



NOTICE AND AGENDA OF PUBLIC MEETING AND POSSIBLE EXECUTIVE
SESSION OF THE BOARD OF DIRECTORS (BOD) OF THE NORTHERN ARIZONA
INTERGOVERNMENTAL PUBLIC TRANSPORTATION AUTHORITY

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

Wednesday, September 24, 2025
9:00am
Mountain Line Ponderosa Room
216 W Phoenix Avenue
Flagstaff, AZ 86001

Unless otherwise noted, meetings held in the conference room are open to the public. This is a WEB BASED meeting. Members of the Board of Directors may attend in person, by internet conferencing, or by telephone. The public may observe and participate in the meeting at the address above.

The Board of Directors may vote to hold an executive session for the purpose of obtaining legal advice from Mountain Line's attorney on any matter listed on the agenda pursuant to A.R.S. § 38-431.03(A)(3). The executive session may be held at any time during the meeting. Executive sessions are not open to the public, pursuant to Arizona Open Meeting Law.

Pursuant to the Americans with Disabilities Act, persons with a disability may request a reasonable accommodation, such as a sign language interpreter, by contacting the Clerk of the Board of Directors at 928-679-8922 (TTY Service 800.367.8939). Requests should be made as early as possible to allow time to arrange the accommodation.

Public Comment Process

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

1. **Written Comments:** Members of the public can submit public comments by email up until 8:00 a.m. on the day of the meeting. Comments can be emailed to publiccomment@mountainline.az.gov and should reference if the comment is part of the general call to the public or in reference to a specific agenda item. Every email, if received by 8:00 a.m. on the day of the meeting, will be entered into the official record.
2. **Virtual Comments:** Members of the public can join the meeting virtually to deliver public comments. Those wishing to attend virtually must email publiccomment@mountainline.az.gov by 9:00 a.m. on the day of the meeting with their name and agenda item for which they wish to provide comment. The Clerk of the Board will provide a link to access the meeting via Zoom and will introduce those giving public comments at the appropriate time in the agenda.

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

The agenda for the meeting is as follows:

-pages 1-4

1. CALL TO ORDER

2. ROLL CALL

3. SAFETY MINUTE

-Sam Short, Workforce Director

4. MILESTONE ANNIVERSARIES

-Heather Dalmolin, CEO and General Manager

5. CALL TO THE PUBLIC

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

EXECUTIVE SESSION:

Executive Sessions are closed to the public.

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

1. Discussion with the Mountain Line General Counsel for legal advice and among the Board with Mountain Line CEO and General Manager regarding the Mountain Line CEO and General Manager regarding the Mountain Line CEO and General Manager wage range. A.R.S. § 38-431.03(A)(1), (3) & (4).
2. Discussion with the Mountain Line General Counsel for legal advice and among the Board with Mountain Line CEO and General Manager regarding the Mountain Line CEO and General Manager wage adjustment based on the new wage range. A.R.S. § 38-431.03(A)(1), (3) & (4).
3. Discussions or consultations with Mountain Line's legal counsel for legal advice and with legal counsel and designated representatives regarding the purchase, sale, or lease of real property. ARS 38-431.03(A)(3), (4) & (7).

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

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6. APPROVAL OF MINUTES: 8/27/2025

-pages 5-12

DISCUSSION / ACTION ITEMS:

7. CONSIDERATION AND POTENTIAL APPROVAL OF THE MOUNTAIN LINE CHIEF EXECUTIVE OFFICER (CEO) AND GENERAL MANAGER WAGE RANGE

-Sam Short, Workforce Director
(No Staff Report)

8. CONSIDERATION AND POTENTIAL APPROVAL OF THE MOUNTAIN LINE CHIEF EXECUTIVE OFFICER (CEO) AND GENERAL MANAGER WAGE AMENDMENT TO THE MOUNTAIN LINE CHIEF EXECUTIVE OFFICER (CEO) AND GENERAL MANAGER CONTRACT

-Sam Short, Workforce Director
(No Staff Report)

9. REVISED ORGANIZATIONAL STRUCTURE

-pages 13-15

-Heather Dalmolin, CEO and General Manager

Staff recommends the Board of Directors approve the Revised Organizational Structure plan proposed to support the implementation of the 5-year plan while providing appropriate resources and oversight to meet the growing demands of the agency.

10. FY2024 FINANCIAL AUDIT REPORT AND CORRECTIVE ACTION PLAN

-Heather Dalmolin, CEO and General Manager

-pages 16-18

Staff recommends the Board of Directors: 1) Approve the FY2024 Financial Audit Report as completed by HeinfeldMeech and file as required by the Federal Transit Administration's approved extension date of June 30, 2025; and 2) Approve the related Corrective Action Plan for implementing changes necessary to ensure financial management is done within policy and as required by regulations.

11. MOUNTAIN EXPRESS 2025-2026 SEASON

-pages 19-23

-Heather Dalmolin, CEO and General Manager

This item is for discussion only; however, the Board may provide direction to staff on next steps.

12. ELECTRIC BUS PERFORMANCE REPORT

-page 24

-Bizzy Collins, Strategic Performance Planner

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

13. BIANNUAL PERFORMANCE REPORT

-pages 25-26

-Bizzy Collins, Strategic Performance Planner

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

14. MEETING ATTENDANCE

-pages 27-28

-Heather Dalmolin, CEO and General Manager





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

15. BUS SIMULATOR UPDATE

-pages 29-30

-Sam Short, Workforce Director

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

16. SPRINTER VAN LEASE

-pages 31-32

-Jeremiah McVicker, Maintenance Superintendent

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

PROGRESS REPORTS:

17. DELEGATIONS OF AUTHORITY UPDATE

-pages 33-34

-Heather Dalmolin, CEO and General Manager

18. SUMMARY OF CURRENT EVENTS

-Heather Dalmolin, CEO and General Manager

ITEMS FROM COMMITTEE AND STAFF:

SCHEDULE FOR THE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

October/November Working Agenda

-page 35

The Board and TAC Strategic Policy Advance will be held on Wednesday, October 15, 2025 and it will be held in person at the Mountain Line Ponderosa Room, 216 W Phoenix Avenue, Flagstaff, AZ 86001 at 9am. Lunch will be offered. The public is invited to attend. October agenda items may include but not be limited to the New Strategic Plan and the Mountain Line Annual Report. The October agenda will be available for review on Mountain Line's website and at Mountain Line's public posting places (listed on the Mountain Line website) at least 24 hours prior to the meeting and should be consulted for a list of items that will come before the Board and TAC.

The next Board meeting will be held on November 19, 2025 and it will be a hybrid in-person and Zoom meeting based in Flagstaff in the Mountain Line Ponderosa Room, 216 W. Phoenix Ave., Flagstaff, AZ 86001 at 10am. The public is invited to attend. November agenda items may include but not be limited to the Workplace Housing Partner Award, Power Purchasing Consortium, Legislative Priorities, New Strategic Plan, Business or Economic Development Citizen Representative Appointment to the TAC, Ability to Access Impact Fees for Necessary Transit Infrastructure Costs, Budget Process Kickoff, Employee Satisfaction Survey, Triennial Review Closeout Report, Grant Award Notification, Workforce Utilization Report, Maintenance Facility Update, Downtown Connection Center (DCC) Phase 1 Closeout, and Delegation of Authority Updates. The November agenda will be available for review on Mountain Line's website and at Mountain Line's public posting places (listed on the Mountain Line website) at least 24 hours prior to the meeting and should be consulted for a list of items that will come before the Board.

19. ADJOURNMENT

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Board of Directors Minutes for Wednesday, August 27, 2025

NOTE: IN ACCORDANCE WITH PROVISIONS OF THE ARIZONA REVISED STATUTES THE SUMMARIZED MINUTES OF NAIPTA BOARD MEETINGS ARE NOT VERBATIM TRANSCRIPTS. ONLY THE ACTIONS TAKEN AND DISCUSSION APPEARING WITHIN QUOTATION MARKS ARE VERBATIM.

The Board of Directors met in Regular Session on Wednesday, August 27, 2025, at 10:00am in the Mountain Line Ponderosa Room, 216 W. Phoenix Ave., Flagstaff, AZ 86001. This was a WEB BASED meeting. Members of the Board and Mountain Line staff attended in person, by internet conferencing, or by telephone. The public was invited to attend.

BOARD MEMBERS PRESENT:

Jeronimo Vasquez, (Chair), Board of Supervisors, Coconino County;
Josh Maher, (Vice Chair), Associate VP for Community Relations, NAU, designee;
Tony Williams, Vice President of Student Services, CCC, designee;
Miranda Sweet, Vice Mayor, City of Flagstaff;
Lori Matthews, City Councilor, City of Flagstaff

**Three of our five Board member seats must be present to constitute a quorum.*

***The City of Flagstaff holds two seats.*

BOARD MEMBERS EXCUSED:

None.

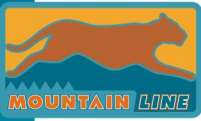
MOUNTAIN LINE STAFF IN ATTENDANCE:

Heather Dalmolin, CEO and General Manager;
Jacki Lenners, Deputy General Manager, left at approximately 11:23am;
Sam Short, Workforce Director;
Randy Sherping, Operations Director, left at approximately 11:23am;
Jeremiah McVicker, Maintenance Superintendent, left at approximately 11:23am;
Anne Dunno, Capital Development Manager, left at approximately 11:23am;
Codi Weaver, Human Resources Manager, left at approximately 11:23am;
Heather Higgins, Purchasing and Contracts Officer, (Zoom), left at approximately 11:23am;
Bizzy Collins, Strategic Performance Planner, (Zoom), left at approximately 11:23am;
LaReina Reyes, Associate Transit Planner, (Zoom), joined at approximately 10:57am and left at approximately 11:15am;
Aliya De La Torre, Finance Coordinator, left at approximately 11:23am;
Sam Bradbury, Systems Administrator, left at approximately 11:27am and returned at approximately 12:24pm;
Jon Matthies, IT Manager, left at approximately 11:27am and returned at approximately 12:24pm;
Rhonda Cashman, Executive Assistant and Clerk of the Board, left at approximately 11:27am and returned at approximately 12:24pm;
Scott Holcomb, Mountain Line Attorney, (Zoom);
Cameron Stanley, Mountain Line Attorney, (Zoom)

GUESTS PRESENT:

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Jeff McKay, Vice President for Capital Planning and Campus Operations, NAU, alternate, (Zoom), left at approximately 12:05pm;

Eddie Thomas, Insurica, (Zoom), left at approximately 10:37am;

Ehren Bingaman, TransPro, (Zoom), joined at approximately 10:03am and left at approximately 12:05pm;

Brendan Morgan, TransPro, (Zoom), left at approximately 12:05pm;

Micah McNatt, Mercer, (Zoom), left at approximately 12:05pm

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

2. ROLL CALL

3. SAFETY MINUTE

-Sam Short, Workforce Director

Mr. Short reported on emergency preparedness.

4. MILESTONE ANNIVERSARIES

-Heather Dalmolin, CEO and General Manager

Ms. Dalmolin recognized the August milestone anniversaries.

5. CALL TO THE PUBLIC

There were no members of the public in attendance at the meeting and there were no public comments received via email.

6. APPROVAL OF MINUTES: 6/18/2025

Director Williams made a motion to approve the minutes for the June 18, 2025 meeting.

Director Sweet seconded. There was no discussion. All approved, none opposed. Motion carried.

NAME	YES VOTE	NO VOTE
Jeronimo Vasquez	X	
Josh Maher	X	
Tony Williams	X	
Miranda Sweet	X	
Lori Matthews	X	

DISCUSSION / ACTION ITEMS:

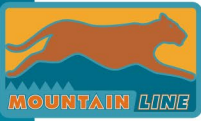
7. INSURANCE POLICY EXCESS LIMIT REQUIREMENTS

-Sam Short, Workforce Director

Staff recommends the Board of Directors approve lowering Mountain Line's Insurance Policy Excess Limit requirements from 21 million dollars to 16 million dollars for Fiscal Year 2026.

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Mr. Short reported that Mountain Line has currently maintained excess liability insurance coverage of \$21 million, but notification was received at the end of June that the insurance company offering the \$10 million layer would no longer do so for any amount; however, they would extend the policy until September 1st to allow time for staff to find alternative coverage. He noted the market has changed and that it would take two companies to offer half the coverage for more than double the cost. He explained staff consulted partner agencies regarding reduced coverage, down to \$16 million, and all were okay with doing so. Mountain Line's insurance broker, Eddie Thomas, from Insurica, shared that costs have increased due to legal, economic, and "hard market" factors; there is less capacity in the reinsurance layer. He stated our prior provider, Great American, is out of the market since they could not price coverage to make a profit. He noted less than one percent of claims are catastrophic, and Arizona is a tier 3 state with no discounted premiums. He explained best practice is to carry \$5-\$10 million and more is not necessary. He recommended considering another drop to \$11 million in total coverage next year. Ms. Dalmolin stated the most recent revision of the Master Intergovernmental Agreement (IGA) allows the Board of Directors to set the amount of insurance coverage. There was a lengthy discussion regarding amount of coverage and cost. Ms. Dalmolin noted that action is needed today for FY2026 coverage and then discussions regarding next year's coverage can commence in November. Chair Vasquez suggested modifying the recommendation to reduce the excess liability coverage to \$13 million instead of the \$16 million as recommended by staff as it is the most cost effective amount of coverage. Director Sweet made the motion as suggested by Chair Vasquez. Director Matthews seconded. There was no discussion. All approved, none opposed. Motion carried.

NAME	YES VOTE	NO VOTE
Jeronimo Vasquez	X	
Josh Maher	X	
Tony Williams	X	
Miranda Sweet	X	
Lori Matthews	X	

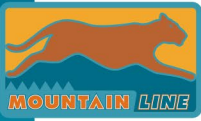
8. PARATRANSIT GUIDE AND RULES OF SERVICE DELIVERY

-Randy Sherping, Operations Director

Staff recommends the Board of Directors conduct a public hearing and close the public comment period that was opened on June 18, 2025, for proposed changes to Mountain Line Paratransit Guide and Rules for service delivery.

Mr. Sherping explained the proposed changes in detail and reviewed the survey results from the client outreach effort. He recommended the Board close the public comment period and approve the proposed changes. Director Matthews made a motion to close the public comment period and approve the service changes as presented. Director Maher seconded. There was no discussion. All approved, none opposed. Motion carried.





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NAME	YES VOTE	NO VOTE
Jeronimo Vasquez	X	
Josh Maher	X	
Tony Williams	X	
Miranda Sweet	X	
Lori Matthews	X	

9. IMPACT OF CHANGE TO DRIVER WAGE

-Sam Short, Workforce Director

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

Mr. Short noted that the Board approved the \$5 per hour pay increase for Operators and Operations Supervisors on June 26, 2024 and it was effective July 1, 2024. He reviewed the data regarding past applicants and new hires versus those in FY2025, as well as the number of training classes and trainee counts over the same time periods. He noted since the August 11th class, 25 Operators have been hired. He communicated the next steps are to utilize assessment tools and focus on retention; removing the “under the hood” requirement, should help, as it has been a stumbling block for some. Ms. Dalmolin stated the “under the hood” waiver specifically was approved by the Federal Motor Carrier Safety Administration, and they have deferred to state departments of transportation for implementation. Mr. Short stated that the Arizona Department of Transportation (ADOT) has been quick to adopt other changes, so staff are hopeful. There were a couple of questions regarding how many driver openings there are now and how it is determined to start the next class. Mr. Short replied that this time last year we were struggling to offer full service, and that is better now, and the next training class is scheduled as needed. He also noted that the Commercial Driver’s License (CDL) Course has been a tremendous help. There was a request to explain Part Time Minus, Part Time Plus, and Full Time. Mr. Short briefly explained what each one stood for related to time commitment. Ms. Dalmolin shared what each one stood for related to the Arizona State Retirement System (ASRS) and benefits. There were no further questions.

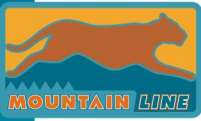
10. ANNUAL SAFETY REPORT

-Sam Short, Workforce Director

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

Mr. Short defined vehicle collision as “any contact” between a Mountain Line vehicle and another object or person. He reviewed the FY2025 safety statistics, most notably that of the 80 collisions, 79 were not considered reportable to the Federal Transit Administration (FTA). He also noted there were nine “near misses” reported and nine workplace injuries, all considered minor with no significant time off needed. He communicated the next steps are to start using an assessment tool Ms. Weaver found which is used by the Montana Mountain Line; use of the bus simulator which arrived yesterday, and everyone is excited to use; and hire a Safety Coordinator. There were some questions about how much time off for workplace injuries is not “significant”, how much did the bus simulator cost and can other agencies use it. Mr. Short said no one needed more than a couple of days off regarding the workplace injuries. He replied that the bus simulator cost was approximately \$650,000. Ms. Dalmolin explained that the bus simulator was purchased with funds leftover from the CDL Course project; Mountain Line





received congressionally directed spending from Senator Kelly's office. Both Mr. Short and Ms. Dalmolin were supportive of partner agencies using the bus simulator when available. Mr. Short reported that a film crew would be visiting soon to record real life scenarios that can be used in the simulator in the future. Ms. Dalmolin commented that it will be nice to have operators practice in the simulator before they are out on the road in a bus. There was another question about the one reportable accident and the criteria it met. Mr. Short responded that the criteria are if there is a fatality, which was not the case; if anyone was treated immediately away from the scene, which would also trigger drug testing for the Operator; or if either vehicle was towed from the scene because it was inoperable. There was no further discussion.

11. ANNUAL FLEET REPORT

-Jeremiah McVicker, Maintenance Superintendent

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

Mr. McVicker noted that the fleet department finally became fully staffed. He noted it is fleet staff responsibility to maintain all Mountain Line vehicles, including oversight of the contracted janitorial services for bus cleaning. He communicated the fleet composition is both Hybrid buses (Miles Per Gallon, higher is better) and Battery Electric Buses (BEB), (Kilowatts per Hour, lower is better). He noted the operators are doing a great job driving to maximize the BEB efficiency. He shared that our fleet is aging, but buses will be kept if they are performing well. He explained the cost of a maintenance mile is equal to the mechanics time plus parts. There were a couple of questions about the change in bus type recently ordered and how many years before replacement. Mr. McVicker stated four hybrid buses are on order and the other two are on hold, hoping that BEB can be ordered, and buses deemed beyond their useful life are re-evaluated every year for possible replacement. There was another question about when to discuss the order of the other two buses. Ms. Dalmolin shared that staff are going to Washington, D.C. in October and the plan is to purchase the buses in June. She noted there is a long delay of building hybrids now due to the change related to the executive order.

12. ANNUAL UPDATE ON THE BUS STOP REHABILITATION PROGRAM

-Jeremiah McVicker, Maintenance Superintendent

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

Mr. McVicker stated bus stops are reviewed annually. He shared the rehabilitated stops information for FY2025. There was a question about where the dollars go that were not used in FY2025. Ms. Dalmolin states that they go back into the transit tax fund for future use. A photo was shared of the rehabilitated Target shelter being installed. Mr. McVicker reported on the five proposed shelter rehabilitations for FY2026 at approximately \$165,000. He noted they will be re-evaluated in the spring. There were no other questions.

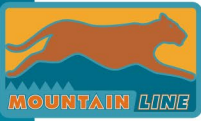
13. FLAGSTAFF UNIFIED SCHOOL DISTRICT (FUSD) UPDATE

-Bizzy Collins, Strategic Performance Planner

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

Ms. Collins reported that FUSD passes and trips have increased. She noted that FUSD paid \$41,000 for their passes this school year, which is \$20.50 each. She shared a map showing





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the top 15 bus stops as marked. She concluded from the data that all routes have been used and FUSD ridership accounts for five percent of all ridership. This data will help inform our upcoming operational assessment. FUSD passes will continue to be distributed and the passes are valid through June 30, 2026. There were a couple of questions about the ecoPASS cost per year and how the ecoPASS price is calculated. Ms. Collins confirmed FUSD is paying \$20.50 per pass for the year, and she stated FUSD is in the top tier with approximately 2000 employees. Ms. Dalmolin stated that the way the ecoPASS works is that passes have to be purchased for all employees. She noted the program will be evaluated in the operational assessment as it has probably been 10 years since it was last reviewed. There was no further discussion.

PROGRESS REPORTS:

There were no questions regarding the progress reports.

14. FY2024 TRIENNIAL REVIEW STATUS UPDATE

-Bizzy Collins, Strategic Performance Planner

15. DELEGATIONS OF AUTHORITY

-Heather Dalmolin, CEO and General Manager

16. SUMMARY OF CURRENT EVENTS

-Heather Dalmolin, CEO and General Manager

This item was skipped to allow more time for the executive session.

The Board considered a motion to convene an executive session. At approximately 11:22am, Director Williams made a motion to go into executive session. Director Matthews seconded. There was no discussion. All approved, none opposed. Motion carried.

NAME	YES VOTE	NO VOTE
Jeronimo Vasquez	X	
Josh Maher	X	
Tony Williams	X	
Miranda Sweet	X	
Lori Matthews	X	

Executive sessions are closed to the public.

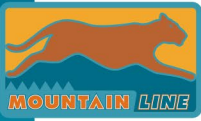
EXECUTIVE SESSION:

The executive session was convened at approximately 11:27am pursuant to A.R.S. § 38-431.03 for the following purpose:

1. Discussion with the Mountain Line General Counsel for legal advice and among the Board with

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- Mountain Line CEO and General Manager regarding the results of the Compensation Study as relates to the Mountain Line CEO and General Manager compensation and negotiation of the employment contract. A.R.S. § 38-431.03(A)(1), (3) & (4).
2. Consultation and discussion with Mountain Line's legal counsel for legal advice and with Mountain Line's legal counsel and staff regarding Mountain Line's Fiscal Year 2024 Financial Annual Audit and employment issues related thereto: A.R.S. § 38-431.03(A)(1), (2), (3) & (4).

Following the conclusion of the Executive Session, the Board reconvened the public meeting at approximately 12:24pm.

DISCUSSION / ACTION ITEM:

17. CHIEF EXECUTIVE OFFICER (CEO) AND GENERAL MANAGER CONTRACT AMENDMENT
(No Staff Report)
-Sam Short, Workforce Director
Staff recommends the Board of Directors adopt the fifth amendment to the CEO and General Manager Contract to amend annual earnings as identified in the Compensation Study or as negotiated between the Board and the CEO.

This item was tabled to the September Board meeting.

ITEMS FROM COMMITTEE AND STAFF:

Chair Vasquez stated that Our Lady of Guadalupe Church will hold a celebration May 16, 2026 and the organization has submitted a road closure request to the City.

SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

September/October Working Agenda

The next Board meeting will be held on September 24, and it will be a hybrid in-person and Zoom meeting based in Flagstaff in the Mountain Line Ponderosa Room, 216 W. Phoenix Ave., Flagstaff, AZ 86001 at 10am. The public is invited to attend. September agenda items may include but not be limited to the Organizational Structure Plan, Electric Bus Performance Report, Biannual Performance Report, Mountain Line Annual Report, In-Person Meeting Attendance Discussion, Bus Simulator with Images, Sprinter Van Lease, Triennial Review Closeout Report, and Delegation of Authority Updates. The September agenda will be available for review on Mountain Line's website and at Mountain Line's public posting places (listed on the Mountain Line website) at least 24 hours prior to the meeting and should be consulted for a list of items that will come before the Board.

18. ADJOURNMENT -Chair Vasquez adjourned the meeting at approximately 12:24pm.

Jeronimo Vasquez, Chair of the Mountain Line Board of Directors

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ATTEST:

Rhonda Cashman, Executive Assistant and Clerk of the Board

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DATE PREPARED: September 15, 2025

MEETING DATE: September 24, 2025

TO: Honorable Chair and Members of the Board

FROM: Heather Dalmolin, CEO and General Manager

SUBJECT: Revised Organizational Structure

RECOMMENDATION:

Staff recommends the Board of Directors approve the Revised Organizational Structure plan proposed to support the implementation of the 5-year plan while providing appropriate resources and oversight to meet the growing demands of the agency.

RELATED STRATEGIC PLAN 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: 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.
- ❖ Goal: Investing in the Mountain Line Workforce
 - ❖ Objective: Evaluate operational structure to find efficiencies in service delivery and reduce costs.
 - ❖ Objective: Enhance workplace culture to support employee development and work-life balance.
- ❖ Goal: Community Engagement
 - ❖ Objective: Increase the community's awareness of Mountain Line's value to the community.
- ❖ Goal: Fiscal Responsibility
 - ❖ Objective: Ensure a sustainable financial future through long-term financial planning.

BACKGROUND:

At the onset of the Succession Planning project, staff prioritized a review of the Organizational Structure to ensure that the agency is planning for and recruiting the right positions necessary to support our future success. Mountain Line recently experienced loss of staff in several key positions. These losses created an opportunity for our team to consider how our organizational structure works and if it is designed to support the planned growth over the next 5 years. We brought in our contractor, TransPro, who works nearly exclusively in the transit sector to look at what our business needs are predicted to be and advise on the industry's best practices. Looking back at the last ten years, we have made small modifications to staffing and structure





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based on the expertise and knowledge of our team, including historical perspective. We have not examined our structure, positions, and duties since 2012 when we ended the operation of transit programs in the Verde Valley.

The effort to evaluate our staffing structure has included:

- interview of the Mountain Line executive team and planning staff,
- assessment of job descriptions,
- review of the five-year plan,
- analysis 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 funded by the passage of Proposition 488.

While the development and adoption of the Organizational Structure is the responsibility of the CEO, the Organizational Structure, embedded in the Change Management Framework Plan, includes positional modifications over the next 2 - 3 years to support program and agency growth. Accordingly, it is proposed that the Board of Directors adopt the Change Management Framework Plan, including the new Organizational Structure, 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 2 - 3 years.

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 for our FY2026 Workforce is in the adopted budget. Full implementation of the Organization Structure changes is dependent on financial capacity in future years as demonstrated in annual budget setting processes.

ALTERNATIVES:

- 1) Adopt the Change Management Framework and Organizational Structure Plan (recommended): This recommendation is the culmination of careful consideration of service plans and review of staffing to ensure that we have the right skills, abilities, and capacity for implementing the changes as funded in Proposition 488. The new study also confirmed adequate staffing for necessary controls and oversight to ensure agency success and compliance with regulations.
- 2) Do not adopt the Plan (not recommended): If the plan is not adopted, we will be able to continue with business as it is implemented and planned; however, we have identified gaps that we believe can be addressed with the proposed 2 – 3 year implementation of staffing changes.

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TAC DISCUSSION:

The Change Management Framework Plan and Organization Structure was not available for the Transit Advisory Committee and the report was sent to members as a follow-up item after the meeting. Staff will be able to report on comments from the TAC during the presentation to the Board of Directors.

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

1. Change Management Framework and Proposed Organizational Structure -separate attachment

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DATE PREPARED: September 15, 2025

MEETING DATE: September 24, 2025

TO: Honorable Chair and Members of the Board

FROM: Heather Dalmolin, CEO and General Manager

SUBJECT: FY2024 Financial Audit Report and Corrective Action Plan

RECOMMENDATION:

Staff recommends the Board of Directors: 1) Approve the FY2024 Financial Audit Report as completed by HeinfeldMeech and file as required by the Federal Transit Administration's approved extension date of June 30, 2025; and 2) Approve the related Corrective Action Plan for implementing changes necessary to ensure financial management is done within policy and as required by regulations.

RELATED STRATEGIC PLAN OBJECTIVE:

- ❖ Goal: Service Excellence
 - ❖ Objective: Develop and improve community partnerships and interagency relationships to enhance transit and improve our ability to meet community needs and deliver public transit services.
- ❖ Goal: Community Engagement
 - ❖ Objective: Increase the community's awareness of Mountain Line's value to the community.
- ❖ Goal: Fiscal Responsibility
 - ❖ Objective: Ensure a sustainable financial future through long-term financial planning.

BACKGROUND:

In accordance with A.R.S. 28-9101 et seq. to establish an intergovernmental public transportation authority and Mountain Line's Master IGA, the Board will initiate an annual audit within 120 days of the end of each fiscal year and formally approve the report before submitting a certified copy to the Auditor General's Office.

The FY2024 audit began in October of 2024 with off-site document testing. The audit covered many areas of review to test the conformity of Mountain Line's prepared financial statements with U.S. generally accepted accounting principles (GAAP). During the off-site testing and through electronic document collection and review, staff from the auditing firm reviewed various topics of the financial statements, including but not limited to the examination of grant expenditures, fixed asset recording, purchase policy compliance, and internal controls.

The onsite portion of the process was delayed several times in the spring of 2025 as it was identified that a data corruption occurred during the transition to a new Financial Management software creating

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several incorrect data points. These failures were mostly in the Trial Balance accounts, preventing the necessary export of the data for testing and verification. The review and correction of the data import took staff several months as correcting required a line by line audit of thousands of entries. This delay resulted in Mountain Line missing the federal deadlines for submitting our audit report.

Mountain Line was able to obtain an extension of the federal deadline through June 30, 2025 however additional communication and staff failures resulted in that deadline also being missed. The final report will be available to attach to this Staff Report for the Board of Directors and staff will present more information to the TAC during the presentation from staff at the meeting on September 4th. It is expected the audit will be filed by the end of September.

Based on the draft report and feedback from the auditors, the following are predicted results:

1. A failure to comply with regulations was identified as the Single Audit was not completed and filed within 9 months of the end of the fiscal year. A corrective action plan has been developed to ensure this failure is not repeated in future years.
2. Testing of compliance with other laws, regulations, contracts, and grant agreements disclosed no other instances of noncompliance or other matters that are required to be reported under Government Auditing Standards.
3. No transactions were entered into during the year without appropriate authorization.
4. All significant transactions have been recognized in the financial statements in the proper period.
5. Reasonable estimates were developed by staff for amounts due to other governments and depreciation of assets.
6. No difficulties were experienced in dealing with management.
7. There were no disagreements with management.
8. Mountain Line qualified as low-risk auditee.
9. Mountain Line did not consult another firm for a 2nd opinion on any matters.

Staff have developed the required corrective action plan, and it will be part of the Audit report submission. Staff is seeking approval from the Board on the Corrective Action plan as developed and is seeking additional feedback if there is any and available to additional corrective action as needed to address concerns about financial oversight in general. A key element of corrective action is the now fully implemented and corrected financial management system, which will support more efficient reporting, improved internal controls, and timely year-end close processes.

The timeline for financial reporting and audit milestones is attached as the Corrective Action plan. We are also examining the finance team structure to ensure staffing resiliency and continuity of critical functions to support internal controls and oversight. Lastly, we have already modified the Mountain Line Master IGA to reinforce accountability, *"The annual audit will be completed by December 31 after the close of the fiscal year. If the annual audit will not be completed by such date, the Mountain Line CEO shall notify the Board and the City of Flagstaff Management Services Director of the delay and update on the estimated completion."*

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ALTERNATIVES:

- 1) Approve the FY2024 Financial Audit report and corrective action plan (**recommended**): Approval of the report is consistent with the Master IGA. Approval of corrective actions will allow staff to implement changes needed for good internal controls.
- 2) Do not approve the FY2024 Financial Audit report (**not recommended**): As the report is already past its original deadline, further review and delay in filing is not recommended.

TAC DISCUSSION:

The Financial Audit report was not available for the Transit Advisory Committee, and the report was sent to members as a follow-up item after the meeting. Staff will be able to report on comments from the TAC during the presentation to the Board of Directors.

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

- | | |
|--|----------------------|
| 1. FY2024 Financial Audit Report and
Corrective Action Plan | -separate attachment |
|--|----------------------|





DATE PREPARED: September 15, 2025

MEETING DATE: September 24, 2025

TO Honorable Chair and Members of the Board

FROM: Heather Dalmolin, CEO and General Manager

SUBJECT: Mountain Express 2025-2026 Season

RECOMMENDATION:

This item is for discussion only however the Board may provide direction to staff on next steps.

RELATED STRATEGIC PLAN OBJECTIVE

- ❖ Goal: Service Excellence
 - ❖ Objective: Develop and improve community partnerships and interagency relationships to enhance transit and improve our ability to meet community needs and deliver public transit services.
- ❖ Goal: Stewardship of Resources
 - ❖ Objective: Be exemplary at supporting community goals towards environmental sustainability.

BACKGROUND:

Mountain Line staff met with Arizona Snowbowl, Coconino County, and the City of Flagstaff on September 15 to discuss funding strategies and service levels for Mountain Express. Mountain Line demonstrated how ridership is down due to many reasons, including less frequent service, later season snowfall, Snowbowl's variable pricing during weekdays and 400 more parking spaces added in 2023, and diminished marketing campaign. While the service continues to achieve its goal of reducing cars and congestion on US 180, it is not cost-effective service without improvements identified above to attract more riders. Mountain Line staff has recommended that we add a 4th bus to create 23-minute frequency for an estimated additional cost of \$36,103 for this winter's service, and if fundings allow, consider adding weekends in March for \$42,582 more. Snowbowl has committed to paying for the current level of 30-minute service during holiday break in December and Saturdays and Sundays in January and February at the estimated cost of \$135,872. This is the same schedule and frequency as the last several seasons.

During our meeting with our partner agencies, we explored additional funding options and talked about mechanisms to ensure and measure success. As it is our understanding that the transit tax cannot be used for Mountain Express because service is outside of tax collection boundary and is not identified on the Five-Year Transit Plan, we need to find other funding within Mountain Line, at the City, or from the County. For all these agencies, this is an off-budget consideration in a tight financial year with reductions to state funding and challenging funding conversations at the federal level. I did offer to this group that I





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would ask the Board to discuss and consider the possible use advertising revenue, this one time, to close the funding gap and provide \$36,103 for operational costs to achieve 23-minute frequency for this winter season with both the City and County offering to look for other funds they could contribute by January 1. Mountain Line has included an analysis of Mountain Express service as part of our Operational Assessment and Five-Year Transit Plan update, scheduled to be initiated in the coming months, for potential improvements or changes for both service and funding strategies. The long-term design and funding of this program must be identified if we are going to continue striving to have this program available.

All partners expressed gratitude to Snowbowl for meeting their commitment for the past ten years and providing immeasurable community benefit through reduced congestion and emissions and keeping a community presence. Partners also agreed that frequency is important and would like to find a way to achieve higher frequency for this winter's service and are committed to figuring out the best service and funding model for the future.

Partners also committed to uniting marketing efforts to utilize all the available channels, such as Discover Flagstaff campaign materials and contact list (see attached Snowplay Map highlighting Mountain Express), local business and hotel partnership to broadcast materials, and use of marquis to advertise the service on the US 180 corridor. A final commitment was to survey Mountain Express riders to understand whether they are Flagstaff residents or visitors and what improvements would increase their use of Mountain Express, among other questions to be determined. The survey will be developed by Mountain Line in coordination with Arizona Snowbowl and deliver to customers of the service and visitors to Snowbowl will be targeted through social media, websites of both agencies, through the trip planning application, and via QR codes in vehicles and at Snowbowl. Staff at both agencies will participate in making the audience aware of the survey.

Staff's service recommendation will provide a more attractive Mountain Express service to riders, with the potential to increase ridership while improving the cost effectiveness of service. It also allows staff and consultants to analyze the impact of frequency and marketing improvements when determining the future service model.

FISCAL IMPACT:

Snowbowl is committed to paying for the current level of 30-minute service during holiday break in December and Saturdays and Sundays in January and February at the estimated cost of \$135,872. Staff are recommending using \$36,103 in advertising revenue on operational costs to achieve 23-minute frequency for this winter season. The advertising revenue is the only discretionary funding source available to Mountain Line for this program, and we do have capacity in the budgeted advertising revenue to be received this year.

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ALTERNATIVES:

- 1) Direct staff to use \$36,103 in advertising revenue to increase 2025-2026 Mountain Express service from 30-minute frequency to 23-minute frequency. This will provide a more attractive service to riders, increase ridership and cost effectiveness of service. It also allows staff and consultants to analyze the impact of frequency improvements when determining the future service model.
- 2) Direct staff to use \$78,685 in advertising revenue to implement both additional frequency and March weekend service. March has been trending to be one of our highest snowfall months, and snowfall is the main driver for ridership of Mountain Express. While this would provide another factor that could be analyzed for the future service model and meet Mountain Line's recommended service improvements and the request of Arizona Snowbowl, the funding model is not sustainable, and we believe we need a plan for long-term funding before committing to a longer season. Staff recommend we first get the right frequency in plan to serve community members and riders.
- 3) Do not direct staff to use advertising revenue to increase 2025-2026 Mountain Express service. Without improved frequency, thereby reducing rider wait times to make transit competitive with the car for travel time, ridership is likely to remain stagnant, and the service will not be cost effective. Staff will not have the data to demonstrate if improvements have an appropriate level of return-on-investment.

TAC DISCUSSION:

This item was placed on the Board of Directors agenda after the TAC meeting for September. Leadership from the City and County Manager's office were present in the meeting with Arizona Snowbowl. Staff will update the TAC at a future meeting.

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

1. Discover Flagstaff Winter Snowplay Map -pages 22-23



Stay And Play Responsibly.

Be prepared.

Travel with emergency supplies.
Tell someone where you're going
and your plans to return.



Leave no trace.

If you bring a sled,
be sure to take it
home. Sleds are
not recyclable!



Use this guide to
properly dispose of trash:
recyclebycity.com/flagstaff

Respect property.



- Do not play on
private lands.
- Keep your public
lands clean.
- No parking or
stopping along
roadways.

Spend the night.

Weather is unpredictable.
Plan to stay overnight.



Safety first.

Locate designated snow
play areas in advance.
If you should become
lost in adverse
conditions, remain
where you are and
wait for Search & Rescue.



Have an alternative plan.

Snow play areas full?
Catch a movie or
explore a local
attraction.



EVENTS CALENDAR
flagstaff365.com



discoverflagstaff.com
1-844-256-SNOW

FOR MORE INFORMATION VISIT: WINTERINFLAGSTAFF.COM

SIGN UP FOR EMERGENCY NOTIFICATIONS WITH COCONINO COUNTY coconino.az.gov/ready



FLAGSTAFF

WINTER RECREATION MAP 2024-2025

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To the snow you'll go!



CALL THE FLAGSTAFF
WINTER SNOWPLAY HOTLINE
1-844-256-SNOW
FOR UP-TO-DATE INFORMATION



Please Help Keep Flagstaff Beautiful and Clean

Dispose of your trash and recycle appropriately

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Recreation Areas

SOUTH OF FLAGSTAFF

ACCESS FROM I-17 TO:

- FORT TUTHILL PARK**
- From I-17 NORTH, take EXIT #337
 - Turn left, proceed through roundabout
 - Cont. straight onto FAIRGROUNDS RD

HAPPY JACK LODGE

- From I-17 NORTH, take EXIT #339 / LAKE MARY RD/MORMON LAKE
- Turn Right on S LAKE MARY RD
- Continue 38 miles to MILE POST 292.5

WEST OF FLAGSTAFF

ACCESS FROM I-40 TO:

- CANYON COASTER ADVENTURE PARK**
- From I-40 WEST go 17 miles, take EXIT #165 toward Williams
 - Turn left onto Historic Rte 66
 - Turn left onto Locust St
 - Turn left onto E Bill Williams Ave

NORTH OF FLAGSTAFF

ACCESS FROM MILTON RD TO HWY 180:

- From I-17 NORTH merge onto MILTON RD, follow until merging into ROUTE 66
- Turn Left onto HUMPHREYS ST
- Turn Left on FORT VALLEY RD /HWY 180

ON RETURN TO MILTON ROAD:

- From FORT VALLEY RD use HUMPHREYS ST or SWITZER CANYON RD

ACCESS FROM BUTLER AVENUE:

- From I-17 NORTH, exit onto I-40 East
- Take EXIT #198 to BUTLER AVE
- Turn Left on BUTLER AVE



CALL THE FLAGSTAFF WINTER SNOWPLAY HOTLINE
1-844-256-SNOW
FOR UP-TO-DATE SNOWPLAY INFORMATION

CITY PARKS

ACCESS FROM I-40 EXIT 198 THORPE PARK

- Take E Butler Ave/E PONDEROSA PKWY
- Turn left onto RTE 66
- Continue onto W SANTA FE AVE
- Turn right onto N THORPE RD

JAY LIVELY ICE RINK

- Take E BUTLER AVE/E PONDEROSA PKWY
- Turn left onto RTE 66
- Turn right on N SWITZER CANYON DR
- Continue straight onto E PONDEROSA PKWY
- Turn right at N TURQUOISE DR

BUFFALO PARK

Same as JAY LIVELY directions

- from PONDEROSA PKWY
- Turn right onto E FOREST AVE
- Turn left onto N GEMINI RD

FOXGLENN PARK

- Turn right onto E BUTLER AVE
- Turn right onto N FOXGLENN ST

Road Conditions AZ511

- Dial 511 anywhere in Arizona
- 1-888-411-ROAD

- AZ511.com

ADOT

- azdot.gov/knownsnow

Obey all Over Snow Vehicle laws.

- Respect wilderness boundaries and private properties.
- Do not cut fences.
- Do not leave gates open.

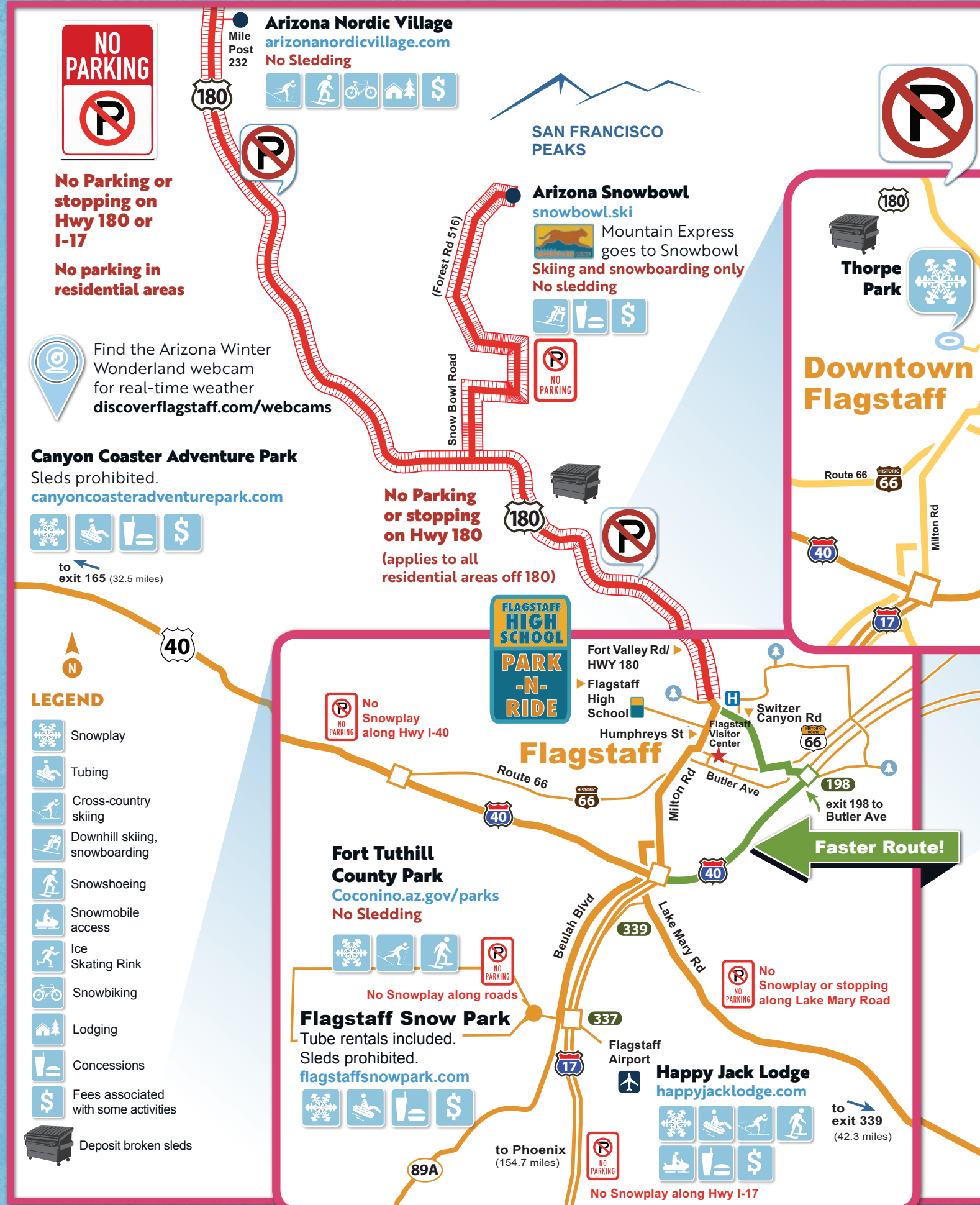
SKIERS/SNOWBOARDERS RIDE THE BUS

Mountain Express offers FREE bus service from downtown Flagstaff to Arizona Snowbowl. Buses start at the Downtown Connection Center (Phoenix Ave. between Milton Rd. & Beaver St.), stop at the Flagstaff High School Free Park-n-Ride (Kendrick St. & Hunt Ave.), and terminate at Hart Prairie Lodge.

Daily service Dec. 26 – Jan. 3.
Saturday and Sunday service in January and February. First bus departs the Downtown Connection Center at 7:30 a.m. and buses run approximately every 30 minutes, with the last bus departing Hart Prairie Lodge at 5:30 p.m.

Mountain Express

928-779-6624
mountainline.az.gov/mountainexpress





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DATE PREPARED: September 15, 2025

MEETING DATE: September 24, 2025

TO: Honorable Chair and Members of the Board

FROM: Bizzy Collins, Strategic Performance Planner

SUBJECT: Electric Bus Performance Report

RECOMMENDATION:

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

RELATED STRATEGIC PLAN GOAL & OBJECTIVE

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

BACKGROUND:

September marks a two-year anniversary for our electric buses! Staff will present key performance indicators (KPI) used to evaluate electric and hybrid bus performance and discuss trends in the data.

FISCAL IMPACT:

There is no fiscal impact associated with approval of this document. Changes in bus procurement due to concerns about performance could have financial consequences in future years.

ALTERNATIVES:

No action is recommended; however, the Board may provide direction on additional information needed or on KPI as presented.

TAC DISCUSSION:

Members asked for clarification on a statistic that was presented.

SUBMITTED BY:

Bizzy Collins
Strategic Performance Planner

APPROVED:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

None.

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DATE PREPARED: September 15, 2025

MEETING DATE: September 24, 2025

TO: Honorable Chair and Members of the Board

FROM: Bizzy Collins, Strategic Performance Planner

SUBJECT: Biannual Performance Report

RECOMMENDATION:

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

RELATED STRATEGIC PLAN OBJECTIVE

❖ All Goals and Objectives are related to this topic.

BACKGROUND:

As part of Mountain Line's regular review of financial and service data, staff has prepared the FY2025 Year-End Biannual Performance Report for the period of January through June 2025. The report compares current performance to prior years and projections for future years. The performance measures include benchmarks first approved in 2015 by Mountain Line's Transit Advisory Committee and Board of Directors. To broaden our definition of success and tell Mountain Line's story and community value, Mountain Line Board of Directors approved and adopted additional Key Performance Indicators (KPI) and directed staff to add these measures to the 2020-2025 Strategic Plan in June 2023. Staff will discuss trends in the data and provide an update on Strategic Performance efforts.

FISCAL IMPACT:

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

TAC DISCUSSION:

Members asked which organizations added vanpool vehicles in FY25; it was Coconino National Forest, Kaibab National Forest, and Army ROTC.





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SUBMITTED BY:

Bizzy Collins
Strategic Performance Planner

APPROVED BY:

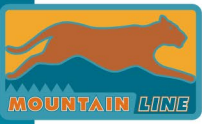
Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

None.

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DATE PREPARED: September 15, 2025

MEETING DATE: September 24, 2025

TO: Honorable Chair and Members of the Board

FROM: Heather Dalmolin, CEO and General Manager

SUBJECT: Meeting Attendance

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: 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: Community Engagement
 - ❖ Objective: Ensure active participation from a supportive network of stakeholders.

BACKGROUND:

Since early 2020, when we were adjusting business practices due to the pandemic the Transit Advisory Committee and Board of Director meetings have been offered virtually. While we did move toward hybrid meetings, to encourage participation through the format that best met individual scheduling needs, meetings continue to be primarily attended virtually. Speaking with the Board last fall, there was a discussion about the value of in-person meetings and potentially interest in modifying approach to require members to attend at least one meeting per quarter in person or make one meeting per quarter as in-person only.

There is undeniable value added when attendees are in person. We see a higher rate of participation and engagement when members are gathered in person. However, we also see a higher success rate in gaining full attendance and meeting quorum needs when we offer virtual attendance options. The Transit Advisory Committee continues to be primarily virtual attendance while the Board of Directors regularly has 50% in person attendance.

Staff has no specific recommendation. This item is being presented for discussion and to confirm future attendance preferences. Mountain Line's intention is to continue offering hybrid meetings as we feel that is crucial to members of these groups as well as the public; we believe the hybrid option provides the public greater access to our public meetings.

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FISCAL IMPACT:

There is no fiscal impact to any of the potential outcomes of this discussion. Our cost to host hybrid meetings and make recordings available is budgeted for and is part of our effort to be transparent no matter the decision of the TAC or Board on attendance format.

ALTERNATIVES:

No action is recommended; however, the Board may provide direction on additional information needed or a future action item.

TAC DISCUSSION:

This item was for the Board of Directors only and was not presented to the TAC.

APPROVED:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

None.

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DATE PREPARED: September 4, 2025

MEETING DATE: September 24, 2025

TO: Honorable Chair and Members of the Board

FROM: Sam Short, Workforce Director

SUBJECT: Bus Simulator Update

RECOMMENDATION:

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

RELATED STRATEGIC PLAN GOAL & OBJECTIVE

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

BACKGROUND:

In September 2024, an extensive Request for Proposal process was completed, and an award was given to FAAC, from Ann Arbor Michigan, to begin the long process of fabricating a bus simulator, built specifically for Mountain Line.

Staff are pleased to announce that Mountain Line's bus simulator was delivered on August 26th. During the month of September, Training staff will be provided additional training on how to use the simulator and additional staff from FAAC will be onsite to film personalized training scenarios, while using our vehicles as real life backgrounds in these training scenarios. The Training division has been eagerly awaiting the arrival of the bus simulator as it will provide the following opportunities for Transit Operators:

- Improving safety by allowing practice of hazardous scenarios, but in a safe and controlled environment
- Provide another tool for recurring training and operator assessment
- Reduce Mountain Line's emission footprint even more, by reducing the number of vehicles on local roads.
- Reducing wear on transit vehicles

By the end of calendar year 2025, staff should be using the bus simulator at 100% efficiency and can give the Board a demonstration of the simulator, at the Board's discretion.





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FISCAL IMPACT:

There is no fiscal impact, as this project was funded by savings from a previously budgeted project.

ALTERNATIVES:

No action is recommended; however, the Board may provide direction on additional information needed.

TAC DISCUSSION:

The Transit Advisory Committee offered no feedback or comments for the Bus Simulator Update discussion.

SUBMITTED BY:

Samuel Short

Sam Short
Workforce Director

APPROVED:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

None.

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DATE PREPARED: September 4, 2025

MEETING DATE: September 24, 2025

TO: Honorable Chair and Members of the Board

FROM: Jeremiah McVicker, Maintenance Superintendent

SUBJECT: Sprinter Van Lease

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:

Earlier this year, Bizzy Collins attended the Southwest Transit Association (SWTA) conference and entered a drawing sponsored by Model One. The prize was a free three-year lease of a Ford E-Transit vehicle. Bizzy won, and Mountain Line received confirmation in March. Staff promptly accepted the lease and began the process of securing the vehicle.

Mountain Line received the vehicle at the beginning of this month. It is a Ford E-Transit passenger van equipped with a rear BraunAbility power lift and capacity for two wheelchairs and four seated passengers. As an all-electric vehicle, it offers Mountain Line a valuable pilot opportunity to evaluate right-sizing options for the fleet while testing electric technology in paratransit service.

The intent is to operate the van as a standard paratransit vehicle, while accounting for charging cycles to keep it available for service. Initial deployment will be limited as staff develops strategies to keep the vehicle on route throughout the full service day. Operator training will not be required, as the BraunAbility lift is already in use across Mountain Line's paratransit fleet.

The van will be charged onsite using the Heliox mobile charger. A full charge from empty is expected to take between one and a half to two hours with the 50 kW unit. While the manufacturer estimates a range of 159 miles under continuous driving, actual performance under paratransit operating conditions—frequent stops, idling, and variable loads—remains unknown. Collecting this data is a key purpose of the pilot.

Staff will track reliability, cost per mile, and range performance, using the same evaluation framework applied to Mountain Line's electric bus pilots. The primary measure of success will be the van's ability to meet current paratransit service levels without interruption. Staff anticipates lower operating costs overall.



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Experience with the electric bus fleet suggests both maintenance cost per mile and fueling costs will be reduced, with charging proving more cost-effective than fueling.

This pilot directly supports Mountain Line's Zero-Emission Bus (ZEB) transition plan and broader community sustainability goals. At the conclusion of the three-year lease, Mountain Line will evaluate whether to return or purchase. If successful, the pilot could inform decisions about expanding the use of electric vans in the future.

The Fleet team will prepare the vehicle for service by installing a fare console and farebox using available spare parts. Additional expenses include vendor installation of a branded vehicle wrap, estimated at \$4,000, and installation of a Cradle point router to enable communication with the fare system, estimated at \$2,000.

FISCAL IMPACT:

The FY2026 budget includes approximately \$6,000 to prepare the van for service. This covers a moderate wrap to align with Mountain Line branding and installation of a Cradle point router to support fare system connectivity.

ALTERNATIVES:

No action is proposed at this time.

TAC DISCUSSION:

Members of the Transit Advisory Committee did not offer any feedback on the material presented.

SUBMITTED BY:

Jeremiah McVicker

Jeremiah McVicker
Maintenance Superintendent

APPROVED BY:

Randall Sherping

Randy Sherping
Operations Director

ATTACHMENTS:

None.

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MOUNTAIN LINE MEMORANDUM

DATE: September 24, 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

Agreements and Contracts Authority – Resolution 2020-100

RFP 2024-130 Pedestrian and Bicycle Infrastructure Upgrades CMAR, Amendment #2, GMP #1

In March of 2024, Mountain Line awarded RFP 2024-130 Pedestrian and Bicycle Infrastructure Upgrades CMAR to Kinney Construction Services for the First Mile Last Mile (FMLM) project, a grant funded partnership with the City of Flagstaff to design and construct sidewalks and bicycle infrastructure improvements within proximity to transit. GMP #1 will construct approximately 2000' LF of sidewalk; the scope includes earthwork, removals, traffic control, curb, concrete sidewalk, asphalt paving and driveway replacements. The value of GMP #1 is \$2,053,872, bringing the total cumulative value of the contract to \$2,135,138.00.

RFP 2024-130 Pedestrian and Bicycle Infrastructure Upgrades CMAR, GMP #1, Change Order #1

In March of 2024, Mountain Line awarded RFP 2024-130 Pedestrian and Bicycle Infrastructure Upgrades CMAR to Kinney Construction Services for the First Mile Last Mile (FMLM) project, a grant funded partnership with the City of Flagstaff to design and construct sidewalks and bicycle infrastructure improvements within proximity to transit. Change Order #1 represents the associated with the change in scope for additional asphalt needed, as well as flagging and driveways for businesses. The value of Change Order #1 is \$127,185.41, bringing the total cumulative value of the contract to \$2,181,057.41.

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RFP 2024-100, Kaspar Headquarters Maintenance Facility Construction Manager at Risk Services (CMAR), Amendment #1, GMP #1

In January 2024 Mountain Line awarded RFP 2024-100, Kaspar Headquarters Maintenance Facility Construction Manager at Risk Services (CMAR) to Kinney Construction Services, Inc for pre-construction services of the Kaspar Maintenance Facility. The GMP #1 scope is for demolition of Shop 0, modifications to the existing administrative building for utilities, and construction of a 27,613 SF maintenance facility with rooftop parking. The value of GMP #1 is \$25,990,521, bringing the total cumulative value of the contract to \$26,170,960.00.

RSOQ 2022-300, Kaspar Headquarters Master Planning Task Order #3

In July of 2021, Mountain Line awarded RSOQ 2022-300 to HDR Architecture, Inc for architectural and engineering (A/E) services on a task order basis for the Kaspar Headquarters Master Planning project on a Task Order basis. Task Order #3 is for construction administration (CA) services during both the construction phase and post construction phases. HDR assumes a 79-week schedule to provide CA services with substantial completion by January 25, 2027, and final completion of CA services approximately 2 weeks following receipt of CMAR as-built information for the record drawings. This Task Order #3 is for a value of \$393,164, bringing the total cumulative value of the contract to \$2,424,857.00.

RFP 2023-1110, Job Order Contracting (JOC), Job Order #3, Change Order #1

RFP 2023-1110, Job Order Contract Services, Horizontal Construction was released February 17, 2023, and closed April 7, 2023; two vendors were awarded, Kinney Construction Services and Banicki Construction. In January 2025, Mountain Line awarded JO #3 to Banicki Construction for Route 8 Bus Stops. Change Order #1 is to include reimbursement for project schedule impacts due ADOT review and approval of the necessary ROW encroachment permit(s) for the contract scope of work. The costs related to schedule impacts represent a strategic effort by Banicki to maintain project completion milestones for Mountain Line to open the new bus stop locations. Due to the ADOT permit review/approval time frame for the permits per bus stop location, construction acceleration methods were necessary for Banicki to meet our milestone dates. Reimbursement for additional work necessary for the bus stop locations to be complaint with ADOT Traffic Engineering criteria and the MUTCD as it relates to pavement markings at three of the five bus stop locations. The costs for the additional striping are included for the following bus stop locations and include the striping, survey layout for the striping and necessary traffic control measures to support striping application. The value of this Change Order #1 is \$13,199.18, bringing the total cumulative Job Order #3 value to \$246,972.86.

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October: No TAC Meeting Board and TAC Advance is Wed, 10/15

ITEMS:	WHO & WHAT:
Safety Minute	Sam
Milestone Anniversaries	Heather D
2025-2030 Strategic Plan	Heather D/ Facilitator
Board Business: Mountain Line Annual Report	Heather D - D/A
November/January Working Agenda	

November: TAC Meeting is Thurs, 11/6 Board Meeting is Wed, 11/19

ITEMS:	WHO & WHAT:
Safety Minute	Sam
Milestone Anniversaries	Heather D
Leadership APTA - AI Presentation	Jacki's APTA Group
Workplace Housing Partner Award	Heather D/RJA - D/A
Power Purchasing Consortium	Bizzy - D/A
Legislative Priorities	Heather D - D/A
New Strategic Plan	Heather D - D/A
Business or Economic Development Citizen Representative Appointment to the TAC	Heather D/Rhonda - D/A
Ability to Access Impact Fees for Necessary Transit Infrastructure Costs	Bizzy/Scott - D/A
Budget Process Kickoff	Megan - D/A
Employee Satisfaction Survey	Codi - D
Triennial Review Closeout Report	Bizzy - PR
Grant Award Notification	TBD - PR
Workforce Utilization Report	Codi - PR
Maintenance Facility Update	Anne - PR
Downtown Connection Center (DCC) Phase 1 Closeout	Anne - PR
Delegation of Authority Update – Agreements, Grants, and Procurements:	Heather D - PR
January/February Working Agenda	

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