



NOTICE AND AGENDA OF PUBLIC MEETING AND POSSIBLE
EXECUTIVE SESSION OF THE BOARD OF DIRECTORS (BOD) AND
THE TRANSIT ADVISORY COMMITTEE (TAC) OF THE NORTHERN
ARIZONA INTERGOVERNMENTAL PUBLIC TRANSPORTATION
AUTHORITY ("Mountain Line")

Pursuant to A.R.S. §38-431.02, notice is hereby given to the members of the Board of Directors (BOD) and the Transit Advisory Committee (TAC) of the Northern Arizona Intergovernmental Public Transportation Authority ("Mountain Line") and to the general public that the BOD and TAC will hold a joint meeting on:

Wednesday, May 21, 2025
10:00 AM – 2 PM
Flagstaff Aquaplex
Community Room
1702 N. Fourth Street
Flagstaff, AZ 86004

Members of the Board of Directors and Transit Advisory Committee are requested to attend in person. Members of the public may attend and observe 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.

The agenda for the meeting is as follows:

-pages 1-4

1. CALL TO ORDER
2. ROLL CALL / INTRODUCTIONS
3. SAFETY MINUTE
-Sam Short, Workforce Director
4. MILESTONE ANNIVERSARY
-Heather Dalmolin, CEO and General Manager





DISCUSSION/ACTION ITEMS:

Agency

5. COMPENSATION STUDY -pages 5-6
-Sam Short, Workforce Director
-Brendan Morgan, TransPro Consulting
The Board may provide direction, but there is no recommendation from staff at this time.
6. ORGANIZATIONAL STRUCTURE REVIEW -pages 7-8
-Heather Dalmolin, CEO and General Manager
-Ehren Bingaman, TransPro Consulting
The Board may provide direction, but there is no recommendation from staff at this time.
7. 2025-2026 LEGISLATIVE PRIORITIES DISCUSSION -pages 9-11
-Heather Dalmolin, CEO and General Manager
-Bob Holmes, Nexxus Consulting
-Karen Kruse, The Kruse Group
The Board may provide direction, but there is no recommendation from staff at this time.

Finance

8. FY2026 BUDGET AND FINANCIAL PLAN -pages 12-19
-Josh Stone, Financial Manager
The Board may provide direction, but there is no recommendation from staff at this time.

LUNCH 11:45 AM - 12:15 PM

Capital

9. ZERO EMISSION BUS TRANSITION PLAN UPDATE -pages 20-21
-Bizzy Collins, Strategic Performance Planner
The Board may provide direction, but there is no recommendation from staff at this time.
10. DOWNTOWN CONNECTION CENTER (DCC) CIVIC SPACE -pages 22-24
-Anne Dunno, Capital Development Manager
The Board may provide direction, but there is no recommendation from staff at this time.
11. BUS STOP IMPROVEMENTS -pages 25-26
-Jacki Lenner, Deputy General Manager
The Board may provide direction, but there is no recommendation from staff at this time.
12. KASPAR PROJECT AND MAINTENANCE OPTIONS -pages 27-30
-Jeremiah McVicker, Maintenance Superintendent
The Board may provide direction, but there is no recommendation from staff at this time.





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13. FIRST MILE LAST MILE (FMLM) PARTNERSHIP PROJECT -pages 31-32
-Anne Dunno, Capital Development Manager
The Board may provide direction, but there is no recommendation from staff at this time.

Performance

14. GOALS FOR KEY PERFORMANCE INDICATORS -pages 33-36
-Bizzy Collins, Strategic Performance Planner
The Board may provide direction, but there is no recommendation from staff at this time.
15. PROPOSITION 488 -pages 37-38
-Jacki Lenners, Deputy General Manager
The Board may provide direction, but there is no recommendation from staff at this time.
16. UPDATE THE 12-18 MONTH WORKPLAN -pages 39-51
-Heather Dalmolin, CEO and General Manager
The Board may provide direction, but there is no recommendation from staff at this time.

PROGRESS REPORTS:

17. EQUAL EMPLOYMENT OPPORTUNITY (EEO) WORKFORCE UTILIZATION ANALYSIS, FIRST HALF OF FEDERAL FISCAL YEAR 2025 -pages 52-56
-Codi Weaver, Human Resources Manager
18. DELEGATION OF AUTHORITY UPDATES -pages 57-58
-Heather Dalmolin, CEO and General Manager
19. SUMMARY OF CURRENT EVENTS -pages 59-60
-Heather Dalmolin, CEO and General Manager

ITEMS FROM COMMITTEE AND STAFF:

SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

June/August Working Agenda -page 61

The next TAC meeting will be on June 5, 2025 and will be a Zoom meeting based in Flagstaff in the VERA Conference Room, 3773 N. Kaspar Dr., Flagstaff, AZ 86004 at 10am. The public is invited to attend. June Agenda items will include, but not be limited to the Budget Adoption, Americans with Disabilities Act (ADA) Changes – Public Hearing to Open Public Comment Period, Organizational Structure Plan, Legislative Priorities, Financial Audit/Corrective Action Plan, User Fee List for Facility Use, Commercial Driver's License (CDL) Course Use Report, CEO and General Manager Evaluation Process, Zero Emission Bus Transition Plan Update, Score Card and Discussion on Proposed Goals, Grant Resolution, Procurement Resolution, Line of Credit, Personnel Policy Manual Updates, Triennial Review Closeout Report, Annual Cybersecurity Report, Workforce Housing Project Update, Meeting Calendar Review, and Delegation of Authority Updates. The June agenda will be available for review on NAIPTA's

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website and at NAIPTA's public posting places (listed on the NAIPTA website) at least 24 hours prior to the meeting and should be consulted for a list of items that will come before the TAC.

The next Board meeting will be on June 18, 2025 and will be a Hybrid In-Person and Zoom meeting based in Flagstaff in the Conference Room, 216 W Phoenix Ave., Flagstaff, AZ 86001 at 10am. The public is invited to attend. June agenda items will include but not be limited to the Budget Adoption, Americans with Disabilities Act (ADA) Changes – Public Hearing to Open Public Comment Period, Organizational Structure Plan, Legislative Priorities, Financial Audit/Corrective Action Plan, User Fee List for Facility Use, Commercial Driver's License (CDL) Course Use Report, CEO and General Manager Evaluation Process, Zero Emission Bus Transition Plan Update, Score Card and Discussion on Proposed Goals, Grant Resolution, Procurement Resolution, Line of Credit, Personnel Policy Manual Updates, Triennial Review Closeout Report, Annual Cybersecurity Report, Workforce Housing Project Update, Meeting Calendar Review, and Delegation of Authority Updates. The June agenda will be available for review on NAIPTA's website and at NAIPTA's public posting places (listed on the NAIPTA website) at least 24 hours prior to the meeting and should be consulted for a list of items that will come before the Board.

20. ADJOURNMENT

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DATE PREPARED: May 8, 2025

MEETING DATE: May 21, 2025

TO: Honorable Chair and Members of the Board

FROM: Sam Short, Workforce Director

SUBJECT: Compensation Study

RECOMMENDATION:

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

RELATED STRATEGIC PLAN OBJECTIVE:

- ❖ Goal One: Service Excellence
 - In order to deliver on our objectives of delivery of service enhancements, investment in capital to enhance service delivery, and development of partnerships with the community, we must remain adequately and appropriately staffed. Compensation is a key component to staffing.
- ❖ Goal Two: Stewardship of Resources
 - Mountain Line's commitment to being good stewards of the resources we own and operate; we must have capacity within our team members to carry out the duties to ensure we keep our facilities and fleet in good working order. Quality staff and complete teams require competitive compensation that expresses the value we place in our team.
- ❖ Goal Three: Investing in our Workforce
 - Compensation is a basic ingredient to this goal; without appropriate compensation, we cannot complete the objectives of this goal.
- ❖ Goal Six: Fiscal Responsibility
 - While compensation is key to staffing and our success in delivering the Strategic Plan, the Compensation Study is crucial to ensuring that our decisions about compensation are done in a manner to support our fiscal constraints and that changes meet the various objectives of this goal.

BACKGROUND:

Mountain Line has an adopted Compensation and Classification Policy that calls for our agency to complete a Compensation Study every 3-5 years. This has been our adopted process since we became an agency in 2006. While it is near time to do our study, the last study being completed in 2019 and implemented in 2020, it is also recognized that we need to regularly look at compensation to ensure we remain 1) a competitive employer and 2) a valued employer. Key to Mountain Line's ability to deliver service and fulfill our Mission, Vision and Strategic Plan is our staff. Our ability to recruit and retain team members is the difference between reliable service delivery that meets the changing needs of our community and seeing a reluctance in our community to adopt transit as a preferred transportation option because we don't have the staffing necessary to deliver high frequency coverage that is safe.

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In July of 2024, Mountain Line implemented a pay change for operators and operations supervisors as these roles are key to delivery of service as advertised. This wage change was identified by our team as necessary to make our wages competitive compared to CDL position wages witnessed as available in our community. The change in wages has resulted in our ability to hire 100% of the staff needed to return to full service and brought an approximately 10% increase in part time job seekers. A full report on the impacts of the wage change will be available in August but these points are included here to demonstrate the role of competitive wages. We were aware that this change for some staff could result in other staff feeling undervalued and/or underpaid.

Since making this wage change, it was announced that the City of Flagstaff minimum wage would again increase. While Mountain Line has no positions that pay minimum wage, the change to minimum wage has a ripple effect on our agency that further compounded concerns brought forward as related to the raise for operators and operations supervisors. As a result, we decided to advance the work order for a compensation study in our current fiscal year.

The study has included examination of all Mountain Line positions, calculation of the cost of living in Flagstaff, identification of peer transit agencies by size and position, and comparison of our positions to other public and private agencies in our area. We have also shared the Employee Survey results for the last two years with our consulting team. The final report will be delivered to the Board and TAC in May and presented to the Board for final approval in June.

FISCAL IMPACT:

The financial impact of the Compensation Study is within the capacity of the proposed Workforce Budget as presented in February. The impact of adopting the findings of the Compensation Study are captured in the financial plan to be presented later in this meeting.

ALTERNATIVES:

No action is proposed at this time.

TAC DISCUSSION:

This item is to be presented at the joint meeting, offering an opportunity for TAC to provide feedback to staff and the Board directly.

SUBMITTED BY:

Sam Short
Workforce Director

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

None.

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DATE PREPARED: May 7, 2025

MEETING DATE: May 21, 2025

TO: Honorable Chair and Members of the Board

FROM: Heather Dalmolin, CEO and General Manager

SUBJECT: Organizational Structure Review

RECOMMENDATION:

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

RELATED STRATEGIC PLAN OBJECTIVE:

- ❖ The Organizational Structure assessment and potential realignment is designed to ensure we are appropriately staffed and resources to support all goals and objectives of the Strategic Plan.

BACKGROUND:

Over the last several months, Mountain Line has experienced staff losses and changes to some key positions. These losses, as with any vacancy, created an opportunity for our team to consider if we are staffing our organization appropriately for our planned growth over the next 5 years. Looking back at the prior ten years, we have made some modifications based on the expertise and knowledge of our team, including historical perspective. We have not examined our structure, positions, and duties since roughly 2012 when we saw the end of our operation of transit programs in the Verde Valley. We felt now was the right time to pause on recruiting the replacement of positions vacated by departing staff considering the passage of Proposition 488 and the planned service growth and changes.

Mountain Line had already begun formal succession planning, as presented to the Board in the Fall of 2024, and we felt this opportunity complimented that effort. The review of the Organizational Structure was well timed to finalize that plan.

We issued a change order to our Succession Plan contract with our vendor, TransPro, in early December. The effort to evaluate our staffing structure will include (with some of these steps already being completed): interviews of the Mountain Line executive team and planning staff, assessment of job descriptions and our five year plan, review of best practices in the industry, and identification of the skills, knowledge, and abilities needed across the agency to ensure success for supporting both the Strategic Plan and the implementation of transit improvements captured in the passage of Proposition 488.

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While the development and adoption of the Organizational Structure is the responsibility of the CEO, the updated structure is anticipated to include a plan for growth and positional modifications over the next 3-5 years to support program and agency changes. Accordingly, it is proposed that the Board of Directors adopt the new Organizational Structure Plan, providing direction for staff on the expected changes in the years to come. Adoption of the Organizational Structure is key to future financial planning, recruitment planning, staff development, and transparency for staff on anticipated structure movement over the next 3-5 years.

Staff will use discussion at the May meeting to gain feedback from the Board and TAC on what structure and functional elements are favored in order to bring back the Organizational Structure Plan for adoption in June.

FISCAL IMPACT:

The financial impact of the Organizational Structure review and update is still being calculated; however, we have estimated the impact of reorganization and the total cost of position changes in our FY2026 Workforce Budget. Final adoption of a new Organization Structure Plan is dependent on financial capacity for changes in the financial plan for future years.

ALTERNATIVES:

No action is proposed at this time.

TAC DISCUSSION:

This item is to be presented at the joint meeting, offering an opportunity for TAC to provide feedback to staff and the Board directly.

SUBMITTED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

None.

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DATE PREPARED: May 7, 2025

DATE: May 21, 2025

TO: Honorable Chair and Members of the Board

FROM: Heather Dalmolin, CEO and General Manager

SUBJECT: 2025-2026 Legislative Priorities Discussion

RECOMMENDATION:

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

RELATED STRATEGIC PLAN OBJECTIVE

❖ The proposed Legislative Priorities support all aspects of the Strategic Plan.

BACKGROUND:

This review includes an update of our policy landscape both at the Federal and State levels. The purpose of this discussion is to get a clear picture of where we stand so we can plan for setting our legislative priorities for the remainder of this year and next (2025 and 2026). These priorities shape our grant applications and direct conversations with our elected representatives.

- Our funding responsibilities are shared by many staff members from planning, operations, and finance, led by the CEO and the Deputy General Manager.
- We are supported by both a federal Legislative Liaison, Nexxus Consulting and a state Legislative Liaison, The Kruse Group.
- We participate in the Arizona Transit Association (AZTA), Southwest Transit Association (SWTA), Community Transportation Association of America (CTAA), Bus Coalition, and American Public Transportation Association (APTA).

In a typical year, the CEO and Deputy General Manager meet with our representatives in Washington, DC as part of several Legislative Conferences hosted by varying transit associations. In March, staff joined both SWTA and CTAA in Washington, DC for a day of transit advocacy. While we join our transit peers in many conversations, we also set individual appointments with Arizona representatives to discuss our projects and priorities. We also provide our priorities to our partners, like the City, County, and MetroPlan, and ask our Board members and other elected officials to share these in their respective conversations with our representatives.

In FY2023, we engaged with the Arizona Transit Association to create a reoccurring funding ask of the State Legislature that can be used by Greater Arizona to match federal grants and complete capital projects. We continue to take advantage of every opportunity to meet with our State legislators in an effort to continue the education that was started in 2022 about the community benefits of public transportation programs and express our gratitude for the support of our funding ask for the DCC.

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The last adopted Federal and State Priorities are attached to this report as we will use these as a basis to talk about what our future priorities should be. Establishing both Federal and State Priorities is key to our efforts and to leveraging local funding. These priorities were adopted for the first time in 2021 and enhance our asks when we are visiting our representatives.

The finalized Legislative Priorities will be presented to the Board in June for adoption.

FISCAL IMPACT:

There is no expected fiscal impact to this item; however, the Federal and State Priorities could impact future funding levels for Mountain Line and our partners.

ALTERNATIVES:

No action is proposed at this time.

TAC DISCUSSION:

This item is to be presented at the joint meeting, offering an opportunity for TAC to provide feedback to staff and the Board directly.

SUBMITTED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

- 1) 2024-2025 Legislative Priorities

-page 11



Mountain Line Legislative Priorities

Federal Priorities

Ensure Annual Transit Appropriations Match Authorized Levels:

The 5-year funding levels authorized in the Infrastructure Investment & Jobs Act (IIJA)/Bipartisan Infrastructure Law (BIL) sets the stage for substantial support and improvement of **transportation** systems of all sizes across the country. Congress needs to honor these levels each year in the appropriations process. (National Transit Associations)

Support All Forms of Additional Revenue for Transportation:

Due to federal gas tax rates that have remained unchanged for a generation, the Highway Trust Fund and its Mass Transit Account are often insolvent, requiring infusions of unrelated revenue by the Congress. Options include raising the gas tax as well as initiation of vehicle miles traveled (VMT) strategies to allow electric and hybrid vehicles to contribute, along with other ideas. (SWTA)

Update Transit Regulations:

Transit has entered a new era and is facing new and complex challenges to the industry. We must evaluate policies and regulations to ensure they are focused on deliverables, eliminating out of date rules or policies that introduce complexities and costs that don't serve the goals. Specific policy and regulatory mechanisms such as the following can ease the burden on transit agencies in maintaining and expanding service. (National Transit Associations)

- Spare ratios that limit agency flexibility on fleet choice
- Updating procurement rules to remove excessive barriers and costs to decision making
- Offering flexible changes, updates, or waivers to Buy America(n) requirements
- Redefining the Commercial Driver's License (CDL) requirement and process for transit programs
- Reduction in overlapping and conflicting regulations experienced by agencies eligible for multiple funding sources



Transit Laws Advocacy:

Advocate for the State of Arizona to support transit operations through laws like Yield to Bus and Transit Signal Priority.

State Priorities

State Funding for Transit:

Make the case for the State of Arizona to make available reoccurring funding that can be used as match by transit agencies across the state to drawdown and keep federal funding in Arizona. (AZTA)

Electric Rate Structure for Public Agencies:

Advocate for the setting of public agency or non-profit electric rates that will facilitate and support the transition to electric fleets; reduce or remove peak/on-demand rates for public agencies.

Local Priorities

Codify Transit into City Regional Plan and Development Process:

Advocate for transit and inclusion of transit planning methods and features in City development plans and codes, including bus pass credits, bus operating contributions, bus lanes, bus stop investments, pedestrian crossings and bike lanes, and signal priorities.



Develop support and partnerships necessary to advance implementation of Prop 488:

Collaborate and develop partnerships with City, County, and ADOT to support implementation of service changes, including new bus stops, identified in the 5-year Plan, Flagstaff in Motion, as prioritized for funding in Proposition 488.



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DATE PREPARED: May 5, 2025

DATE: May 21, 2025

TO: Honorable Chair and Members of the Board

FROM: Josh Stone, Financial Manager

SUBJECT: FY2026 Budget and Financial Plan

RECOMMENDATION:

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

RELATED STRATEGIC PLAN OBJECTIVE:

❖ FY2026 budget supports all aspects of the Strategic Plan Goals and Key Objectives

BACKGROUND:

Staff will present information on current year revenues, revenue projections for FY2026 and beyond, the Transit Tax fund balance, and 5-year financial plan outlook. As the workforce, operating, and capital budget details were presented in the February, March, and April meetings, staff will not focus on these lines in this presentation; however, questions can be addressed if any have arisen. A detailed draft of the FY2026 Budget is available for Board review.

FISCAL IMPACT:

There is no fiscal impact directly associated with this FY2026 Budget discussion. The items discussed will impact the final FY2026 budget proposed for adoption by the Board of Directors at the June 2025 meeting.

ALTERNATIVES:

No action is recommended; however, the Board may provide direction on additional information needed for budget items as presented.

TAC DISCUSSION:

As May is a joint Board and TAC meeting, this item was not presented to the TAC in a separate session.

SUBMITTED BY:

Josh Stone
Financial Manager

APPROVED BY:

Jacki Lenners
Deputy General Manager

ATTACHMENTS:

1.

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Mountain Line FY2026 Budget Overview

Mountain Line's available financial resources serve as the foundation for setting spending limits and priorities in the budget. It ensures that all planned expenditures have corresponding funding sources. Some financial resources may be restricted to specific uses. For example, Federal grant awards may only be spent on designated projects or operating programs.

Summary of Available Financial Resources

	Operating	Capital	Total Revenue
Fares	\$ 1,006,316	\$ -	\$ 1,006,316
City of Flagstaff	\$ 7,642,552	\$ 7,917,626	\$ 15,560,178
Coconino County	\$ 32,025	\$ -	\$ 32,025
Northern Arizona University	\$ 642,429	\$ -	\$ 642,429
Other Local	\$ 130,000	\$ 3,287,142	\$ 6,417,142
Total Local Sources	\$ 9,453,322	\$ 11,204,768	\$ 23,658,090
Federal Transit Administration	\$ 4,400,508	\$ 31,714,869	\$ 36,115,377
ADOT Federal Pass Through	\$ 353,062	\$ -	\$ 353,062
Federal/Other	\$ -	\$ 3,000,000	\$ 3,000,000
Total Federal Sources	\$ 4,753,570	\$ 34,714,869	\$ 36,468,439
Total Revenues	\$ 14,206,892	\$ 45,919,637	\$ 60,126,529

Mountain Line's operating programs include the services and functions the agency is obligated to perform by intergovernmental agreements, local service contracts, or as required by Department of Transportation and Federal Transit Administration statutes. A cost allocation plan has been prepared to ensure only those costs utilized by or benefitting each program are charged to the program.

Operating Expenditures by Program

	Program	S&B	O&M	Total Program
Fixed Route	100	\$ 8,794,435	\$ 3,988,563	\$ 12,782,998
Paratransit	210	\$ 527,576	\$ 344,246	\$ 871,822
County Taxi	230	\$ -	\$ 15,025	\$ 15,025
City Taxi	240	\$ 35,048	\$ 85,115	\$ 120,163
Planning	300	\$ 149,506	\$ -	\$ 149,506
Mobility Management	310	\$ 130,621	\$ 29,220	\$ 159,841
Vanpool	320	\$ 14,987	\$ 92,550	\$ 107,537
Total All Programs		\$ 9,652,173	\$ 4,554,719	\$ 14,206,892

Mountain Line's costs have been allocated acknowledging the utilization of administration and support services (indirect) may vary by operating program. Indirect costs are allocated to operating programs based on the number of service hours each transit program performs.

Summary of Indirect and Direct Costs

	FY2026
Indirect Salaries and Benefits	\$ 998,423
Indirect Overhead Expenses	\$ 922,110
Total Indirect Expenditures	\$ 1,920,533
Direct Wages and Benefits	\$ 8,653,750
Direct Operating Expenses	\$ 3,632,609
Total Direct Expenditures	\$ 12,286,359
Total Operating Expenditures	<u>\$ 14,206,892</u>

Mountain Line develops a Capital Improvement Plan as part of a multi-year financial plan. Consideration of current and future capital needs helps guide prioritization of projects, as well as planning for any financial resources necessary to fund them.

Summary of Capital Expenditures

	FY2026
Planning, Admin, Special Projects	\$ 574,000
Asset Mgmt, Fare System	\$ 550,000
Vehicles, Charging, Rehabilitation	\$ 3,550,619
Kaspar Facility Expansion and Repair	\$ 28,109,793
Downtown Connection Center	\$ 3,330,000
New Bus Stops and Rehabilitation	\$ 3,593,266
City of Flagstaff Bike & Ped Projects	\$ 6,211,959
Total All Projects	<u>\$ 45,919,637</u>

Mountain Line - FY 2026 Budget

	Accounts	FY2025 Budget	FY2026 Budget	% Change	Division	Fund	Program
Revenue							
Fare Revenue	40000	\$ 892,261	\$ 909,301	-			100
Fare Revenue	40000	\$ 48,506	\$ 72,984	-			210
Fare Revenue	40000	\$ 20,000	\$ 24,031	-			240
Operating Revenue	41000	\$ 6,130,925	\$ 7,155,166	-			100
Operating Revenue	41000	\$ 358,136	\$ 388,938	-			210
Operating Revenue	41000	\$ 51,771	\$ 49,569	-			240
Operating Revenue	41000	\$ 6,013	\$ 6,010	-			230
Operating Revenue	41000	\$ 26,015	\$ 26,015	-			320
Operating Revenue	41000	\$ 40,057	\$ 48,879	-			310
Operating Revenue	41000	\$ 83,316	\$ 81,522	-			320
Operating Revenue	41000	\$ 3,999,947	\$ 4,095,608	-			100
Operating Revenue	41000	\$ 295,439	\$ 304,900	-			210
Operating Revenue	41000	\$ 110,962	\$ 110,962	-			310
Operating Revenue	41000	\$ 105,000	\$ 105,000	-			210
Operating Revenue	41000	\$ 51,770	\$ 49,568	-			240
Operating Revenue	41000	\$ 6,012	\$ 6,010	-			230
Operating Revenue	41000	\$ 624,324	\$ 642,429	-			100
Operating Revenue	41000	\$ 130,000	\$ 130,000	-			100
Capital Revenue	45000	\$ 5,665,980	\$ 7,917,626	-		-	300
Capital Revenue	45000	\$ 7,854,481	\$ 6,287,142	-		-	210
Capital Revenue	45000	\$ 46,580,325	\$ 31,714,869	-		-	300
Revenues Total		\$ 83,369,292	\$ 60,126,529	-28%			
Expenditures							
Indirect Management Salaries and Benefits							
Indirect Salaries		\$ 694,946	\$ 750,662	8%			
Indirect Benefits		\$ 232,538	\$ 247,761	7%			
Indirect Management Salaries & Benefits Total		\$ 927,484	\$ 998,423	8%			
Direct Operations Wages and Benefits							
Direct Wages		\$ 5,485,259	\$ 6,296,100	15%			
Direct Benefits		\$ 2,236,029	\$ 2,357,650	5%			
Direct Wages and Benefits Total		\$ 7,721,288	\$ 8,653,750	12%			
Indirect Overhead Expenses							
Insurance - Liability	61001	\$ 281,686	\$ 281,686	0%	10011	210	100
Insurance - Liability	61001	\$ 27,859	\$ 27,859	0%	10011	210	210
Board Expenses	61002	\$ 1,825	\$ 2,738	50%	10002	210	100
Board Expenses	61002	\$ 175	\$ 263	50%	10002	210	210
Utility - Facilities - Electricity (Non-Vehicle)	61004	\$ 54,787	\$ 100,758	84%	10003	210	100
Utility - Facilities - Electricity (Non-Vehicle)	61004	\$ 5,258	\$ 9,891	88%	10003	210	210
Utility - Mobile Phone Service & Equipment - Indirect	61005	\$ 7,622	\$ 7,622	0%	10006	210	100
Utility - Mobile Phone Service & Equipment - Indirect	61005	\$ 731	\$ 731	0%	10006	210	210
Utility - Facilities - Natural Gas	61006	\$ 14,270	\$ 15,098	6%	10003	210	100
Utility - Facilities - Natural Gas	61006	\$ 1,370	\$ 1,449	6%	10003	210	210
Utility - Telephone/Internet Service	61007	\$ 43,134	\$ 43,134	0%	10006	210	100
Utility - Telephone/Internet Service	61007	\$ 4,140	\$ 4,140	0%	10006	210	210
Utility - Facilities - Water Sewer Wastewater	61008	\$ 13,977	\$ 36,710	163%	10003	210	100
Utility - Facilities - Water Sewer Wastewater	61008	\$ 1,341	\$ 3,631	171%	10003	210	210
Professional Services - Human Resources	61009	\$ 42,337	\$ 60,537	43%	10011	210	100
Professional Services - Human Resources	61009	\$ 4,063	\$ 5,863	44%	10011	210	210
Professional Services - Legal	61010	\$ 70,075	\$ 69,888	0%	10002	210	100

Mountain Line - FY 2026 Budget

	Accounts	FY2025 Budget	FY2026 Budget	% Change	Division	Fund	Program
Professional Services - Legal	61010	\$ 6,725	\$ 6,912	3%	10002	210	210
Professional Services - Information Technology	61011	\$ 3,467	\$ 3,467	0%	10006	210	100
Professional Services - Information Technology	61011	\$ 333	\$ 333	0%	10006	210	210
Professional Services - Audit Services	61014	\$ 19,617	\$ 22,750	16%	10002	210	100
Professional Services - Audit Services	61014	\$ 1,883	\$ 2,250	19%	10002	210	210
Computer Replacement	61015	\$ 18,249	\$ 29,120	60%	10006	210	100
Computer Replacement	61015	\$ 1,751	\$ 2,880	64%	10006	210	210
Professional Services - Legislative Liaison	61016	\$ 144,000	\$ 178,800	24%	10002	210	100
Wellness Incentives	61017	\$ 3,285	\$ 3,285	0%	10002	210	100
Wellness Incentives	61017	\$ 315	\$ 315	0%	10002	210	210
Indirect Overhead Expenses Total		\$ 774,275	\$ 922,110	19%			
Direct Operating Expenses							
Administrative							
Food & Beverage	62001	\$ 2,737	\$ 2,737	0%	10002	220	100
Food & Beverage	62001	\$ 263	\$ 263	0%	10002	220	210
Memberships - Mountain Line Agency	62002	\$ 31,935	\$ 31,935	0%	10002	220	100
Memberships - Mountain Line Agency	62002	\$ 3,065	\$ 3,065	0%	10002	220	210
Fees - Banking	62011	\$ 19,000	\$ 15,000	-21%	10002	220	100
Supplies - Office	62014	\$ 11,223	\$ 11,223	0%	10002	220	100
Supplies - Office	62014	\$ 1,077	\$ 1,077	0%	10002	220	210
Fees - Postage	62016	\$ 1,755	\$ 1,755	0%	10002	220	100
Fees - Postage	62016	\$ 168	\$ 168	0%	10002	220	210
Fees - Postage	62016	\$ 115	\$ 115	0%	10002	220	240
Fees - Postage	62016	\$ 25	\$ 25	0%	10002	220	230
Advertising - Legal Notices	62036	\$ 3,000	\$ 4,000	33%	10002	220	100
Memberships - Individual Professional-Trade Association	62033	\$ 1,343	\$ 1,343	0%	10002	220	100
Memberships - Individual Professional-Trade Association	62033	\$ 129	\$ 129	0%	10002	220	210
Administrative Total		\$ 75,835	\$ 72,835	-4%			
Facilities							
Contracted Services - Janitorial	62007	\$ 64,005	\$ 130,570	104%	10003	220	100
Contracted Services - Janitorial	62007	\$ 6,143	\$ 12,532	104%	10003	220	210
Printing - Facilities-Signage	62034	\$ 2,000	\$ 3,000	50%	10003	220	100
Maintenance - Buildings & Grounds	62021	\$ 77,474	\$ 112,337	45%	10003	220	100
Maintenance - Buildings & Grounds	62021	\$ 4,845	\$ 7,025	45%	10003	220	210
Temporary Staffing Services - Facilities	62028	\$ 19,699	\$ 20,093	2%	10003	220	100
Temporary Staffing Services - Facilities	62028	\$ 1,891	\$ 1,929	2%	10003	220	210
Facilities Equipment - Fuel & Tax	64032	\$ 8,177	\$ 6,787	-17%	10003	220	100
Facilities - Misc. Supplies	64011	\$ 3,355	\$ 4,865	45%	10003	220	100
Facilities - Misc. Supplies	64011	\$ 322	\$ 467	45%	10003	220	210
Uniforms	64013	\$ 4,167	\$ 4,792	15%	10003	220	100
Facilities - Janitorial Supplies	64018	\$ 4,215	\$ 6,112	45%	10003	220	100
Facilities - Janitorial Supplies	64018	\$ 405	\$ 587	45%	10003	220	210
Communication - Cell/Radio	64022	\$ 900	\$ 900	0%	10003	220	100
Facilities - Building Management Systems	64023	\$ 5,806	\$ 7,258	25%	10003	220	100
Facilities - Building Management Systems	64023	\$ 557	\$ 557	0%	10003	220	210
Facilities - Bus Stop Maintenance	64024	\$ 21,080	\$ 24,242	15%	10003	220	100
Facilities Total		\$ 225,041	\$ 344,053	53%			
Vehicle Maintenance							
Revenue Vehicle - Electricity	63001	\$ 71,752	\$ 71,752	0%	10004	220	100
Revenue Vehicle - Tax on Gas & Oil	63002	\$ 115,192	\$ 95,609	-17%	10004	220	100
Revenue Vehicle - Tax on Gas & Oil	63002	\$ 11,393	\$ 9,456	-17%	10004	220	210
Revenue Vehicle - Oil & Other Fluids	63003	\$ 25,990	\$ 25,990	0%	10004	220	100
Revenue Vehicle - Oil & Other Fluids	63003	\$ 2,570	\$ 2,570	0%	10004	220	210

Mountain Line - FY 2026 Budget

	Accounts	FY2025 Budget	FY2026 Budget	% Change	Division	Fund	Program
Revenue Vehicle - Fuel	63004	\$ 803,409	\$ 665,153	-17%	10004	220	100
Revenue Vehicle - Fuel	63004	\$ 43,734	\$ 36,299	-17%	10004	220	210
Revenue Vehicle - Tires	63005	\$ 101,818	\$ 117,091	15%	10004	220	100
Revenue Vehicle - Tires	63005	\$ 10,070	\$ 11,580	15%	10004	220	210
Revenue Vehicle - Parts & Supplies	63006	\$ 387,318	\$ 464,782	20%	10004	220	100
Revenue Vehicle - Parts & Supplies	63006	\$ 38,306	\$ 44,052	15%	10004	220	210
Revenue Vehicle - Contracted Services - Janitorial	63008	\$ 86,890	\$ 88,628	2%	10004	220	100
Revenue Vehicle - Contracted Services - Repairs	63009	\$ 25,886	\$ 25,886	0%	10004	220	100
Revenue Vehicle - Contracted Services - Repairs	63009	\$ 2,560	\$ 2,560	0%	10004	220	210
Non Revenue Vehicle - Tax on Fuel & Oil	64007	\$ 5,241	\$ 5,241	0%	10004	220	100
Non Revenue Vehicle - Fuel	64008	\$ 35,075	\$ 35,075	0%	10004	220	100
Non Revenue Vehicle - Tires	64009	\$ 3,198	\$ 3,198	0%	10004	220	100
Fleet - Misc. Shop Supplies	64010	\$ 21,552	\$ 21,552	0%	10004	220	100
Fleet - Misc. Shop Supplies	64010	\$ 2,068	\$ 2,068	0%	10004	220	210
Skilled Trade Tool Allowance	64012	\$ 5,940	\$ 5,940	0%	10004	220	100
Uniforms	64013	\$ 16,225	\$ 17,036	5%	10004	220	100
Uniforms	64013	\$ 1,557	\$ 1,635	5%	10004	220	210
Non Revenue Vehicle - Contracted Services - Repairs	64015	\$ 13,750	\$ 13,750	0%	10004	220	100
Licenses and Support - Fleet Applications	64047	\$ 7,428	\$ 7,428	0%	10004	220	100
Licenses and Support - Fleet Applications	64047	\$ 735	\$ 735	0%	10004	220	210
Vehicle Maintenance Total		\$ 1,939,657	\$ 1,790,075	-8%			
Information Technology							
Supplies - Computer & Phone	62006	\$ 4,772	\$ 5,303	11%	10006	220	100
Supplies - Computer & Phone	62006	\$ 328	\$ 525	60%	10006	220	210
Utility - Mobile Phone Service & Equipment - Direct	62009	\$ 13,700	\$ 13,700	0%	10006	220	100
Utility - Mobile Phone Service & Equipment - Direct	62009	\$ 1,352	\$ 1,352	0%	10006	220	210
Printing - Copier-Printers	62018	\$ 7,893	\$ 7,893	0%	10006	220	100
Printing - Copier-Printers	62018	\$ 757	\$ 757	0%	10006	220	210
Licenses and Support - IT Security, Network Services, Storage	64045	\$ 13,000	\$ 13,000	0%	10009	220	100
Licenses and Support - IT Security, Network Services, Storage	64045	\$ 1,170	\$ 1,170	0%	10009	220	210
Licenses and Support - IT Applications	64046	\$ 36,433	\$ 36,433	0%	10009	220	100
Licenses and Support - IT Applications	64046	\$ 3,496	\$ 3,496	0%	10009	220	210
Information Technology Total		\$ 82,901	\$ 83,629	1%			
Marketing							
Events - Marketing Outreach	62004	\$ 1,000	\$ 3,500	250%	10007	220	100
Printing - Marketing Materials	62035	\$ 27,716	\$ 27,716	0%	10007	220	100
Printing - Marketing Materials	62035	\$ 2,660	\$ 2,660	0%	10007	220	210
Advertising - Marketing	62019	\$ 34,643	\$ 40,000	15%	10007	220	100
Professional Services - Marketing	62022	\$ 48,257	\$ 72,800	51%	10007	220	100
Professional Services - Marketing	62022	\$ 4,631	\$ 7,200	55%	10007	220	210
Professional Services - Marketing	62022	\$ 1,250	\$ 1,250	0%	10007	220	320
Professional Services - Marketing Media	62024	\$ 9,467	\$ 9,467	0%	10007	220	100
Professional Services - Marketing Media	62024	\$ 909	\$ 909	0%	10007	220	210
Professional Services - Marketing Website	62025	\$ 32,848	\$ 32,848	0%	10007	220	100
Professional Services - Marketing Website	62025	\$ 3,152	\$ 3,152	0%	10007	220	210
Professional Services - Market Research	62029	\$ 17,108	\$ 17,108	0%	10007	220	100
Communication - Cell/Radio	64022	\$ 1,020	\$ 1,020	0%	10007	220	310
Licenses and Support - MM, Planning, & Reporting	64044	\$ 22,000	\$ 22,000	0%	10007	220	310
Marketing Total		\$ 206,661	\$ 241,630	17%			
Operations							
Contracted Services - Vanpool-Rideshare	63010	\$ 91,300	\$ 91,300	0%	10009	220	320
Uniforms	64013	\$ 19,645	\$ 21,610	10%	10009	220	100
Uniforms	64013	\$ 1,885	\$ 2,074	10%	10009	220	210
Communication - Cell/Radio	64022	\$ 36,304	\$ 36,304	0%	10009	220	100

Mountain Line - FY 2026 Budget

	Accounts	FY2025 Budget	FY2026 Budget	% Change	Division	Fund	Program
Communication - Cell/Radio	64022	\$ 3,368	\$ 3,368	0%	10009	220	210
Contracted Services - Taxi Program Allowances	64030	\$ 85,000	\$ 85,000	0%	10009	220	240
Contracted Services - Taxi Program Allowances	64030	\$ 15,000	\$ 15,000	0%	10009	220	230
Licenses and Support - Operations - Fixed Route	64041	\$ 52,444	\$ 52,444	0%	10009	220	100
Licenses and Support - Operations - Paratransit	64041	\$ 52,444	\$ 52,444	0%	10009	220	210
Licenses and Support - Passenger Reporting	64042	\$ 19,000	\$ 19,000	0%	10009	220	100
Licenses and Support - Facilities Applications	64048	\$ 28,358	\$ 28,358	0%	10009	220	100
Licenses and Support - Facilities Applications	64048	\$ 2,722	\$ 2,722	0%	10009	220	100
Operations Total		\$ 407,470	\$ 409,624	1%			
Workforce & Risk Management							
Trophies-Prizes-Gifts	62003	\$ 11,040	\$ 11,040	0%	10011	220	100
Trophies-Prizes-Gifts	62003	\$ 1,060	\$ 1,060	0%	10011	220	210
Events - Employee Appreciation	62005	\$ 10,338	\$ 10,338	0%	10011	220	100
Events - Employee Appreciation	62005	\$ 992	\$ 992	0%	10011	220	210
Insurance - Vehicle	64002	\$ 403,951	\$ 456,464	13%	10011	220	100
Insurance - Vehicle	64002	\$ 39,951	\$ 45,144	13%	10011	220	210
Workforce - Recruitment	64005	\$ 31,935	\$ 31,935	0%	10011	220	100
Workforce - Recruitment	64005	\$ 3,065	\$ 3,065	0%	10011	220	210
Workforce - Testing & Clinic Fees	64006	\$ 5,336	\$ 5,336	0%	10011	220	100
Workforce - Testing & Clinic Fees	64006	\$ 220	\$ 220	0%	10011	220	210
Workforce - Orientation Food & Supplies	64016	\$ 1,825	\$ 1,825	0%	10011	220	100
Workforce - Orientation Food & Supplies	64016	\$ 175	\$ 175	0%	10011	220	210
Workforce - Education Supplies	64019	\$ 9,489	\$ 9,489	0%	10011	220	100
Workforce - Education Supplies	64019	\$ 911	\$ 911	0%	10011	220	210
Professional Services - Security Patrol	64028	\$ 14,169	\$ 14,169	0%	10011	220	100
Workforce - Safety Committee	64029	\$ 3,285	\$ 3,285	0%	10011	220	100
Workforce - Safety Committee	64029	\$ 315	\$ 315	0%	10011	220	210
Workforce Total		\$ 540,557	\$ 595,763	10%			
Travel & Training							
Travel & Training	71000	\$ 13,195	\$ 11,830	-10%	10009	220	100
Travel & Training	71000	\$ 1,305	\$ 1,170	-10%	10009	220	210
Travel & Training	71000	\$ 1,825	\$ 6,825	274%	10004	220	100
Travel & Training	71000	\$ 175	\$ 675	286%	10004	220	210
Travel & Training	71000	\$ 1,369	\$ 2,275	66%	10003	220	100
Travel & Training	71000	\$ 131	\$ 225	72%	10003	220	210
Travel & Training	71000	\$ 20,074	\$ 30,485	52%	10002	210	100
Travel & Training	71000	\$ 1,926	\$ 3,015	57%	10002	210	210
Travel & Training	71000	\$ 16,330	\$ 17,062	4%	10002	220	100
Travel & Training	71000	\$ 1,567	\$ 1,688	8%	10002	220	210
Travel & Training	71000	\$ 8,888	\$ 6,200	-30%	10007	220	310
Travel & Training	71000	\$ 3,194	\$ 3,685	15%	10006	220	100
Travel & Training	71000	\$ 306	\$ 365	19%	10006	220	210
Travel & Training	71000	\$ 2,737	\$ 2,737	0%	10007	220	100
Travel & Training	71000	\$ 263	\$ 263	0%	10007	220	210
Travel & Training	71000	\$ 5,475	\$ 5,915	8%	10011	220	100
Travel & Training	71000	\$ 525	\$ 585	11%	10011	220	210
Travel & Training Total		\$ 79,285	\$ 95,000	20%			
Direct Operating Expenses Total		\$ 3,557,407	\$ 3,632,609	2%			
Operating Expenses Total		\$ 12,980,454	\$ 14,206,892	9%			
Capital Expenses and Fixed Assets							
Planning Studies	80001		\$ 200,000		10007	300	300
MetroPlan Studies	80003		\$ 34,000		10002	300	300

Mountain Line - FY 2026 Budget

	Accounts	FY2025 Budget	FY2026 Budget	% Change	Division	Fund	Program
Administrative Services	80004		\$ 100,000		10002	300	100
Software Purchase and Implementation	80006		\$ 550,000		10003	300	100
Facility Maintenance & Improvements	80008		\$ 50,000		10003	300	100
Vehicle Passengers	90002		\$ 3,312,667		10004	300	100
CIP DCC	90007		\$ 3,330,000		10003	300	100
CIP New Bus Stops, Accessibility, Upgrades	90009		\$ 3,428,266		10003	300	100
CIP Ped/Bike/Tran	90011		\$ 6,211,959		10003	300	300
Vehicle Rehab Improvements	90012		\$ 237,952		10004	300	100
Shelter Rehab	90013		\$ 165,000		10003	300	100
Land - Linda Vista	90014		\$ 240,000		10002	300	100
CIP Kaspar Maintenance Facility	90016		\$ 28,059,793		10003	300	100
Capital Expenses and Fixed Assets Totals		\$ 70,388,838	\$ 45,919,637				
Total Expenditures		\$ 83,369,292	\$ 60,126,529	-28%			
Total Revenues		\$ 83,369,292	\$ 60,126,529				
Total Expenditures		\$ (83,369,292)	\$ (60,126,529)				
Budget Balance		\$ -	\$ (0)				



Mountain Line

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DATE PREPARED: May 7, 2025

MEETING DATE: May 21, 2025

TO: Honorable Chair and Members of the Board

FROM: Bizzy Collins, Strategic Performance Planner

SUBJECT: Zero Emission Bus Transition Plan Update

RECOMMENDATION:

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

RELATED STRATEGIC PLAN OBJECTIVE:

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

BACKGROUND:

Staff presented preliminary results of Mountain Line's Zero Emission Bus Transition Plan (ZEB Plan) update in February. The primary goals of this project were to assess the feasibility of transitioning the entirety of Mountain Line's fixed-route fleet to 100% zero-emission technology and to understand technology options, transition timelines, and relevant costs. The ZEB Plan is now final, and staff will provide the remaining analysis and recommendations. The full report is available online at https://naipta-my.sharepoint.com/:b/g/personal/ecollins_mountainline_az_gov/Eat_dhS83rZHiLKUj5h6E6lBtuDTWi0dDCnPA57DRK9MFg?e=A73YUO.

Staff is presenting this information for the Board of Directors' feedback in May and, with any modifications per Board feedback, will seek approval on the consent agenda in June.

FISCAL IMPACT:

The ZEB Plan Update is funded by a Clean Bus Planning Award grant through the Joint Office of Energy and Transportation; no local match was required. There is no immediate fiscal impact related to the ZEB Plan recommendations. Future decisions about battery electric buses and chargers could have financial consequences.

ALTERNATIVES:

No action is proposed at this time.

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TAC DISCUSSION:

This item is to be presented at the joint meeting, offering an opportunity for TAC to provide feedback to staff and the Board directly.

SUBMITTED BY:

Bizzy Collins
Strategic Performance Planner

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

1. The full draft report is available online at https://naipta-my.sharepoint.com/:b:/g/personal/ecollins_mountainline_az_gov/Eat_dhS83rZHiLKUj5h6E6iBtuDTWi0dDCnPA57DRK9MFg?e=A73YUQ.

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DATE PREPARED: May 6, 2025

MEETING DATE: May 21, 2025

TO: Honorable Chair and Members of the Board

FROM: Anne Dunno, Capital Development Manager

SUBJECT: Downtown Connection Center (DCC) Civic Space

RECOMMENDATION:

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

RELATED STRATEGIC PLAN OBJECTIVE:

- ❖ Goal 1: Service Excellence
 - ❖ Objective: Invest in capital to improve efficiencies and infrastructure to enhance service delivery.

BACKGROUND:

Mountain Line is committed to the delivery of the civic space as part of the overall DCC project. This element is required as part of the DCC Conditional Use Permit. The civic space will enhance the connection to transit with improved pedestrian and bicycle infrastructure and provide snow storage for Mountain Line. The civic space is supported by the Federal Transit Administration (FTA) as an eligible use of FTA grant funding. Mountain Line is working with the City of Flagstaff Parks & Recreation and Community Investment (aka "City Team") on the development of civic space located to the east of the long-term operations hub. The civic space is within Mountain Line's lease parcel identified in the DCC Intergovernmental Agreement. Based on input from the January 2023 public meeting, Mountain Line developed a "bubble diagram" and the City Team recently presented the concept to the City Commissions for Parks & Recreation, Arts & Beautification, and to the Downtown Business Alliance. The City Team will present the civic space to City Council on June 14 for feedback on the overall concept and amenities, which currently identifies a splash pad, public restroom, pop-up event stages, parking for food trucks, and public art.

Preliminary construction budget estimates for the civic space are approximately \$4M, not including design, permitting, and project management. Approximately 50% of this cost estimate is for the City's scope elements such as the splash pad, public restroom(s), and public art which are not eligible to be covered by Mountain Line's FTA grants. Mountain Line is seeking a partnership with the City to cover the project costs to develop the amenities under a future agreement for design and construction of the civic space. Post construction, the civic space, including the amenities, would be operated and maintained by the City Parks & Recreation under a future O&M agreement.

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After June, Mountain Line will proceed with 60% design development of the civic space and the long term operations hub. The civic space, along with Mountain Line's long-term operation hub, would be constructed after the City's Rio De Flag (RDF) Project is completed on the Phoenix Avenue parcels; the timeline for RDF construction is still to be determined.

FISCAL IMPACT:

The adopted FY2025 Mountain Line budget includes a line item to cover the DCC project. Mountain Line is responsible for the local match of the DCC grants. The City will cover project costs for design, construction, and project management associated with the city scope items such as the splash pad, restroom(s), and public art. The City Parks and Recreation will operate and maintain the civic space.

Phase 2 of the DCC Project for the construction of the operations and civic space is majority funded by one competitive grant:

- ADOT FTA 5307/5339 Grant valued at \$13,993,000 (\$11,194,000 Federal/\$2,798,600 Local)

ALTERNATIVES:

No action is proposed at this time.

TAC DISCUSSION:

This item is to be presented at the joint meeting, offering an opportunity for TAC to provide feedback to staff and the Board directly.

SUBMITTED BY:

Anne Dunno
Capital Project Development Manager

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

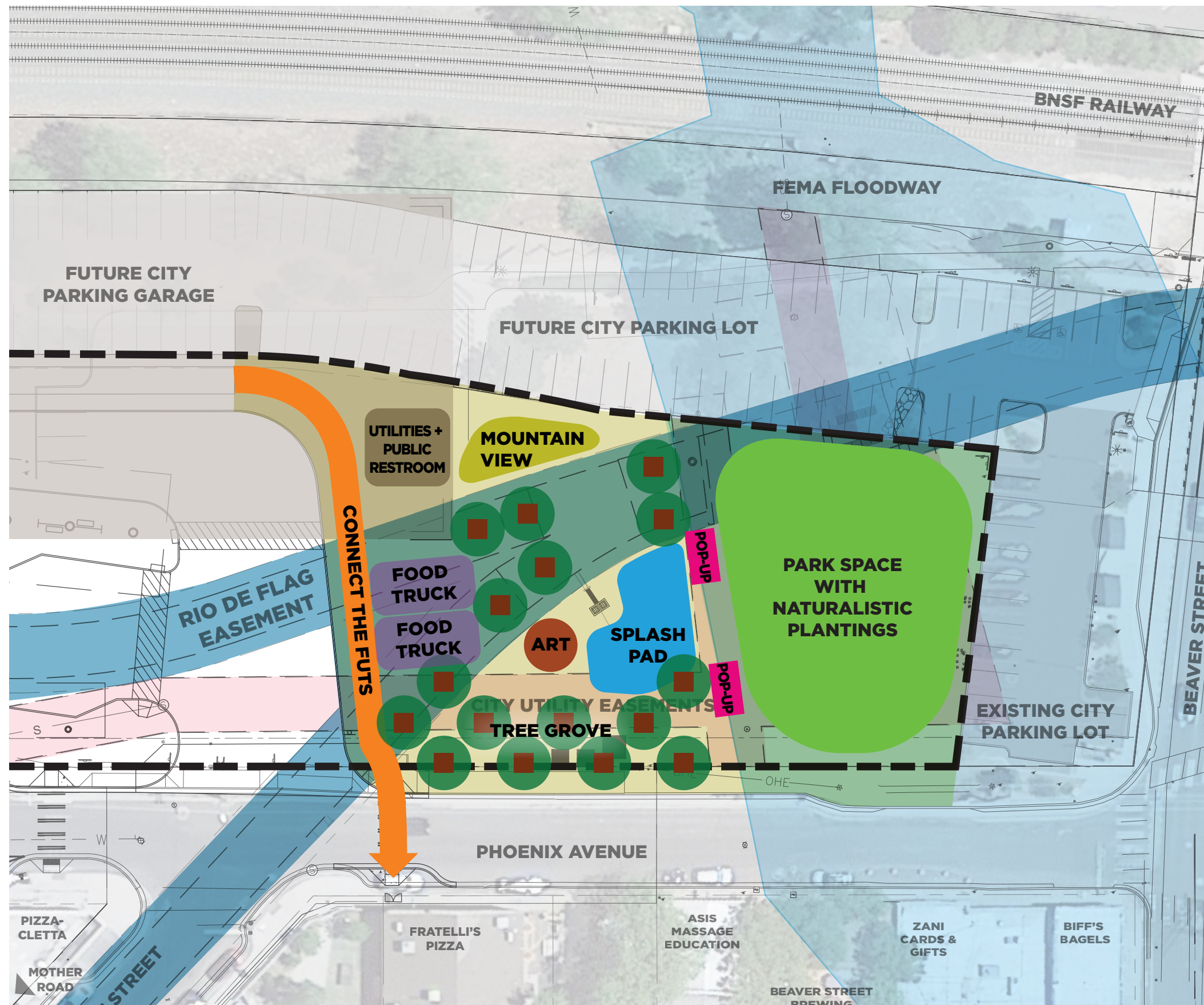
1. DCC Civic Space Bubble Diagram

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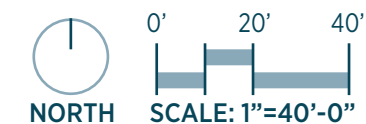
PRELIMINARY PROGRAM CONCEPTS

- + PROGRAM IS REFLECTIVE OF CITY OF FLAGSTAFF'S REQUEST FOR AMENITIES FOR THE SPACE. CITY WILL OPERATE AND MAINTAIN THE CIVIC SPACE.
- + PROGRAM ELEMENTS ARE A PRODUCT OF COMMUNITY OUTREACH GOING BACK TO 2020
- + PROGRAM ELEMENTS ARE PLACED TO BEST WORK WITH SITE'S CONSTRAINTS



LEGEND

	LEASE BOUNDARY		BUILDING FOR SPLASH PAD EQUIPMENT AND A PUBLIC RESTROOM
	FUTS TRAIL CONNECTION		RAISED AREA TO VIEW PEAKS
	TREE IN MOVABLE PLANTER		NATURAL PARK AREA
	SOUTHSIDE GROVE SCULPTURE		INCLUSIVE SPLASH PAD - YEAR ROUND PLAZA
	POP-UP STAGE OR CONCESSION		
	FOOD TRUCK		
	FOOD TRUCK AND CAFE SEATING		



CITY OF FLAGSTAFF CIVIC SPACE | BUBBLE DIAGRAM

02/21/2025





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DATE PREPARED: May 5, 2025

MEETING DATE: May 21, 2025

TO: Honorable Chair and Members of the Board

FROM: Jacki Lenner, Deputy General Manager

SUBJECT: Bus Stop Improvements

RECOMMENDATION:

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

RELATED STRATEGIC PLAN GOAL & OBJECTIVE

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

BACKGROUND:

At the October 2023 Mountain Line Board and Transit Advisory Committee (TAC) Strategic Advance, the group discussed and prioritized systemwide bus stop improvements. The prioritization was based on factors such as ridership, current amenity level, Title VI population access, proximity to schools, and exposure to elements. Staff incorporated feedback from this advance into a prioritized list of bus stop improvements, which was used during Proposition 488 planning. Concurrently, staff has also been working on a Bus Stop Acquisition Policy that will outline how Mountain Line can pursue bus stop improvements when the right-of-way is not available.

The discussion at the May Joint Meeting will include an update on funding requests for bus stop improvements and future budget considerations to achieve the improvements outlined in the prioritized list.

FISCAL IMPACT:

There is no current fiscal impact. Bus stop improvements are considered as part of the annual Capital budget, and as part of grant applications.

ALTERNATIVES:

No action is proposed at this time.

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TAC DISCUSSION:

This item is to be presented at the joint meeting, offering an opportunity for TAC to provide feedback to staff and the Board directly.

SUBMITTED BY:

Jacki Lenners
Deputy General Manager

APPROVED:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

None.

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DATE PREPARED: May 7, 2025

MEETING DATE: May 21, 2025

TO: Honorable Chair and Members of the Board

FROM: Jeremiah McVicker, Maintenance Superintendent

SUBJECT: Kaspar Project and Maintenance Options

RECOMMENDATION:

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

RELATED STRATEGIC PLAN GOAL & OBJECTIVE

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

BACKGROUND:

The Kaspar Headquarters Master Plan (KHMP), adopted by the Mountain Line Board of Directors in November 2022, outlines a phased approach to improve operational efficiency of the Kaspar property. The planned upgrades will allow staff to meet current maintenance requirements and allow for planned service expansion and fleet modernization.

- **Phase 1** of the KHMP focuses on the construction of a new maintenance facility that includes:
 - Six full-service repair bays
 - Upgraded lighting and equipment
 - Electric vehicle (EV) service infrastructure
 - Support Prop 488 Service Expansion
 - The existing 2-bay maintenance facility is undersized for the current fleet, particularly for 60-foot buses, which often require outdoor service. In addition, the current shop lacks infrastructure to support battery-electric bus (BEB) maintenance.
- **Phase 2**, which is not yet funded, includes:
 - expansion of bus storage
 - operations offices
 - staff parking.

This expansion will significantly improve working conditions, operational efficiency, and readiness for fleet electrification.

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Project Options During Construction:

To maintain fleet operations during construction, Mountain Line has evaluated several temporary maintenance options. Since Shop 1 will be directly impacted by construction activities, particularly utility relocation and underground stormwater retention installation, Mountain Line is exploring a phased construction approach in coordination with Kinney Construction Services to minimize service disruption.

Proposed Temporary Maintenance Plan:

- **Onsite Work:** Preventive maintenance, fluid services, tire changes, and suspension airbag replacements will continue onsite where feasible using jack stands.
- **Offsite Major Repairs:** Mountain Line is actively working with Flagstaff Unified School District (FUSD) and Northern Arizona University (NAU) to secure a temporary facility for heavy-duty repairs requiring vehicle lifts (e.g., engine or transmission replacements, major suspension work).

These partnerships will be critical to maintaining fleet reliability while construction is underway.

Project Delivery:

Kinney Construction Services plans to execute a phased construction schedule, allowing for partial use of the Kaspar site during active construction and minimizing disruptions to Mountain Line's core operations.

Project Exhibit:

Phase 1A (September 2025) Red

Phase 1A includes all utility, drainage and underground work to support the entire Kaspar planned modernization plan. This phase is estimated to take 3-4 months to complete.

Phase 1 B (December 2025) Green

Phase 1 B includes reconfiguration of the entry gate to the facility is required to maintain safe bus entry to the new facility

Phase 1C and Phase 2 (Jan-Feb 2026) Blue

Phase 1C consisting of underground work for drainage and site preparation will take place at the same time and Phase 2, the demolition of Shop 0, and construction of the new maintenance facility.

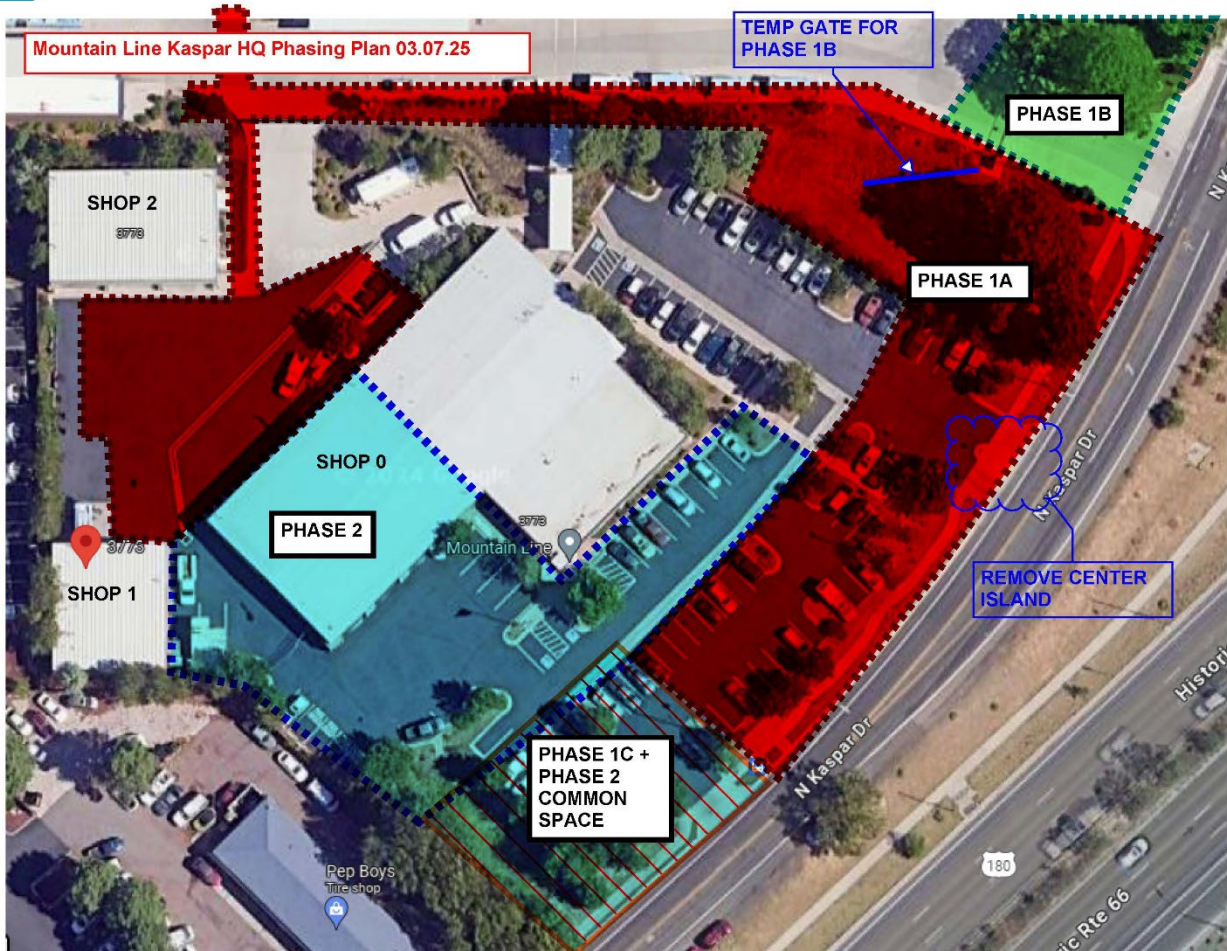
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FISCAL IMPACT:

The cost of this proposal is covered in the scope of the Kaspar Project.

ALTERNATIVES:

No action is proposed at this time.

TAC DISCUSSION:

This item is to be presented at the joint meeting, offering an opportunity for TAC to provide feedback to staff and the Board directly.

SUBMITTED BY:

Jeremiah McVicker
Maintenance Superintendent

APPROVED:

Randy Sherping
Operations Director

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ATTACHMENTS:

None.

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DATE PREPARED: April 7, 2025

MEETING DATE: May 21, 2025

TO: Honorable Chair and Members of the Board

FROM: Anne Dunno, Capital Development Manager

SUBJECT: First Mile Last Mile (FMLM) Partnership Project

RECOMMENDATION:

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

RELATED STRATEGIC PLAN OBJECTIVE:

- ❖ Goal 1: Service Excellence
 - ❖ Objective: Develop and improve community partnership and interagency relationships to enhance transit and improve our ability to meet community needs and deliver public transit services.

BACKGROUND:

Mountain Line and the City of Flagstaff partnered under an Intergovernmental Agreement executed in April 2022 to design and construct pedestrian and bicycle infrastructure improvements across Flagstaff to support access to transit. In 2020, Mountain Line was awarded a grant for \$5.5 million in federal funds for First Mile Last Mile (FMLM) projects through Sections 5307-5339, an FTA grant program that is administered by the Arizona Department of Transportation. The City of Flagstaff is providing the 20% local match for the grant, bringing the total amount available to \$6.9 million. The City of Flagstaff is providing project management and Mountain Line is providing grant administration and procurement for design and construction.

To qualify for FTA grant funding, the projects must be proximate to transit stops – within one-half mile for pedestrian projects and three miles for bicycle projects. Additionally, Mountain Line requested the City select projects within existing rights-of-way to streamline the environmental review. Based on the FMLM grant criteria, the City and Mountain Line reviewed the City's list of projects for missing sidewalks, at-grade crosswalks, and bike facility infrastructure. The project list was refined with preliminary design and budgeting to determine which projects would progress to 60% and 100% final design. The city may complete the design and construction of partially designed projects with a different funding source.

Mountain Line procurement awarded professional design services to Ardrurra in November 2022 and awarded Construction Manager At-Risk (CMAR) service to Kinney Construction Services (KCS) in February 2024. KCS is providing ongoing constructability and preliminary cost estimates to inform the partner decision making for project selection to stay within the grant budget.

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Following robust screening and prioritization of FMLM eligible projects, the City identified the Fanning/Huntington sidewalk project as the highest priority. The Fanning/Huntington corridor provides social services to the community including the food bank and shelter services and is located proximate to the Mountain Line's Route 66 Fanning bus stops. Mountain Line concurred with prioritization of this project.

The preliminary budget for the Fanning/Huntington project is valued at approximately \$2.5M; the final Guaranteed Maximum Price (GMP) is pending. The project will be constructed in 2025. The City may recommend delivery of additional project(s) to use the remaining grant funds for pedestrian construction. The design for bike lanes is complete with the GMP pending this spring with timeline for bike lane construction still to be determined if it can be accomplished in 2025.

The FMLM Partnership Project is a good example of cross collaboration between agencies with mutual goals to improve pedestrian and bicycle infrastructure to the community.

FISCAL IMPACT:

The adopted FY2025 Mountain Line budget includes a line item to cover the FMLM project. The City of Flagstaff is providing the 20% local match for the FMLM grants outlined below:

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

- Design Grant: ADOT FTA 5307/5339 Grant valued at \$1,245,616 (\$996,493 Federal/\$249,123 Local) Approximately \$871K of the total grant is for pedestrian design and \$373K for bicycle design.
- Construction Grants: ADOT FTA 5307/5339 Grants valued at \$5,674,478 (\$4,539,582 federal/\$1,134,896 local) Approximately \$3.9M of the total grant is for pedestrian construction and \$1.7M for bicycle construction.

ALTERNATIVES:

No action is proposed at this time.

TAC DISCUSSION:

This item was presented to the TAC in April but was tabled for Board discussion until May. The TAC members did not have any comments or questions for staff.

SUBMITTED BY:

Anne Dunno
Capital Project Development Manager

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

None.

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DATE PREPARED: April 28, 2025

MEETING DATE: May 21, 2025

TO: Honorable Chair and Members of the Board

FROM: Bizzy Collins, Strategic Performance Planner

SUBJECT: Goals for Key Performance Indicators

RECOMMENDATION:

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

RELATED STRATEGIC PLAN GOAL & OBJECTIVE

❖ All Goals and Objectives are related to this topic.

BACKGROUND:

Mountain Line Board of Directors approved and adopted additional Key Performance Indicators (KPI) in June 2023 and directed staff to add these measures to the 2020-2025 Strategic Plan. Staff will discuss how we developed the goal and request feedback in May; in June staff will seek goal adoption on the consent agenda.

FISCAL IMPACT:

There is no fiscal impact related to the performance. Changes in service because of concerns about performance could have financial consequences in future years.

ALTERNATIVES:

No action is proposed at this time.

TAC DISCUSSION:

This item is to be presented at the joint meeting, offering an opportunity for TAC to provide feedback to staff and the Board directly.

SUBMITTED BY:

Bizzy Collins
Strategic Performance Planner

APPROVED:

Heather Dalmolin
CEO and General Manager

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ATTACHMENTS:

1. YOY Financial and Service Performance Report -page 35
2. Strategic Performance Scorecard -page 36

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Mountain Line - Financial and Service Performance Benchmarks

MidYear FY25 Biannual Performance Report

updated 2025-05-06

	2019	2020	2021	2022	2023	2024	2025	2025	2026
	Actual	Actual	Actual	Actual	Actual	Actual	July-Dec Actual	Goal	Proposed Goal
Fixed Route - Bus									
Total Trips	2,541,353	2,097,814	924,728	1,298,670	1,569,968	1,630,830	921,351	2,009,103	2,088,092
Cost per Passenger	\$ 2.91	\$ 3.64	\$ 8.63	\$ 7.03	\$ 6.36	\$ 6.53	\$ 5.99	\$ 6.02	\$ 6.06
Cost per Hour	\$ 98.14	\$ 109.52	\$ 109.66	\$ 124.10	\$ 137.10	\$ 147.55	\$ 137.49	\$ 158.58	\$ 158.39
Passengers per Hour	33.77	30.09	12.71	17.65	21.57	22.61	22.95	26.35	26.16
ridership YOY	4%	-17%	-56%	40%	21%	4%		23%	
Demand Response - Paratransit									
Trips Per Hour	3.02	3.40	2.61	1.81	1.97	1.97	2.09	2.31	2.32
Cost per Trip	\$ 46.05	\$ 54.60	\$ 55.69	\$ 58.62	\$ 53.97	\$ 75.57	\$ 58.20	\$ 52.08	\$ 56.02
Cost per Hour	\$ 139.10	\$ 185.50	\$ 189.21	\$ 107.19	\$ 106.26	\$ 148.83	\$ 121.72	\$ 120.31	\$ 129.80
Demand Response - Microtransit									
Cost per Trip				\$ 114.30	\$ 28.19	\$ 16.94	\$ 17.99	\$ 12.42	\$ 9.48
Total Trips				1,455	1,306	1,019	1,161	1,300	2,880
Taxi Program - City									
Cost per Trip	\$ 14.50	\$ 16.42	\$ 21.99	\$ 18.91	\$ 19.60	\$ 19.03	\$ 16.80	\$ 14.18	\$ 14.49
Total Trips/Vouchers	7,116	6,875	4,732	5,350	6,383	8,404	4,145	8,500	8,500
Taxi Program - County									
Cost per Trip	\$ 26.94	\$ 26.47	\$ 31.80	\$ 27.65	\$ 28.63	\$ 33.03	\$ 33.02	\$ 33.39	\$ 33.39
Total Trips/Vouchers	954	929	661	640	454	437	251	450	450
Vanpool Program - County									
Cost per Trip	\$ 4.23	\$ 3.86	\$ 6.50	\$ 4.53	\$ 3.63	\$ 2.91	\$ 2.02	\$ 4.17	\$ 3.86
Total Trips	9,442	8,922	8,646	9,976	14,972	19,309	12,003	25,000	27,000

Strategic Plan FY26 Scorecard

Strategic Plan	Key Performance Indicator	FY24	FY25 Jul-Dec	FY25 Goal	FY26 Proposed Goal
Service Excellence	On-time performance Bus Paratransit GO!	95% 92% 92%	92% 88% 92%	95%	95%
Stewardship of Resources	Mountain Line's emissions	-58	-34	-47	-77 tons GHG
Investing in Mountain Line Workforce	Employee engagement score	77%	76%	77%	77%
Enhanced Safety Culture	Vehicle accidents that were preventable	49%	51%	40%	40%
Community Engagement	Community value of Mountain Line services	93.1% (FY19)	93.1% (FY19)	93.1% (FY26)	93.1% (FY26)
Financial Health	Non-federal dollars spent on Operations	65%	68%	67%	67%

Green indicates we met our goal.



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DATE PREPARED: May 5, 2025

MEETING DATE: May 21, 2025

TO: Honorable Chair and Members of the Board

FROM: Jacki Lenners, Deputy General Manager

SUBJECT: Proposition 488

RECOMMENDATION:

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

RELATED STRATEGIC PLAN GOAL & OBJECTIVE

- ❖ Goal: Service Excellence
 - ❖ Objective: Deliver service enhancements that are in line with our 5-year transit plan and make transit an attractive mode choice.
 - ❖ Objective: Invest in capital to improve efficiencies and infrastructure to enhance service delivery.
- ❖ Goal: Community Engagement
 - ❖ Objective: Increase the community's awareness of Mountain Line's value to the community.

BACKGROUND:

Flagstaff voters passed Proposition 488 in November 2024, increasing the transit tax to 50 cents on a \$100 purchase effective July 1, 2025. The first round of Proposition 488 transit service enhancements will go into effect on July 27, 2025. This presentation at the Board and TAC joint meeting will give details and encourage discussion on the plans for service enhancements beyond 2025.

FISCAL IMPACT:

Service enhancements are funded through Proposition 488.

ALTERNATIVES:

No action is proposed at this time.

TAC DISCUSSION:

This item is to be presented at the joint meeting, offering an opportunity for TAC to provide feedback to staff and the Board directly.

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SUBMITTED BY:

Jacki Lenner
Deputy General Manager

APPROVED:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

None.

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DATE PREPARED: May 7, 2025

MEETING DATE: May 21, 2025

TO: Honorable Chair and Members of the Board

FROM: Heather Dalmolin, CEO and General Manager

SUBJECT: Update the 12-18 Month Workplan

RECOMMENDATION:

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

RELATED STRATEGIC PLAN OBJECTIVE

- ❖ The 12-18 month workplan items support all aspects of the Strategic Plan.

BACKGROUND:

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 will provide an update on the 12-18 month workplan as last adopted in November 2023. Due to adoption of the 5-year transit plan, Flagstaff in Motion, and the uncertainty of last fall's transit tax effort, a new workplan was not presented in 2024 and staff continue to deliver on policies and projects as directed by the last adopted workplan. As the 2020-2025 Strategic Plan is set to end this calendar year, staff are planning a work session to update the Strategic Plan and to develop the next 12-18 month workplan in October 2025.

FISCAL IMPACT:

The fiscal impact of the Strategic Plan and associated Workplan items are encompassed in the five-year financial plan. Depending on the timeframe, items will also be part of current and future budgets.

ALTERNATIVES:

No action is proposed at this time.

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TAC DISCUSSION:

This item is to be presented at the joint meeting, offering an opportunity for TAC to provide feedback to staff and the Board directly.

SUBMITTED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

- | | |
|-----------------------------|--------------|
| 1) 2020-2025 Strategic Plan | -pages 41-44 |
| 2) 2024-2025 Workplan | -pages 45-51 |

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Mountain Line Strategic Plan

2020-2025



GOAL ONE: SERVICE EXCELLENCE

Mountain Line is built upon a culture of excellence and innovation that aims to make transit the preferred mode choice. Convenient and attractive transit is critical to influencing behavior changes, and Mountain Line is committed to implementing the programs, partnerships, and services that make transit an easy choice. Service excellence is about the basics, like putting clean buses on the road and maintaining quality facilities. But, it's also about being forward-thinking in planning how transit should look today and 10 years from today.



Mountain Line is planning how transit will look 10 years from today.

OBJECTIVES:

- 1. Deliver service enhancements that are in line with our 5-year transit plan and make transit an attractive mode choice.*
- 2. Invest in capital to improve efficiencies and infrastructure to enhance service delivery.*
- 3. Develop and improve community partnerships and interagency relationships to enhance transit and improve our ability to meet community needs and deliver public transit services.*

GOAL TWO: STEWARDSHIP OF RESOURCES

Transit is a public investment, and Mountain Line is charged with caring for that investment. Mountain Line demonstrates pride in our transit system, from maintaining quality facilities and buses to delivering on promises made to the voters and stakeholders. In addition to caring for our assets and ensuring they are viable until or beyond their usable life, Mountain Line also has

Mountain Line Strategic Plan 2020-2025



a commitment to environmental stewardship. Public transit is a critical component of the City of Flagstaff's Climate Action Plan, and Mountain Line weaves sustainability into its messaging, facilities, and everyday actions.

OBJECTIVES:

- 1. Be exemplary at supporting community goals towards environmental sustainability.*
- 2. Maintain our facilities and equipment to demonstrate the pride we take in service excellence and to maximize their useful life.*

GOAL THREE: INVESTING IN MOUNTAIN LINE WORKFORCE

Employees are the backbone of Mountain Line and hiring and retaining quality employees is imperative to delivering on our mission of "Getting You Where You Want to Go." Although maintaining competitive wages that are appropriate for the cost of living in Flagstaff is important, investing in the workforce goes beyond salaries. It is an investment of time and resources into developing a healthy, empowered, and highly skilled workforce that is proud to be part of Team Mountain Line every day.



Mountain Line is committed to developing a healthy, empowered, and highly-skilled workforce.

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OBJECTIVES:

- 1. Expand and enhance employee Training and Development.*
- 2. Evaluate operational structure to find efficiencies in service delivery and reduce costs.*
- 3. Enhance workplace culture to support employee development and work-life balance.*

Mountain Line Strategic Plan 2020-2025



GOAL FOUR: ENHANCED SAFETY CULTURE

Maintaining the safety of Mountain Line employees, riders, and the general public is our highest priority. Safety permeates every level of the organization and is the lens through which all decisions are made. By creating a culture of proactive risk mitigation, Mountain Line can establish a safe working environment and safe delivery of transit service.

Mountain Line will establish a safe working environment and safe delivery of transit services.



OBJECTIVES:

1. *Develop a holistic safety plan that guides us to effectively and proactively manage risk.*
2. *Manage transportation facilities and amenities to support a safe environment for staff and customers.*
3. *Utilize available and emergent technology to enhance existing and future fleet, optimizing safety for all staff and public transportation users.*

GOAL FIVE: COMMUNITY ENGAGEMENT

Mountain Line's success relies on broad community support from a diverse audience, including riders, non-riders, elected officials, and decision-makers. Whether someone rides the bus every day, or they have never set foot on a bus, both groups must understand the value Mountain Line provides to the community. By creating an educated and passionate network of supporters, Mountain Line will be well-positioned as a service this community needs.



OBJECTIVES:

1. *Ensure active participation from a supportive network of stakeholders.*
2. *Increase the community's awareness of Mountain Line's value to the community.*

Mountain Line Strategic Plan 2020-2025



GOAL SIX: FISCAL RESPONSIBILITY

Planning is the key component of fiscal responsibility. By understanding our current and future needs when it comes to Operations, Capital, and Workforce, Mountain Line will be well-positioned to weather economic downturns and remain financially resilient. The most successful transit agencies are ones with solid fiscal planning, enabling them to be nimble when new opportunities arise, and seek out new funding opportunities.



OBJECTIVES:

- 1. Ensure a sustainable financial future through long-term financial planning.*
- 2. Diversify funding sources to reduce dependency on federal funding for ongoing operations.*
- 3. Expand Mountain Line revenue resources to allow for the full implementation of the 5-year plan, capital plan, and projected increases in costs of providing service.*



12 - 18 MONTH WORKPLAN FOR 2024-2025

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: May 21, 2025
TO: Honorable Chairman and Members of the Board
FROM: Codi Weaver, Human Resources Manager
SUBJECT: EEO Workforce Utilization Analysis, First Half of Federal Fiscal Year 2025

Mountain Line has the following update regarding the Workforce Utilization Analysis performed during the First half of the federal fiscal year 2025.:

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, Office/Clerical, Professional, Skilled Craft, 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, FFY2025 PE 03/31/2025

-pages 53-56

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Human Resources Equal Employment Opportunity (EEO) Workforce Utilization Based on the Second Half of the Federal Fiscal Year 2025

For the Period September 30th 2024, through April 1st, 2025

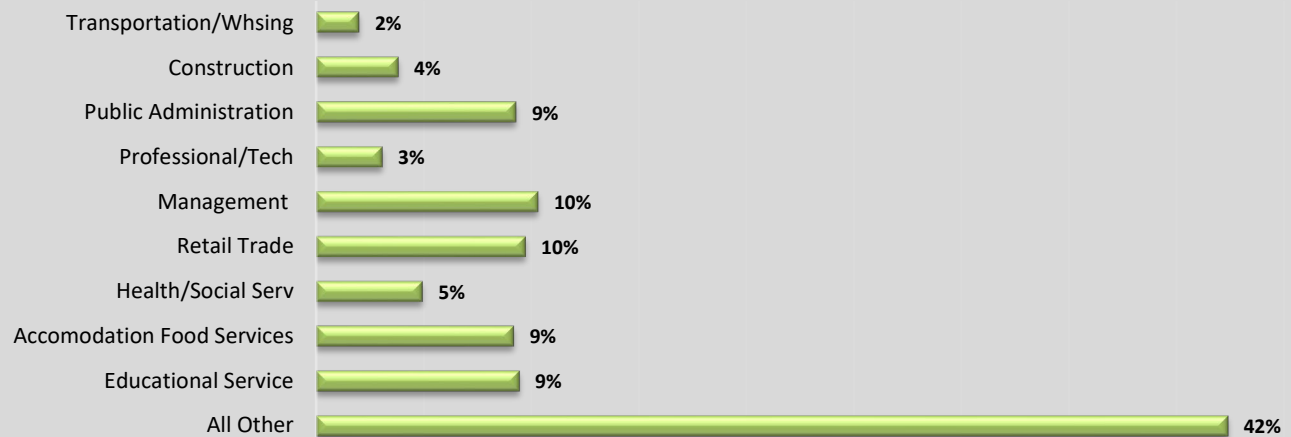
The Equal Employment Opportunity (EEO) program aids organizations in evaluating whether their recruiting, hiring, and termination practices follow all the diversity program requirements.

FLAGSTAFF BACKGROUND INFORMATION AND CONSIDERATIONS

From 2022 to 2023, Flagstaff's employment grew at a rate of 1.04% from 39.3K employees to 39.7K employees.

The most common employment sectors for those who live in Flagstaff, AZ are as follows:

Based on 39,094 marketable employees



Mountain Line had 129 employees during the second half of the Federal Fiscal Year 2025. This accounts for all employees who were hired and terminated during the designated period. Mountain Line is part of the Public Administration sector. The 129 employees during the reporting period equated to 0.34% of all employment sectors and 3.57% of all Public Administration sector employees. The pool of marketable employees is extremely competitive.

Mountain Line (129 emp) vs Other Public Admin (3,487 emp)

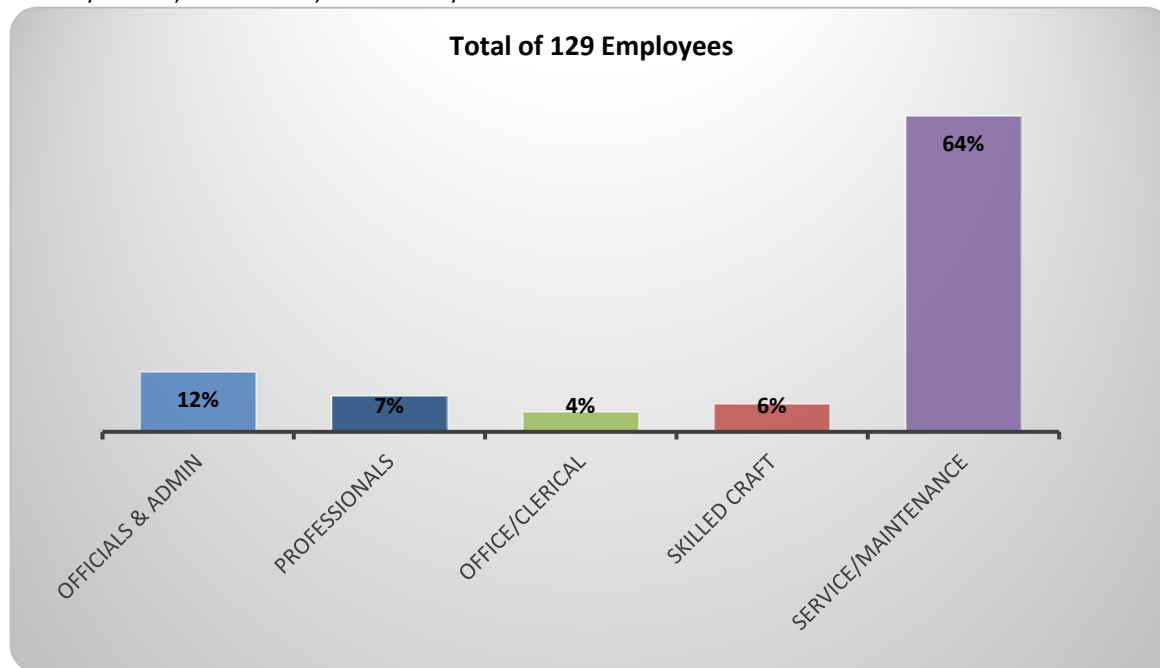


¹ American Community Survey has been used to review the most current statistics as of 2022 for the Flagstaff, Coconino County, AZ diversity employment population.



MOUNTAIN LINE EMPLOYEE COMPARISONS BY GENDER

Mountain Line's 129 employees are categorized into 5 EEO areas: Officials and Administrators, Professionals, Office/clerical, skilled Craft, and Service/Maintenance



Males represent 73.33% of Mountain Line's employee workforce, and females represent 26.67%. The largest department within the organization is Operations (Service/Maintenance) with 79 employees in total. *Please note we had 9 unidentified employees. Categorized by "Unid".

	Male	Male	Female	Female
Officials & Admin	9	60.00%	6	40.00%
Professionals	7	50.00%	7	50.00%
Office/Clerical	1	20.00%	4	80.00%
Skilled Craft	7	100.00%	0	0.00%
Service/Maintenance	64	81.01%	15	18.99%
	88	68.22%	32	24.81%

Total All Emp	
15	12%
14	11%
5	4%
7	5%
79	61%
Unid. 9	7%
129	100%



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Of Mountain Line's 72 male and 32 female employees, the minority population has 11 male and 6 female employees.

Male Employees:

Non-minority males represent 58.65 % of the male population while minority males represent 10.58%

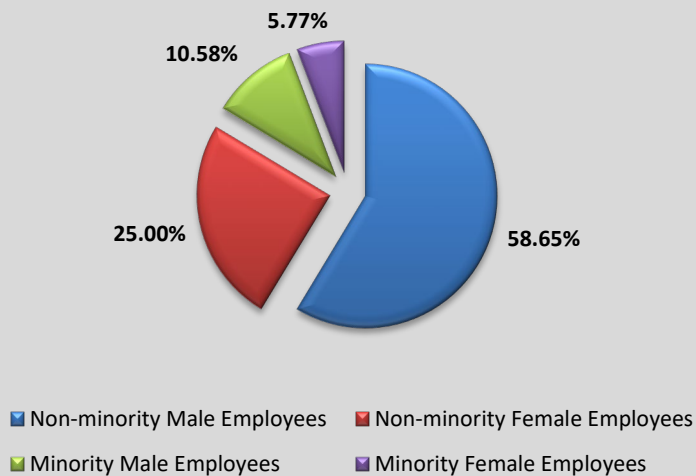
Female Employees:

Non-minority females represent 25.00% of the female population while minority females represent 5.77%

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's 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 129 Employees



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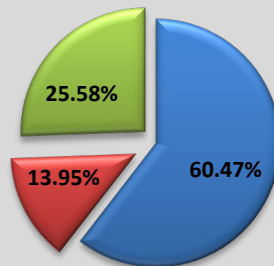
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Non-minority employees (male and female) represent 144.74% of Mountain Line's total workforce, while minority employees (male and female) represent 39.53% of the workforce.

Non-minority(female) represent 60.47% and minority (female) represent 13.95% of the workforce.

A total of 43 of the 129 employees represent female and minority employees



■ Non-minority Female Employees ■ Minority Female Employees ■ Minority Male 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 2022 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: May 21, 2025

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

Procurement Authority – Resolution 2024-110

RFP 2020-119, Microtransit Software Solutions Amendment #6

Microtransit Software Solutions was awarded to Spare Labs Inc in June of 2021 to provide software solutions for microtransit, paratransit, and any other on-demand service Mountain Line may operate. Recently, Mountain Line participated in a free trial of a new feature that Spare Labs is offering, AI Voice and Chat. The feature performed to staffs satisfaction as an after-hours module. Amendment #6 is for a three-month pilot period for 24-hour service. If the pilot meets expectations, staff intend to move forward with adding the feature to the contract as a regular service. The value of Amendment #6 is \$18,000, bringing the total cumulative value of the contract to \$169,228.43.

RSOQ 2023-300, Pedestrian and Bicycle Infrastructure Upgrades Design, Change Order #1 to Task Order #3

Task Order #3 is the final Task Order under Contract No. 2023-300, Pedestrian and Bicycle Infrastructure Upgrades Design, is for final design through completion of the project. Change Order #1 is for redesign provided at 90% plans based on design review comments to coordinate with utilities and driveways. The value of Change Order #1 is \$29,800, bringing the total cumulative value of the contract to \$1,048,0165.50.

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RFP 2025-180, Insurance Broker Services

RFP 2025-180, Insurance Broker Services was released in December 2024, closing in January 2025 with four proposals. Brightline Insurance submitted the winning bid for the procurement; however, before the contract could be finalized, Brightline was acquired by INSURICA LLC. To prevent further delays and allow work to begin, a Notice to Proceed At Risk was issued to INSURICA while legal counsel worked with staff to ensure the contract reflected all necessary details. The final contract is executed in the name of INSURICA LLC, with added language specifying that INSURICA will fully honor the proposal submitted by Brightline Insurance. The total contract value is \$126,525.

Agreements and Contracts Authority – Resolution 2020-100

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MOUNTAIN LINE MEMORANDUM

DATE: May 21, 2025

TO: Honorable Chair and Members of the Board

FROM: Heather Dalmolin, CEO and General Manager

SUBJECT: Summary of 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

- Ridership continues to increase with April experiencing an increase of 11% over April of last year and an estimated annual growth of 12% over last year.
- Nine new operators started our CDL training program on May 12. These new operators are key to delivering service expansion in July and we are excited to welcome them aboard.
- We are in the home stretch for completing the Downtown Connection Center and we have begun messaging to staff about preparing for the move. We are hosting 2 open-house events for staff to tour the facility on May 20 and 22 to offer all staff a chance to see the facility before it is open to the public on June 9.

Partnerships and Outreach

- Mountain Line hosted the Arizona Transit Association statewide conference in Flagstaff in April with over 300 attendees. The conference included tours of the Downtown Connection Center and the CDL Training and Testing facility, and a variety of educational panels. It was fantastic to have so many of our colleagues in Flagstaff, and we are grateful for the support from Discover Flagstaff and glad for the Board and TAC members that joined us over the three days of the conference.
- Mountain Line staff participated in a Flagstaff Leadership Academy panel in April with our City colleague, Martin Ince, for an active transportation Q&A. This annual tradition is so fun to be a part of and staff got to highlight partner agencies collaboration on many projects.
- Mountain Line was named the Agency of the Year and Associate Transit Planner LaReina Reyes was named Employee of the Year at the City of Flagstaff's Commission on Inclusion and Adaptive Living's annual awards ceremony.
- Mountain Line has a total of 14 vanpools in the program, the highest amount in program history.

Finance, Procurement, and Compliance

- Mountain Line led efforts with the Arizona Transit Association to develop a summary of the top 5 transit priorities for reauthorization that were submitted to House Transportation and

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Infrastructure Committee in their response for comments. The priorities include several of Mountain Line's top priorities including maintaining funding as authorized in IIJA including increasing the STIC set-aside from 3% to 4%, elimination of under the hood elements for CDL for transit operators, and reduction of administrative burden related to regulatory requirements that don't protect or improve transit opportunities.

- We received seven qualified responses to our request for proposals from developers for our Workforce Housing Project. We are excited to see this high of a number of responses and look forward to having an update in June on the next steps.

Staffing

- Training and Operations have collaborated to create refresher training for all operations team members this summer. All staff will receive roughly 30 hours of training on service changes, fare policies, rules for riders, electric bus familiarization, customer service, and Narcan training.
- Transportation Supervisors and other Operations leaders completed 10 hours of training in April. Training included Narcan, Creating Inclusive Work Teams, Leadership, Problem Solving/Conflict Management, Decision Making, Time Management, and Coaching.
- Mountain Line and MetroPlan welcomed our new Montoya Fellow, Melanie Nagel, on May 12. Melanie just graduated with a bachelor's degree in Geography, Environment, and Society with a minor in Urban Planning and Design and is already enrolled in NAU's accelerated master's program in Geography with a certificate in Community Planning, with expected graduation in May 2026. Melanie will bring many skills and new industry trends to Mountain Line in her new role.

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June: TAC Meeting is Thurs, 6/5 Board Meeting is Wed, 6/18

ITEMS:	WHO & WHAT:
Safety Minute	Sam
Milestone Anniversaries	Heather D
Budget Adoption	Josh S - D/A
ADA Changes - Public Hearing to Open Public Comment Period	Randy - D/A
Organizational Structure Plan	Heather D - D/A
Legislative Priorities	Heather D - D/A
Financial Audit/Corrective Action Plan	Josh - D/A
User Fee List for Facility Use	Josh - D/A
Commercial Driver's License (CDL) Course Use Report	Sam - D
CEO and General Manager Evaluation Process	Heather D - D
Zero Emission Bus Transition Plan Update	Bizzy - C
Score Card and Discussion on Proposed Goals	Bizzy - C
Grant Resolution	Josh - C
Procurement Resolution	Josh - C
Line of Credit	Josh - C
Personnel Policy Manual Updates	Codi - C
Triennial Review Closeout Report	Bizzy - PR
Annual Cybersecurity Report	Jon - PR
Workforce Housing Project Update	Heather - PR
Meeting Calendar Review	Rhonda - PR
Delegation of Authority Update – Agreements, Grants, and Procurements:	Heather D - PR
August/September Working Agenda	

August: TAC Meeting is Thurs, 8/7 Board Meeting is Wed, 8/20

ITEMS:	WHO & WHAT:
Safety Minute	Sam
Milestone Anniversaries	Heather D
ADA Changes – Close Public Comment Period and Approve Proposed Changes	Randy - D/A
Impact of Change to Driver Wages	Sam - D
New Camaras for Buses	Jon - D or PR
Annual Safety Report	Sam - PR
Annual Maintenance Report	Jeremiah M - PR
Bus Stop Program/Rehab Report	Jeremiah M - PR
Delegation of Authority Update – Agreements, Grants, and Procurements:	Heather D - PR
Possible Executive Session to Review CEO and General Manager's Evaluation Results and Contract	Heather D/Codi
Possible Action Item Related to CEO and General Manager's Contract	Heather D/Codi
September/October Working Agenda	

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