necessary.
- 2) Do not approve the Resolution (**not recommended**): If not approved, staff will need to take time to redraft policies. This delay has the potential to confuse employees while exposing Mountain Line to unnecessary risk with regulations and practices that don't reflect current use.

TAC DISCUSSION:

The Transit Advisory Committee had no comments or feedback regarding the updated Non-FTA Drug and Alcohol Policy.

SUBMITTED BY:

Sam Short
Workforce Director

APPROVED:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

- | | | |
|----|---------------------------------|----------------------|
| 1. | Resolution 2024-150 | -pages 73-74 |
| 2. | Non-FTA Drug and Alcohol Policy | -separate attachment |

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RESOLUTION NO. 2024-150

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE NORTHERN ARIZONA INTERGOVERNMENTAL PUBLIC TRANSPORTATION AUTHORITY (d.b.a. MOUNTAIN LINE) UPDATING AND ADOPTING THE MOUNTAIN LINE NON-FEDERAL TRANSIT ADMINISTRATION (FTA) AND U.S. DEPARTMENT OF TRANSPORTATION (DOT) DRUG AND ALCOHOL POLICY (the NON-FTA DOT DRUG AND ALCOHOL POLICY) EFFECTIVE JUNE 26, 2024.

Whereas, the Drug Free Workplace Act was enacted in 1988 to issue regulations to combat prohibited drug use and alcohol misuse in the workplace; and

Whereas, Northern Arizona Intergovernmental Public Transportation Authority (Mountain Line) is committed to a safe, healthy and productive work environment for all Employees free from the effects of substance abuse; and

Whereas, the use of controlled substances and the misuse of alcohol increase the risk of accidents, jeopardizes the safe work environment, and causes harm to an individual's health and personal life; and

Whereas, the purpose of Mountain Line's Non-FTA DOT Drug and Alcohol Policy is to establish procedures to support a safety and health program and to comply with minimum federal safety standards for non-safety-sensitive functions; and

Whereas, standards were designed to reduce accidents that result from employee use of controlled substances and alcohol;

Whereas, some of Mountain Line's employee are not in safety-sensitive positions and not required to submit to testing in all types of circumstances; and

Whereas, in accordance with the Drug Free Workplace Act of 1988, Mountain Line maintains a Non-FTA DOT Drug and Alcohol Policy, and approval of Mountain Line's Policy by its Board of Directors is required.

NOW, THEREFORE, be it resolved by the Mountain Line Board of Directors as follows:

- Section 1: The Mountain Line Board of Directors hereby confirms that Mountain Line's Non-FTA DOT Drug and Alcohol Policy supports the Drug Free Workplace Act of 1988 and that the statements made above are part of that policy; and
- Section 2: That Mountain Line reaffirms that they are committed to a safe, healthy, and productive work environment for all employees free from the effects of substance abuse; and

- Section 3: That Mountain Line hereby approves and adopts the updated Mountain Line Non-FTA DOT Drug and Alcohol Policy effective June 26, 2024 as set forth in Exhibit 1 to this Resolution, which is incorporated herein by this reference; and
- Section 4: That Mountain Line shall commit sufficient resources to training, outreach, analysis, language services and continued adherence to the Non-FTA DOT Drug and Alcohol Policy as determined by the Mountain Line CEO and General Manager; and
- Section 5: That Mountain Line shall continue to enforce all provisions in the Non-FTA DOT Employee Drug and Alcohol Policy; and
- Section 6: That the Mountain Line CEO and General Manager, and General Counsel, are hereby delegated on the Board's behalf and authorized to perform, or cause to be done or performed, all such acts, deeds and things and to make, execute and deliver, or cause to be made, executed and delivered, all such agreements, undertakings, documents, instruments or certificates (including revisions to the Non-FTA DOT Drug and Alcohol Policy consistent with purpose and intent thereof and of Drug Free Workplace Act of 1988) in the name and on behalf of Mountain Line that they may deem necessary or appropriate in order to effectuate or carry out fully the purpose and intent of the this Resolution and the Non-FTA DOT Drug and Alcohol Policy.

Passed and adopted by the Mountain Line Board of Directors this 26th day of June, 2024.

Tony Williams, Chair,
Mountain Line Board of Directors

Attest:

Rhonda Cashman, Clerk of the Board

Reviewed as to form:

Dickinson Wright PLLC
Mountain Line General Counsel



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DATE PREPARED: June 13, 2024
DATE: June 26, 2024
TO: Honorable Chair and Members of the Board
FROM: Samuel Short, Workforce Director
SUBJECT: Mountain Line Safety Plan

RECOMMENDATION:

Staff recommends the Board of Directors approve Resolution 2024-160 to adopt the amended Mountain Line Public Transportation Agency Safety Plan (the Safety Plan), updated to incorporate changes that reflect legal and regulatory requirements and authorize the CEO and General Manager to approve future updates that do not alter the intent of the Plan.

RELATED STRATEGIC PLAN OBJECTIVE

- ❖ Goal: Enhanced Safety Culture
 - ❖ Objective: Manage transportation facilities and amenities to support a safe environment for staff and customers.

BACKGROUND:

Mountain Line is required to maintain an agency Safety Plan that meets all requirements outlined by the Federal Transit Administration (FTA). Since the Board's last approval of the Mountain Line Safety Plan, in March 2024, the Triennial Review identified one required element of the requirements that was missing and needed to be added. Changes made by staff include:

1. In order to minimize exposure to infectious diseases, Mountain Line will follow Center for Disease Control and Prevention (CDC) guidelines.

FISCAL IMPACT:

There is no fiscal impact to updating Mountain Line's Safety Plan as proposed, and failure to update some legally required policies could open Mountain Line to risk, resulting in fines and/or loss of federal funding.

ALTERNATIVES:

1. Approve Resolution 2024-160 (**recommended**). The resolution adopts the changes necessary to reflect regulatory language and authorizes the CEO and General Manager to make future updates as necessary.
2. Do not approve the Resolution (**not recommended**): If not approved, staff will need to take time to redraft policies. This delay has the potential to confuse employees while exposing Mountain Line to unnecessary risk with regulations and practices that do not reflect current use.

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TAC DISCUSSION:

The Transit Advisory Committee had no comments or feedback regarding the amended Mountain Line Safety Plan.

SUBMITTED BY:

Samuel Short
Workforce Director

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

- 1) Resolution 2024-160
- 2) Mountain Line Safety Plan

-pages 77-78
-separate attachment

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RESOLUTION NO. 2024-160

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE NORTHERN ARIZONA INTERGOVERNMENTAL PUBLIC TRANSPORTATION AUTHORITY (d.b.a. MOUNTAIN LINE) UPDATING AND ADOPTING THE MOUNTAIN LINE FEDERAL TRANSIT ADMINISTRATION (FTA) PUBLIC TRANSPORTATION AGENCY SAFETY PLAN (Safety Plan) EFFECTIVE JUNE 26, 2024.

Whereas, the Federal Transit Administration (“FTA”) Public Transportation Agency Safety Plan (“Safety Plan”) regulation was enacted in 2019 to issue regulations to develop and implement safety plans, and to ensure that public transportation systems are safe nationwide; and

Whereas, Northern Arizona Intergovernmental Public Transportation Authority (“Mountain Line”) places the utmost importance on the safety and well being of passengers, employees, and the public; and

Whereas, the implementation of a comprehensive safety plan is essential to mitigate risk, prevent incidents, and ensure the highest standards of safety across all operations.; and

Whereas, the development of the Safety Plan has been written in accordance with industry best practices, regulatory requirements, and the unique needs of our organization; and

Whereas, the Safety Plan outlines a systematic approach to managing safety hazards, implementing preventive measures, and fostering a culture of safety among employees; and

Whereas, the adoption of the Safety Plan demonstrates our commitment to prioritizing safety as a core value and reflects our dedication to maintaining the trust and confidence of passengers and stakeholders;

Whereas, in accordance with FTA regulations, Mountain Line is required to adopt, implement, and maintain a Safety Plan, that it is approved and supported by Mountain Line’s Board of Directors.

NOW, THEREFORE, be it resolved by the Mountain Line Board of Directors as follows:

Section 1: The Mountain Line Board of Directors hereby confirms that Mountain Line’s Safety Plan supports a safe and healthy work environment and that the statements made above are part of that plan; and

Section 2: That Mountain Line affirms that all necessary resources, including funding, personnel, and training shall be allocated to support the implementation and ongoing maintenance of the Safety Plan; and

- Section 3: That Mountain Line hereby approves and adopts the updated Mountain Line Safety Plan effective June 26, 2024, as set forth in Exhibit 1 to this Resolution, which is incorporated herein by this reference; and
- Section 4: The CEO and General Manager is hereby authorized and directed to ensure compliance with the Safety Plan, and monitor safety performance; and
- Section 5: That Mountain Line will distribute the adopted Safety Plan to all employees along with training on implementation and requirements; and
- Section 6: That Mountain Line will make the adopted Safety Plan available to the public through appropriate channels; and
- Section 6: That the Mountain Line Chief Executive Officer and General Manager, and General Counsel, are hereby delegated on the Board's behalf and authorized to perform, or cause to be done or performed, all such acts, deeds and things and to make, execute and deliver, or cause to be made, executed and delivered, all such agreements, undertakings, documents, instruments or certificates (including revisions to the Safety Plan consistent with purpose and intent thereof and of 49 CFR Part 673 Public Transportation Agency Safety Plans) in the name and on behalf of Mountain Line that they may deem necessary or appropriate in order to effectuate or carry out fully the purpose and intent of the this Resolution and the Safety Plan.

Passed and adopted by the Mountain Line Board of Directors this 26th day of June, 2024.

Tony Williams, Chair,
Mountain Line Board of Directors

Attest:

Rhonda Cashman, Clerk of the Board

Reviewed as to form:

Dickinson Wright PLLC Mountain Line
General Counsel



Mountain Line

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MOUNTAIN LINE MEMORANDUM

DATE: June 26, 2024

TO: Honorable Chair and Members of the Board

FROM: Heather Dalmolin, CEO and General Manager

SUBJECT: 2020-2025 Strategic Plan, 12-18 Month Workplan Update

The Mountain Line 2020-2025 Strategic Plan (the Strategic Plan) was adopted in late 2019 and was updated in 2023. The Strategic Plan contains a set of Goals. Within each of the Goals, there are identified Objectives and subsequent work products as measured in set 12-18-month periods that are generally aligned to Mountain Line's fiscal year or the calendar year. Development of the Strategic Plan was done considering existing community transportation goals, as staff felt it was important to tie Mountain Line's work priorities to the goals for the areas we serve with transit. The Strategic Plan drives policies, workflow, and investments made by Mountain Line, including setting priorities for the annual budget to ensure we are capturing resources, committing to projects, and pursuing funding opportunities.

Staff have been working to complete workplan items as adopted in the 12-18 Month Workplan for 2024-2025. The 12-18 Month Workplan is designed to capture the short-term tasks staff are committed to completing in support of the Strategic Plan. This report is in lieu of the typical presentation and discussion completed in May of each year due to the cancellation of the May meeting. A summary report of items completed, in progress, or not yet started is attached. It is our hope that this report provides adequate updates and is already considering what updates will be presented for the next 12-18 month workplan at the October 2024 Strategic Advance.

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Mountain Line Strategic Plan 2020-2025

Board Agenda Packet
6/26/2024 - Page 80 of 105



12 - 18 MONTH WORKPLAN FOR 2024-2025

MIDYEAR REPORT

- ✓ = NOT STARTED
- ✓ = IN PROGRESS
- ✓ = COMPLETED

Mountain Line Strategic Plan 2020-2025



GOAL ONE: SERVICE EXCELLENCE

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

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

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

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

3. Develop and improve community partnerships and interagency relationships to enhance transit and improve our ability to meet community needs and deliver public transit services.

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



Mountain Line Strategic Plan 2020-2025



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

GOAL TWO: STEWARDSHIP OF RESOURCES

OBJECTIVES:

1. Be exemplary at supporting community goals towards environmental sustainability.

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

2. Maintain our facilities and equipment to demonstrate the pride we take in service excellence and to maximize their useful life.

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



Mountain Line Strategic Plan 2020-2025



GOAL THREE: INVESTING IN MOUNTAIN LINE WORKFORCE

OBJECTIVES:

1. Expand and enhance employee Training and Development.

- Develop a succession plan that identifies training and development opportunities to encourage staff to grow and advance within Mountain Line. (ongoing) ✓
- Create a training program that focuses on all staff at Mountain Line, with specific training topics for each division or department. (ongoing) ✓
- Develop a post- training assessment program to help measure training effectiveness for all departments and divisions. ✓
- Develop standard operating procedures for a wide variety of functions and activities to ensure that all staff are performing job duties to the same standard and expectations are clear. (ongoing) ✓
- Develop an outreach plan to promote employee development and distribute monthly information on development opportunities, including tuition assistance, training time and course options available, and personal growth. (ongoing) ✓
- Complete construction and open Commercial Driver's License (CDL) training course by March 2024. ✓

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

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

3. Enhance workplace culture to support employee development and work-life balance.

- Explore new health and benefit options including but not limited to, a new insurance program or insurance pool. (ongoing) ✓
- Rejuvenate the job shadowing and cross training program to expand respect and understanding for varying degrees of difficulty experienced in our jobs and improve morale and camaraderie. (ongoing) ✓
- Develop an employee engagement plan to ensure employees are included in shared decision making, team-building projects, and all staff meetings to create positive, productive, and healthy work environments. (ongoing) ✓
- Develop employee engagement materials focused on contributions to the community made by transit and operators, highlighting what transit is doing for the community and an operator's significant role in that contribution. (ongoing) ✓



Mountain Line Strategic Plan 2020-2025



GOAL FOUR: **ENHANCED SAFETY CULTURE**

OBJECTIVES:

1. *Develop a holistic safety plan that guides us to effectively and proactively manage risk.*

- Create a stronger safety culture throughout Mountain Line by ensuring all staff are included in safety and health programs, given the training and tools needed to recognize good and bad safety practices, and feel comfortable advocating for their own safety, and the safety of others around them. (ongoing) ✓
- Partner with Coconino County Health and Human Services to train staff on Narcan delivery and introduce Narcan into all First Aid Kits. (ongoing) ✓
- Continue to partner with the Coconino County Emergency Management and the Emergency Operation Center, to draft an agreement regarding evacuation needs that can be provided by Mountain Line staff. (ongoing) ✓
- Present updated rider suspension policies to the Board for adoption. (ongoing) ✓
- Develop a safety and training plan for fleet, facilities, and operations on proper procedures and best practices for incorporating electric vehicles into our fleet and facilities as well as to address new electric charging equipment and infrastructure. ✓

2. *Manage transportation facilities and amenities to support a safe environment for staff and customers.*

- Participate and partner with Mountain Line staff and building designers, to help identify potential hazards in the final building design of the new Downtown Connection Center and to implement Environmental Design into landscaping and construction of Phase 2. (ongoing) ✓
- Update procedures for determining “Working Conditions, Exposures to Risk and Physical Dangers” for all job descriptions based upon an analysis of job specific hazards. (ongoing) ✓
- Review and improve the existing procedures for reporting, mitigating, and determining root causes of workplace injuries to streamline process, encourage reporting near-miss incidents, and reduce hazards. (ongoing) ✓

3. *Utilize available and emergent technology to enhance existing and future fleet, optimizing safety for all staff and public transportation users.*

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



Mountain Line Strategic Plan 2020-2025



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

GOAL FIVE: COMMUNITY ENGAGEMENT

OBJECTIVES:

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

- Develop a strategy to encourage influential key stakeholders (City, County, CCC, NAU Leadership, Board of Directors) to ride transit, encourage others to ride transit, and provide feedback on how transit can be a part of their daily lives. (ongoing) ✓
- Engage influential key stakeholders in representing Mountain Line at events and sharing messaging about the importance of transit. ✓
- Conduct a minimum of six community presentations each year to organizations such as ECoNA, NALA, Flagstaff Chamber of Commerce, Northern Arizona Realtors, City Commissions, etc. (ongoing) ✓
- Engage the Citizen's Advisory Committee and other resources to determine a recommendation on what initiative(s) to pursue in the November 2024 election. ✓

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

- Engage in a minimum of 10 community events each year. (ongoing) ✓
- Conduct educational campaign about the role transit plays in supporting a wide variety of community goals including affordable housing, congestion relief, health, environment, and economic development. ✓
- Conduct robust, project-related outreach before and during all significant transit related projects. (ongoing) ✓
- Conduct an education campaign on Mountain Line's fare options including benefit of mobile ticketing and fare capping. (ongoing) ✓
- Develop marketing campaign to highlight transit usage during significant downtown area construction. ✓

GOAL SIX: FISCAL RESPONSIBILITY

OBJECTIVES:

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

- Continue investment in workforce with an updated compensation plan to remain competitive at attracting staff with changing cost of living locally while securing sustainable funding appropriate to future wage and service growth. (ongoing) ✓

Mountain Line Strategic Plan 2020-2025



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

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

- Work with existing partners and community to promote the ecoPASS program and increase use as a necessary component of the City County, and NAU reaching respective climate action goals. (ongoing) ✓
- Identify new or expanded revenue sources to fund expansion of routes or services (i.e. airport) and to assist in paying for new transit service. (ongoing) ✓
- Consider the value of disposing of excess real property, through sale, to gain additional local match for future capital needs. ✓

3. Expand Mountain Line revenue resources to allow for the full implementation of the 5-year Transit Plan (Flagstaff in Motion), capital plan, and projected increases in costs of providing service.

- Research and develop an implementation plan, in coordination with the Creative Local Match plan, to diversify the sources of funding from City of Flagstaff and other public partners. (ongoing) ✓
- Coordinate and develop an implementation plan with State Transit peers on long-term State Legislation changes to restore and/or establish statewide transit funding. (ongoing) ✓



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MOUNTAIN LINE MEMORANDUM

DATE: June 26, 2024
TO: Honorable Chairman and Members of the Board
FROM: Codi Weaver, Human Resources Manager
SUBJECT: EEO Workforce Utilization Analysis, Federal Fiscal Year 2024

Mountain Line has the following update regarding the Workforce Utilization Analysis:

Mountain Line has been evaluating the overall diversity of the workforce by completing the Workforce Utilization report two times per year in accordance with the United States Equal Employment Opportunity Commission (EEOC). Mountain Line updates the Workforce Utilization Goals every three years to represent the actual workforce in the Flagstaff, AZ area using data available from Data USA (<https://datausa.io/profile/geo/flagstaff-az/>). Mountain Line's current workforce encompasses Coconino County and utilizes the American Community Survey for Coconino County, AZ, to obtain additional demographics.

Mountain Line is a small-sized employer within Flagstaff; thus, our workforce is also a small portion in comparison to the community workforce. Mountain Line employees are divided into 5 categories: Officials and Administrators, Professionals, Office/Clerical, Skilled Crafts, and Service/Maintenance. The EEO reporting further evaluates Mountain Line's workforce based on males, females, and minorities in the 5 categories. When there is a change to the diverse workforce, Mountain Line will see a significant change in the 5 categories that are evaluated.

It should be noted that due to Mountain Line's employment group size as compared to the various other employment opportunities in Flagstaff, AZ, our current staff levels represent a diverse group of employees comparable to applicant availability. Mountain Line continues to use in-house tracking of those applicants who elected to answer our areas of demographics at the time of their hire.

Attachment(s):

1. EEO Workforce Analysis, FFY2024 – 04-01-2024

-pages 88-91

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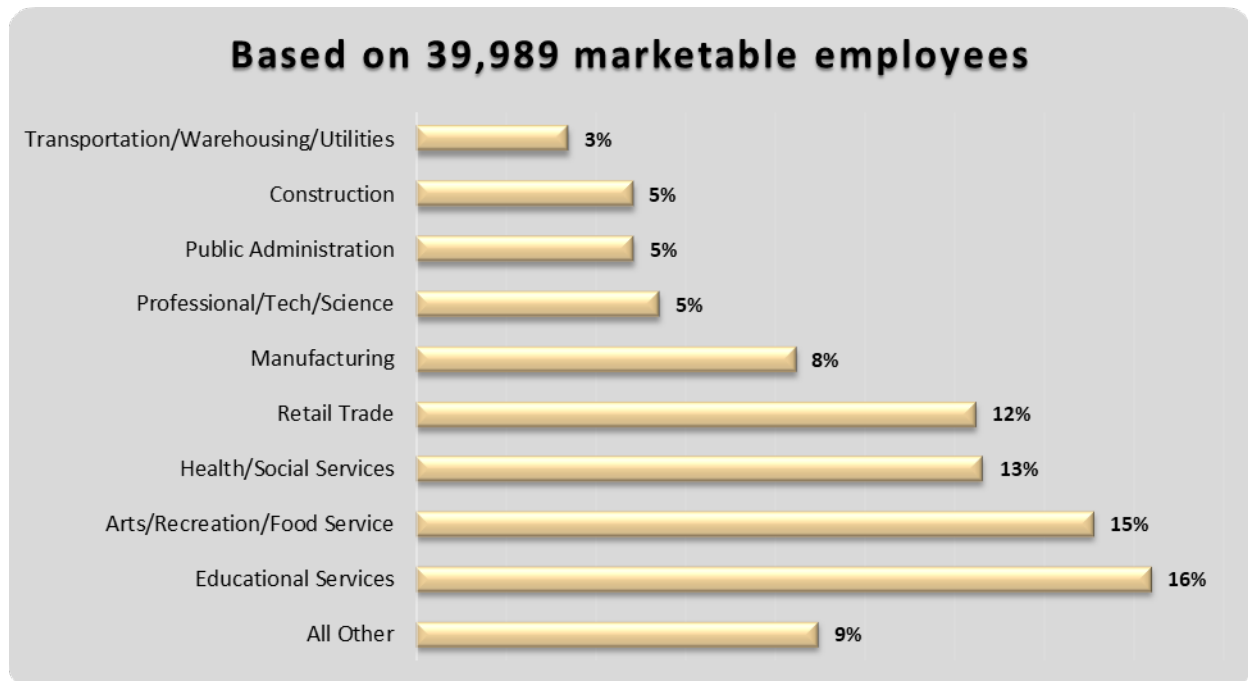
Human Resources Equal Employment Opportunity (EEO) Workforce Utilization Based on Federal Fiscal Year 2024

For the Period October 31st, 2023 through April 1, 2024

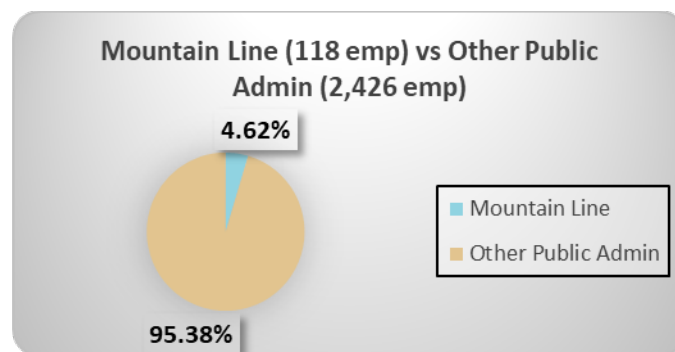
The Equal Employment Opportunity (EEO) program aids organizations in evaluating whether their recruiting, hiring and termination practices follow all the Diversity programs requirements.

FLAGSTAFF BACKGROUND INFORMATION AND CONSIDERATIONS

From 2020 to 2021, employment in Flagstaff, AZ grew at a rate of 5.35%, from 36.9k employees to 38.9k employees.. The most common employment sectors for those who live in Flagstaff, AZ, are Educational Services (6,567 people), Health Care & Social Assistance (5,059 people), and Retail Trade (4,996 people).



Mountain Line had 118 employees during the 1st half of Federal Fiscal Year 2024. This accounts for all employees that were hired and terminated during the designated period. Mountain Line is part of the Public Administration sector. The 118 employees during the reporting period equated to 0.29% of all employment sectors and 4.62% of all Public Administration sector employees. The pool of marketable employees is extremely competitive.



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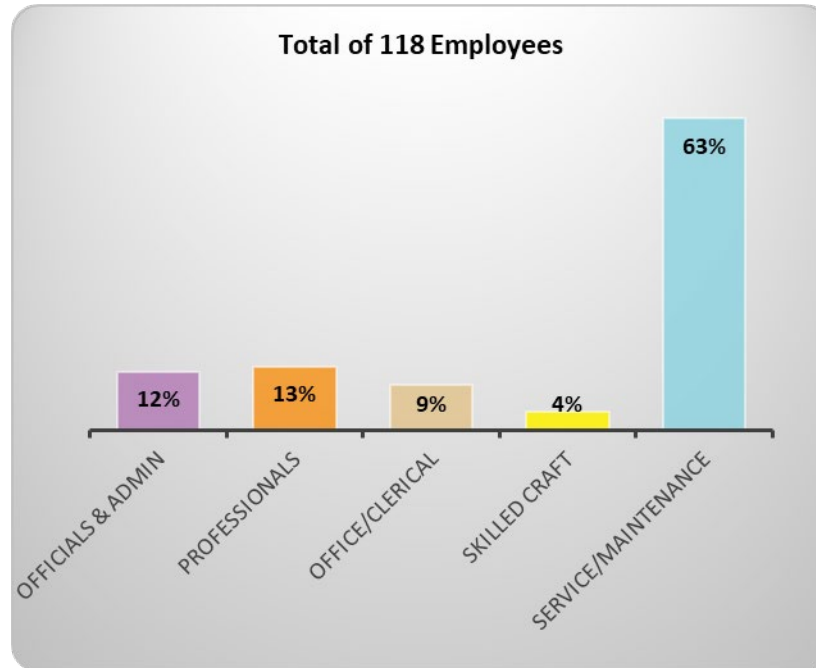


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MOUNTAIN LINE EMPLOYEE COMPARISONS BY GENDER

Mountain Line's 118 employees are categorized into 5 EEO areas: Officials and Administrators, Professionals, Office/Clerical, Skilled Crafts, and Service/Maintenance.



Males represent 68.18% of Mountain Line's employee workforce, and females represent 31.82%. There is a significant difference between males and females in the job categories of Service/Maintenance. Males predominantly are seen in Skilled Craft and Service/Maintenance, while females tend to occupy Office/Clerical. Mountain Line also has 8 employees who are classified as unidentified.

	Male	Male	Female	Female	Total All Emp	
Officials & Admin	7	53.85%	6	46.15%	13	12%
Professionals	7	50.00%	7	50.00%	14	13%
Office/Clerical	1	10.00%	9	90.00%	10	9%
Skilled Craft	4	100.00%	0	0.00%	4	4%
Service/Maintenance	56	81.16%	13	18.84%	69	63%
	75	68.18%	35	31.82%	110	100%

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Of Mountain Line's 75 male and 35 female employees, the minority population has 31 male and 15 female employees. Please note, we had 8 unidentified.

Male Employees:

Non-minority males represent 55.88% of the male population while minority males represent 8.82%.

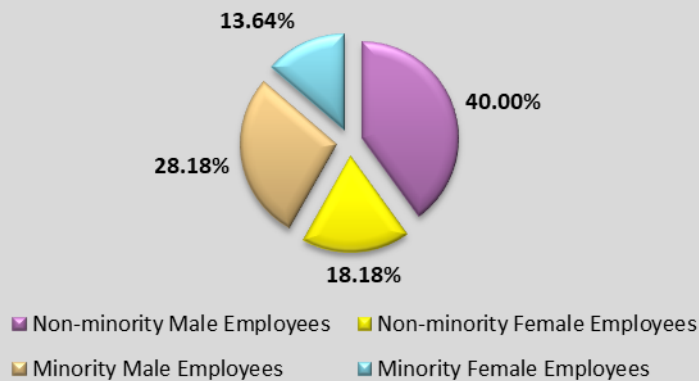
Female Employees:

Non-minority females represent 32% of the female population while minority females represent 4%.

MOUNTAIN LINE DIVERSITY UTILIZATION AND GOALS

As part of Mountain Line's efforts to comply with the Equal Employment Opportunity (EEO) program and demonstrate commitment, a diverse workforce is employed, and staff have completed the year workforce analysis. The analysis identifies the areas in which Mountain Line doesn't have the same demographics represented in their workforce as are available in the local area.

Diversity Overview of 118 Employees



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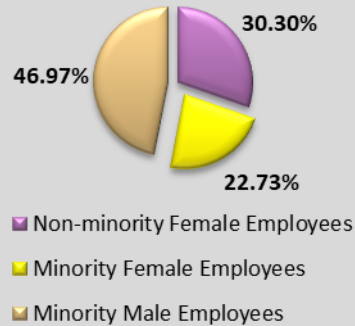


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Non-minority employees (male and female) represent 58.18% of Mountain Line's total workforce while minority employees (male and female) represent 41.82% of the workforce. The combined population of all females and minorities represents 53.03% of the overall workforce at Mountain Line, which is distributed relatively evenly between this population.

A total of 81 of the 118 employees represent female and minority employees



This report is based on the following data, assumptions, and methodology:

- "DATA USA for Flagstaff AZ" webpage has been used to review the most current statistics as of 2021 for the Flagstaff, Coconino County, AZ diversity employment population. <https://datausa.io/profile/geo/flagstaff-az/>
- It should be noted that due to Mountain Line's employment group size as compared to the various other employment opportunities in Flagstaff, AZ, our current staff levels represent a diverse group of employees comparable to applicant availability.
- As per the new federal EEO reporting form, the compilation of diversity data will be broken into Female and Minorities. Non-Minority males will be excluded from diversity data.
- Mountain Line information has been used in comparison to data supplied by the 2015-2020 and 2021 American Comm Surveys for Coconino County, AZ.
- In-house applicant tracking of those applicants who elected to answer our areas of demographics at the time of their hire.

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MOUNTAIN LINE MEMORANDUM

DATE: June 26, 2024

TO: Honorable Chair and Members of the Board

FROM: Jon Matthies, Information Technology Manager

SUBJECT: Annual Information Technology Update

Mountain Line's Information Technology team has remained fully staffed this year, which has enabled steady progress towards reducing our technological backlog. The following is a report on activities and successes during the past year, as well as directions.

Infrastructure:

This year, Mountain Line IT has:

- Decommissioned outdated phone system and implemented a cloud-hosted VoIP telephony solution.
- In conjunction with the Fleet Department, replaced the mobile routers on all fixed route vehicles to improve reliability of data collected and to support real-time arrival solutions for riders.
- Supported the implementation of GMV, Mountain Line's new real-time information vendor.
- Continued our migration from physical servers to virtualized servers and cloud-hosted solutions, increasing Mountain Line's resiliency to outages and lowering administrative overhead.
- Assumed lead in supporting MetroPlan's IT resources.

Cyber Security:

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

- 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 2023 NCSR report covers the calendar year and is attached. Mountain Line's scores increased an average of 22% compared to last year.
- Completed and proposed new Cybersecurity policies to address both external and internal risks as part of our efforts to meet the Stewardship of Resources and the Enhanced Safety Culture

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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:

- Continue to move onsite file shares to a cloud-hosted solution to improve resistance to power failures and limited access to physical servers. Additionally, this will reduce physical assets (servers) that require maintenance and upkeep.
- Develop cybersecurity 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: 2023 Annual National Cyber Security Report

-pages 94-98

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

VoIP—Voice over Internet Protocol

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National Cyber Security Review

MOUNTAIN LINE

JON MATTHIES, INFORMATION TECHNOLOGY 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

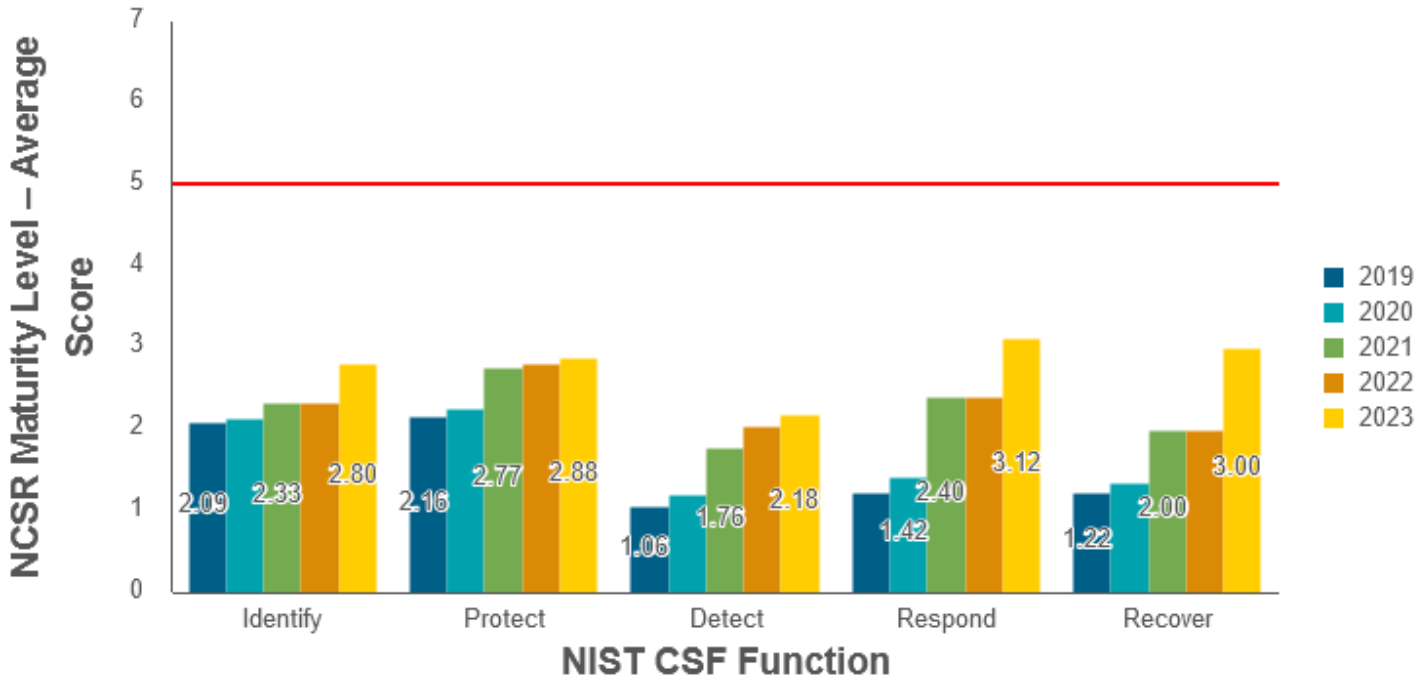
The NCSR utilizes a maturity scale that assesses how an organization is addressing the different activities within the NIST CSF. The maturity scale allows participants to indicate how formalized these cybersecurity activities are within their organization.

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

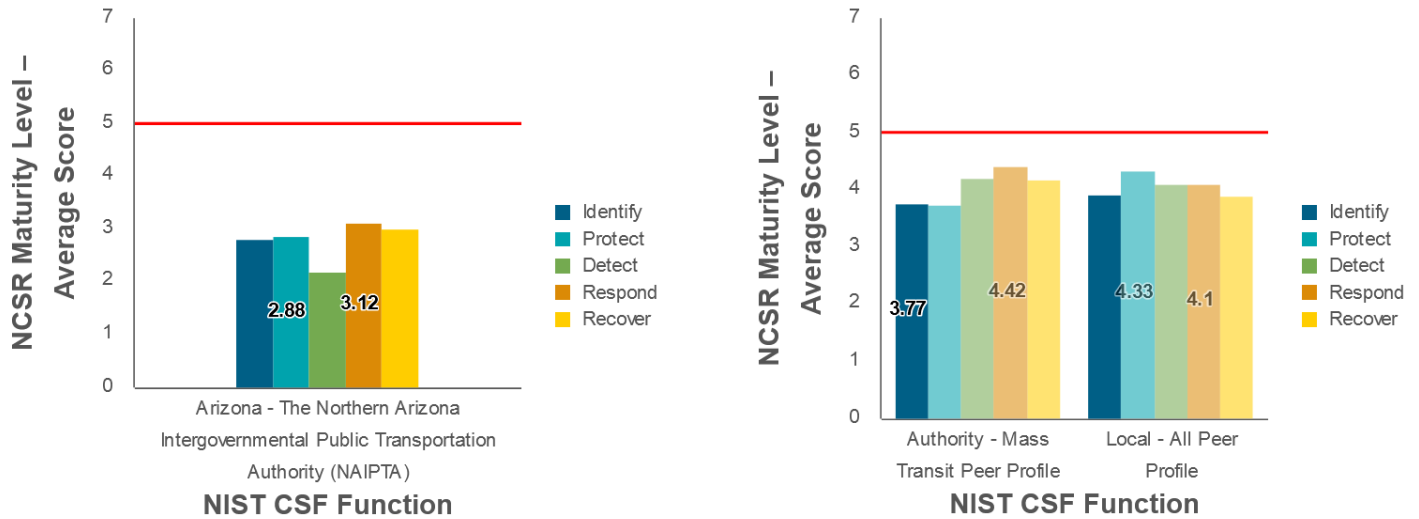
Mountain Line’s Year-to-Year Function Averages



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)	2.80	2.88	2.18	3.12	3.00

Peer Profile NCSR Scores:

Peer Profile	Average-Identify	Average-Protect	Average-Detect	Average-Respond	Average-Recover
Authority - Mass Transit Peer Profile	3.77	3.74	4.20	4.42	4.18
Local - All Peer Profile	3.91	4.33	4.09	4.10	3.88



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MOUNTAIN LINE MEMORANDUM

DATE: June 26, 2024

TO: Honorable Chair and Members of the Board

FROM: Jacki Lenner, Deputy General Manager

SUBJECT: FUSD Update

Flagstaff Unified School District (FUSD) made a significant change to their transportation program for the Spring 2024 semester, eliminating bus service for most high school students, and for out-of-boundary middle school students. They partnered with Mountain Line to offer K-12 Spring Semester passes to any family impacted by the change.

This decision was made right before the conclusion of the Fall 2023 semester, so Mountain Line and FUSD worked quickly to roll out the new program. In total, 335 passes were distributed to students. Because FUSD students received K-12 Spring Semester passes, it is not possible to segment their ridership from the ridership generated by other schools (NPA, BASIS, FALA, etc.), but we do have a snapshot of how much the usage of K-12 passes increased from 2023 to 2024:

FUSD Pilot Pass Program K-12 Spring Pass Analysis FY2024 Compared to FY2023 Period Analyzed: January 1 – May 27, 2024

Ridership Data			
	2024	2023	Year over year % change
Unique passes used	437	147	197%
Total trips taken	28,234	8,667	226%
Average ridership per pass	65	59	10%

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Passes used 3 times per week between Monday-Friday	160	55	191%
Maximum use on a single pass	316	264	20%
Trips occurring on weekdays	98%	97%	1%
Routes used	100%	100%	0%
Stops used	93%	77%	16%

FUSD's Transportation Committee voted to continue the school bus service reduction for the 2024-2025 school year. In order to make the partnership more robust and provide better ridership data, FUSD agreed to participate in an ecoPASS program for eligible students and staff. The ecoPASS fare product will allow Mountain Line to provide FUSD-specific ridership data, and delineate between students and staff.

The K-12 Spring Semester passes that were distributed this past semester will expire on June 15. Mountain Line will honor these passes through the summer, so students don't lose their transit access during the transition. The ecoPASSes will be available at the Mountain Line office starting July 1. During the summer, Mountain Line staff will work with FUSD to host open houses to familiarize families with transit, answer questions, and assist with trip planning.

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MOUNTAIN LINE MEMORANDUM

DATE: June 26, 2024

TO: Honorable Chair and Members of the Board

FROM: Heather Dalmolin, CEO and General Manager

SUBJECT: Delegations of Authority Update

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 2024-100

ADOT Section 5311 Year 1 Award

Mountain Line received notification of an award of \$79,200 in federal funds through ADOT Section 5311 program, which funds rural transportation programs. ADOT awarded \$64,000, at an 80/20 split, for Mountain Line's Vanpool Service Contract with Commute with Enterprise. ADOT also awarded \$35,000, at an 80/20 split, for administration for the vanpool program.

Procurement Authority – Resolution 2024-110

RFP 2024-130, Pedestrian and Bicycle Infrastructure Upgrades Construction Manager at Risk Services

RFP 2024-130, Pedestrian and Bicycle Infrastructure Upgrades Construction Manager at Risk Services was released in January 2024, closing in February 2024 with one proposal from Kinney Construction Service. Submissions were evaluated by a 6-member selection committee which consisted of one Mountain Line staff, three City of Flagstaff staff, one General Contractor, and Ardurra, the Design Professional, who ultimately recommended award to Kinney Construction Services for a pre-construction value of \$81,266 and construction phase profit and overhead fee of 5%.

RFP 2022-500, Architectural Design Services Change Order #7

In April 2022, Mountain Line awarded RSOQ 2022-500 to HDR, Inc. for architectural design services for Phase 1 of the Downtown Connection Center (DCC). The scope of work under the procurement was for architecture and engineering services for Phase 1 DCC for the building and Phase 2 for the bus

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operations hub. Change Order #7 is to add additional contract administration service. The value of Change Order #7 is \$ \$186,342.00, bringing the total cumulative value of the contract to \$ \$1,780,846.00.

RFP 2022-260, Kaspar Electrification Charging Infrastructure Construction Manager at Risk

In July 2022, Mountain Line awarded RFP 2022-260 to Loven Contracting. The scope of work under the procurement was for a Construction Manager at Risk to complete installation of charging infrastructure at the Kaspar Headquarters Maintenance Facility. Change Order #3 is a reversal of Change Order #1, which was a deductive Change Order, removing installation of the pantograph charger at Kaspar Headquarters in favor of installation at the Downtown Connection Center; it has been determined that the pantograph is best installed at Kaspar. This Change Order #3 is for a value of \$106,445, bringing the total cumulative contract value to \$928,301.49.

RFP 2023-1160, Computer Aided Dispatch and Automatic Vehicle Locators Change Order #4

In May 2023, Mountain Line awarded RFP 2023-1160, Computer Aided Dispatch and Automatic Vehicle Locators to GMV Synchronatics. The scope of work under the procurement was for installation and maintenance of CAD/AVL solution such as Mobile Data Terminals (MDT) programmed with route timing alerts, digital vehicle inspection report capability that will upload to fleet maintenance eliminating the paper trail, as well as Automated Voice Annunciator (AVA), interior LED signage, real time passenger information, automatic passenger counters (APC). Change Order #4 is to bring the contract values current after previous Change Order clerical errors. This Change Order #4 is for a value of \$13,139, bringing the total cumulative contract value to \$915,292.

RFP 2023-1150 Polling Survey and Voter Education Amendment #1

In June 2023, Mountain Line awarded RFP 2023-1150, Polling Work, Survey, and Voter Education Campaign to GlobalLocal Vision for the voter polling component of the project. Amendment #1 is for a value of \$99,999, bringing the total cumulative value of the contract to \$199,998. GlobalLocal Vision may incur additional costs on behalf of Mountain Line for media and marketing services that will be approved on an as needed basis and be above and beyond the approved consulting contract values.

Agreements and Contracts Authority – Resolution 2020-100

Responding to COVID-19 Health Disparities Amendment #2

Responding to Covid-19 Health Disparities Intergovernmental Service Agreement was executed in August of 2021. Amendment #2 is to provide bus passes to individuals and families to attend medical, dental, or other healthcare appointments, including Covid-19 testing and vaccines, employment, and shopping, which meet the criteria provided in A.R.S §15-391. Amendment #2 is for a value of \$110,000 for the three-year IGA term, bringing the total cumulative value of the agreement to \$210,000.

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MOUNTAIN LINE MEMORANDUM

DATE: June 26, 2024
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

- We opened the CDL Training and Testing Facility on May 22 with a ribbon cutting and about 80 people in attendance. It was a great opportunity to recognize the many partners that brought that vision to life, and we **all** look forward to creating the workforce desperately needed.
- Mountain Line will return to full service this fall with Routes 2 and 4 going back to full schedule by August 5 and Route 10 to follow in late August. We are grateful that we had the opportunity to lift some of the overtime stress from our team and to get everyone refreshed with training on the fundamentals of safe operations. We look forward to launching full service in time for the start of the new school year!
- The Planning, Facilities, and Operations teams did a field trip to the West Route 66/Woody Mountain area to begin discussing the logistics of a possible Route 8 extension. The intent of Route 8 has always been to serve these areas, as there has been significant development along this corridor.

Partnerships and Outreach

- Our team has been busy recruiting! We hosted a 'Drive the Bus' event at the new CDL Facility on May 18 and had 8 potential applicants drop in. We hosted a lunch event with CCC's trainees on May 29 and had several interested candidates grab applications.
- We have begun refreshing our downtown passenger shelters. Since our downtown shelters have stone wrapped posts, we have removed only the roof to be sent to Phoenix for rehab by Southwest Fabrication. We anticipate having this complete before summer, hopefully before the rain.
- Our team is working closely with the new business coming in at Fanning and Route 66, in the old Sizzler location, to build a new and improved bus stop. Our stop is currently on the sidewalk in front of several businesses to the east of the light and this new location should offer an opportunity to improve access and passenger amenities.
- Our Zero Emission Bus group visited our peers in Missoula Montana (also Mountain Line) to learn more about their successes and lessons learned in transitioning to battery electric buses. Thank you to Anne Dunno for coordinating the trip for herself, Jeremiah McVicker, Mathew Baker, and Bizzy Collins. The team reviewed everything from charging infrastructure to route planning to policies on driver retention.

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Finance, Compliance, and Procurement

- Several Mountain Line team members joined MetroPlan and City of Flagstaff staff to attend the National Association of City Transportation Officials conference in May. This was a fantastic opportunity to learn more about innovative transportation planning that can serve our community and help reach community goals for increasing trips in alternate modes (other than by car).
- Mountain Line staff presented to the Flagstaff City Council on May 14 and received unanimous support for sending a transit tax question to the voters in November 2024. They supported the recommendation of our Board to ask one question that will both extend the tax through 2040 and increase it to .0050. Next step is for Council to complete the Call for the Election and that is scheduled for June 18.

Staffing

- We have lost 5 drivers over the last 6 weeks; however, all four trainees have passed the CDL exam and joined our drivers in the field. We are scheduled to start another class in June with 4 trainees.
- Two operators have been promoted to Operations Supervisor and one more to Relief Operations Supervisor. We are excited to have staff interested in growth and development. These team members are working on training now and will move out of their Operator role as we fill more vacant positions.
- We received 36 applications for the Operations Director position, with nearly half meeting the requirements of the minimum qualifications.
- It is that time of year, time to gather and have some great food with the Mountain Line team. We are hosting our annual Summer BBQ for our employees and family on Thursday, July 25 from 12p.m. to 2:30 p.m. Our fleet team is excited to warm up the grill – please join us if you can.
- Happy Anniversary to our May and June anniversaries.

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August: TAC Meeting is Thurs, 8/1

Board Meeting is Wed, 8/21

ITEMS:	WHO & WHAT:
Safety Minute	Sam
Milestone Anniversaries	Heather D
Bus Stop Acquisition Policy	Anne - D/A
Organization Structure Update	Heather D - D
Trip Quest Roll Out with Data	Jacki - D
Mobility Study Update	Estella - D
Annual Safety Report	Sam - PR
Annual Maintenance Report	Jeremiah - PR
Bus Stop Program/Rehab Report	Jeremiah - PR
Delegation of Authority Update – Agreements, Grants, and Procurements:	Heather D - PR
Possible Executive Session for CEO and General Manager’s Evaluation and Contract	Heather D
Possible Action Item: CEO and General Manager’s Contract	Heather D - D/A
Board Chair Discussion of Meeting Format	Chair Williams
Sept/Oct Agenda Calendar	

September: TAC Meeting is Thurs, 9/5

Board Meeting is Wed, 9/18

ITEMS:	WHO & WHAT:
Safety Minute	Sam
Milestone Anniversaries	Heather D
Biannual Performance Report	Bizzy - D/A
Electric Bus Performance Report	Bizzy - D/A
Mountain Line Annual Report	Josh - D/A
Delegation of Authority Update – Agreements, Grants, and Procurements:	Heather D - PR
Oct/Nov Agenda Calendar	

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