



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 will hold a short business meeting and the BOD and TAC will hold a Strategic Planning Advance on:

Wednesday, November 19, 2025  
9:00 AM – 2:00 PM  
Mountain Line Ponderosa Room  
216 West Phoenix Avenue  
Flagstaff, AZ 86001

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.**

**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](mailto:publiccomment@mountainline.az.gov) and should reference if the comment is part of the general call to the public or in reference to a specific agenda item. Every email, if received by 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](mailto:publiccomment@mountainline.az.gov) by 9:00 a.m. on the day of the meeting with their name and agenda item for which they wish to provide comment. The Clerk of the Board will provide a link to access the meeting via Zoom and will introduce those giving public comments at the appropriate time in the agenda.





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 1-3

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:**

5. AWARD RFP 2025-200: WORKFORCE HOUSING DEVELOPER -page 4-6  
-Heather Dalmolin, CEO and General Manager  
Staff recommends that the Board of Directors approve award of RFP 2025-200 for Workforce Housing Developer to Servitas and authorize the CEO and General Manager and General Counsel to negotiate, finalize, and execute the Pre-Development Agreement and all necessary supporting documents.
6. FY2025 ANNUAL REPORT -pages 7-8  
-Heather Dalmolin, CEO and General Manager  
Staff recommends the Board of Directors approve the FY2025 Annual Report and authorize staff to submit the report to the State of Arizona and partner agencies as required in the Master IGA.
7. TRANSIT ADVISORY COMMITTEE STRUCTURE -pages 9-12  
-Heather Dalmolin, CEO and General Manager  
Staff recommends the Board of Directors approve a restructuring of the Transit Advisory Committee and direct staff to update the related Rules of Procedure.

**PROGRESS REPORTS:**

8. FY2027 BUDGET SETTING PROCESS AND TIMELINE -pages 13-14  
-Heather Dalmolin, CEO and General Manager
9. EQUAL EMPLOYMENT OPPORTUNITY (EEO) WORKFORCE UTILIZATION ANALYSIS, SECOND HALF OF FEDERAL FISCAL YEAR 2025 -pages 15-19  
-Codi Weaver, Human Resources Manager
10. KASPAR MAINTENANCE PROJECT UPDATE -page 20  
-Anne Dunno, Capital Development Manager





11. DELEGATION OF AUTHORITY UPDATES -pages 21-24  
-Heather Dalmolin, CEO and General Manager
12. SUMMARY OF CURRENT EVENTS  
-Heather Dalmolin, CEO and General Manager

**BOARD OF DIRECTORS AND TRANSIT ADVISORY COMMITTEE STRATEGIC PLANNING ADVANCE:**

13. ADVANCE AGENDA -pages 25-26

**ITEMS FROM COMMITTEE AND STAFF:**

SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

January/February Working Agenda -page 27

The next TAC meeting will be held on January 8, 2026, 10am, and it will be a hybrid meeting based in Flagstaff in the Mountain Line Ponderosa Room, 216 W Phoenix Avenue, Flagstaff, AZ, 86001. The public is invited to attend. January agenda items may include but not be limited to the Ability to Access Impact Fees for Necessary Transit Infrastructure Costs, Reduce Liability Insurance Limit to \$11 Million and Join Insurance Pool, 2025-2030 Strategic Plan, Legislative Priorities, Disadvantaged Business Enterprise (DBE) Program Changes, NAU Transit Programs, Employee Satisfaction Survey, Triennial Review Closeout, First Mile Last Mile Update, Huntington Update, Downtown Connection Center (DCC) Phase 1 Closeout, Meeting Calendar Review, and Delegation of Authority Updates. The January 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 TAC.

The next Board meeting will be held on January 21, 2026, 10am, and it will be a hybrid meeting based in Flagstaff in the Mountain Line Ponderosa Room, 216 W Phoenix Avenue, Flagstaff, AZ, 86001. The public is invited to attend. January agenda items may include but not be limited to the Ability to Access Impact Fees for Necessary Transit Infrastructure Costs, Reduce Liability Insurance Limit to \$11 Million and Join Insurance Pool, 2025-2030 Strategic Plan, Legislative Priorities, Disadvantaged Business Enterprise (DBE) Program Changes, NAU Transit Programs, Employee Satisfaction Survey, Triennial Review Closeout, First Mile Last Mile Update, Huntington Update, Downtown Connection Center (DCC) Phase 1 Closeout, Meeting Calendar Review, and Delegation of Authority Updates. The January 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.

14. ADJOURNMENT





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**DATE PREPARED:** November 10, 2025

**MEETING DATE:** November 19, 2025

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

**FROM:** Heather Dalmolin, CEO and General Manager

**SUBJECT:** Award RFP 2025-200: Workforce Housing Developer

### **RECOMMENDATION:**

Staff recommends that the Board of Directors approve award of RFP 2025-200 for Workforce Housing Developer to Servitas and authorize the CEO and General Manager and General Counsel to negotiate, finalize, and execute the Pre-Development Agreement and all necessary supporting documents.

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

- ❖ Goal One: Service Excellence
  - Develop and improve community partnerships and interagency relationships to enhance transit and improve our ability to meet community needs and deliver public transit services.
- ❖ Goal Five:
  - Increase the community's awareness of Mountain Line's value to the community.
- ❖ Goal Six:
  - Ensure a sustainable financial future through long-term financial planning.
  - Diversify funding sources to reduce dependency on federal funding for ongoing operations.
  - Expand Mountain Line revenue resources to allow for the full implementation of the 5-year plan, capital plan, and projected increases in costs of providing service.

### **BACKGROUND:**

Mountain Line began exploring the option to use the locally funded, vacant parcel on Linda Vista drive to create a housing development aimed at the missing middle, or workforce housing. A few reminders on the background of this project:

- Mountain Line purchased, with local transit funding, 5.32 acres of property ("Linda Vista Property") adjacent to Mountain Line's developed parcels anticipating future need for expansion of maintenance and bus storage facilities to support growth in transit service in 2017.
- In 2022, Mountain Line developed the Kaspar Headquarters Master Plan (KHMP) which reviewed several alternative concepts but ultimately identified best use was to construct long-term maintenance and bus storage on the two developed Kaspar parcels, leaving the vacant parcel undeveloped.
- In spring of 2024, staff received authorization to modify lot lines for the vacant parcel and 1 of 2 developed properties in preparation for disposing of the vacant parcel. During the process with the City of Flagstaff and Coconino County submitting for the lot modifications, conversations around

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workforce housing needs in our community escalated and became a focal point of joint public agency conversations.

- Staff engaged with legal counsel to evaluate if there was a way to leverage our vacant parcel to create a workforce housing opportunity and it was determined that the next best step was to complete a feasibility study to determine best position for Mountain Line in development of workforce housing.
- After a report on feasibility of pursuing this Public-Private Partnership Opportunity in November 2024, the Board authorized staff to 1) amend the Master Intergovernmental Agreement to reflect the authority of Mountain Line as property owners to act on property use and 2) issue the procurement document(s) needed to begin the search for a developer for this project.

Steps completed to date include:

- March 2025: Completed development of the procurement and began engagement with potential developers.
- April 2025: Issued procurement in April 2025 and begin site visits with interested developers.
- May 2025: Reviewed responses from interested developers and created a short list or preferred partners for delivery of the project, that most closely align with the goals of the housing.
- August 2025: Selected a preferred partner and initiated negotiation of the necessary agreement(s) to move to predevelopment design and market outreach for project partners.

The committee that reviewed the proposals included our contractor RJA, Dickinson Wright, Mountain Line staff, staff from City Housing department, staff from City Management team, representative of ECoNA, and a private contractor that is familiar with this industry and Flagstaff. We received seven submissions and shortlisted to three preferred partners as we felt the three shortlisted proposers provided proposals that demonstrated most viable partnership opportunity, best responded to the requests of the RFP, and recognized the goals that we have set for the delivery of this project. We met with each of the three shortlisted firms in June and conducted site visits and workshops to talk about the proposed approach to delivery. The complete scoring sheets of the committee is available upon request.

In August 2025, the selection team determined that Servitas is the preferred partner for delivery of this project as the proposal was the most aligned with the goals of Mountain Line. Servitas has experience delivering housing that has a price point set to ensure it is attainable for our workforce earning levels. Other criteria used to select Servitas include:

1. Overview of Understanding of Project
2. Qualifications
3. Financial Capacity and Fees
4. Technical Proposal
5. Financial Proposal
6. Interview of team members and to explore the approach of the technical and financial proposals.

The Servitas proposal includes the following sub-contractors for delivering the project.

1. Hord Coplan Macht (Architect of Record)
2. Norris Design (Entitlements and Landscape)
3. Ardurra (Civil Engineer)

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4. Whitney Cunningham (Legal Counsel for project)
5. Mainer Multifamily (Contractor)
6. J.P Morgan Securities (Financial Structure)

Approving the award of the RFP and authorizing the execution of the project allows Mountain Line and Servitas to take the next steps of detailing the project. Mountain Line will be required to negotiate and execute additional agreements prior to groundbreaking and project opening.

### **FISCAL IMPACT:**

The project is anticipated to pay for itself and create a reoccurring revenue source, through the land lease, for the next 50 years. Revenue earning is not anticipated to begin until project is complete and the timeline for completion is pending conversations with the City, additional site work, and confirmation of various elements of the project.

### **ALTERNATIVES:**

- 1) Approve award of RFP 2025-200 and authorize the execution of the Pre-Development Agreement with Servitas (**recommended**): Servitas was one of three finalists and the only finalist to propose a project that maximizes the number of units aimed to fill the identified missing workforce housing that is much needed. Awarding the procurement is supported by procurement criteria and scoring of the committee.
- 2) Do not approve recommended award of the RFP (**not recommended**): A delay in award will delay the project. Delaying the project could be connected to loss of interest by Servitas or their sub-contractors as well as increase cost of the project.

### **TAC DISCUSSION:**

The Transit Advisory Committee was advised that a recommendation for award would be made at the November 19, 2025 Board meeting. The recommendation and award were not discussed due to sensitive nature of making that information publicly available while Mountain Line continued to negotiate the Pre-Development Agreement with Servitas.

### **APPROVED BY:**

Heather Dalmolin  
CEO and General Manager

### Attachments:

1. Draft Pre-Development Agreement between Servitas and Mountain Line -separate attachment

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**DATE PREPARED:** October 31, 2025

**MEETING DATE:** November 19, 2025

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

**FROM:** Heather Dalmolin, CEO and General Manager

**SUBJECT:** FY2025 Annual Report

**RECOMMENDATION:**

Staff recommends the Board of Directors approve the FY2025 Annual Report and authorize staff to submit the report to the State of Arizona and partner agencies as required in the Master IGA.

**RELATED STRATEGIC PLAN OBJECTIVE:**

- ❖ The FY2025 Annual Report supports transparency for all aspects of the Strategic Plan and Key Objectives.

**BACKGROUND:**

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

The FY2025 Annual Report is a formal document designed to meet state regulations. The report contains a summary of the activities, including performance data for all provided public transportation systems. The report provides an overview of FY2025 revenues and expenditures. The FY2025 performance information and financial data from the report are presented to the Transit Advisory Committee and Board of Directors throughout the year. The financial data is reflective of the year-end information as reviewed with and presented to each partner agency.

Mountain Line's FY2025 annual financial audit is still pending, and if anything changes because of the audit, an amended report will be filed no later than December 31, 2025, and presented to the TAC and Board no later than January 2026.

**FISCAL IMPACT:**

There is no budgetary or financial impact with the adoption of the FY2025 Annual Report.





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### ALTERNATIVES:

- 1) Approve the FY2025 Annual Report and authorize submission of Annual Report as per the requirements of the Master IGA (**recommended**): If the Board approves the Annual Report, staff can proceed with submission of the Annual Report on time, and Mountain Line will remain compliant with the Master IGA as well as the State of Arizona regulations.
- 2) Do not approve the FY2025 Annual Report (**not recommended**): If the Board does not approve the report, staff will be delayed in submitting the Annual Report. This delay could mean Mountain Line would not meet the deadline for submission as required by the Arizona Revised Statutes.

### TAC DISCUSSION:

This item is being presented to the Board and TAC during the Joint Strategic Plan Advance. The report was not shared at the November TAC.

### APPROVED BY:

Heather Dalmolin  
CEO and General Manager

### ATTACHMENTS:

1. FY2025 Annual Report -separate attachment

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**DATE PREPARED:** November 7, 2025

**MEETING DATE:** November 19, 2025

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

**FROM:** Heather Dalmolin, CEO and General Manager

**SUBJECT:** Transit Advisory Committee Structure

**RECOMMENDATION:**

Staff recommends the Board of Directors approve a restructuring of the Transit Advisory Committee and direct staff to update the related Rules of Procedure.

**RELATED STRATEGIC PLAN OBJECTIVE:**

- ❖ Goal 1: Service Excellence
  - 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 5: Community Engagement
  - Ensure active participation from a supportive network of stakeholders.

**BACKGROUND:**

I am recommending we change the Mountain Line TAC to offer an opportunity to transform TAC meetings from its current role that focus on acting as a review committee for the Board of Directors documentation and discussion to an engaged group of advisors on transit initiatives and concerns. This recommendation is a result of conversations with several members who would like to see a change to offer an improved opportunity for engagement and discussion.

Some background on TAC purpose and use:

Per the Master IGA as amended in 2025:

Section 11. **Transit Advisory Committee.**

**11.1 Responsibilities.** The Transit Advisory Committee ("TAC") shall: (i) serve an advisory role to the NAIPTA CEO and General Manager; (ii) meet monthly ***or as required*** to discuss operational and intergovernmental issues; review financial plans; review funding opportunities; review staffing, administration and capital plans; review ridership enhancement policies; and consider liability issues; (iii) consider and comment upon staff and consultant recommendations related to transit service; (iv) convene public meetings on behalf of NAIPTA transit services to gain citizen feedback and input; and, (v) review and comment upon policies affecting NAIPTA.





**11.2 Organization and Operation of the TAC.** The TAC shall have the members, officers, terms of office duties, rules of procedure and operation, and rights and obligations as set forth in in the Rules of Procedure as adopted and amended by the Board.

Historically, the goal was to create an opportunity for 1) a dry run of our Board meeting for our staff and 2) for staff from our partner agencies to meet with and update respective Board members, as part of informing the Board and gaining support from staff within our partner agencies for our proposed actions. Feedback we have received is that some TAC and Board members don't feel like that is working and there is a sense that being our dry run audience is not making best use of our TAC members. To that end, I am proposing we adjust what we are doing.

One additional consideration is that MetroPlan convenes a monthly Management Committee that is an opportunity for Mountain Line to engage with the MetroPlan Executive Director, City Manager, and County Manager (all TAC members) to talk broadly about transportation concerns in a collaborative and strategic planning format. This meeting did not exist when Mountain Line was formulating committees and committee roles in 2006. The referenced TAC members prefer this model over our existing TAC model and have expressed support for changing who is on the TAC and the role the TAC plays.

Accordingly, I propose the following changes to address this feedback and hopefully offer other members a chance for an improved opportunity to provide feedback and engagement on Mountain Line's workplan and strategies instead of the current primary role of reviewing staff reports and presentations.

- Revise membership by asking City, County, NAU, CCC and Metroplan to appoint team members that are active in transportation and planning efforts. For some, the appointments may not change but it is anticipated that this will allow MetroPlan, the City, and the County to appoint staff that are regularly engaged on our projects.
- Keep citizen members from City and County and business member appointments. I also suggest we keep NAU and CCC student body positions.
- Add one or two members that can represent our riders and/or the human service agencies that are served by Mountain Line.
- Add a member of the Mountain Line Board of Directors that is responsible for ensuring report out to the Board on TAC discussions and to the TAC on Board discussions, supported by the reports as noted in following bullets (prepared by Mountain Line staff). (TAC recommended)
- Modify the meeting schedule to quarterly meetings that are focused on short- and long-term projects and plans. This is anticipated to include an advance look at the next quarter of planned Board engagements, public comments, planning efforts, and project evaluation, including grant strategies and opportunities. We believe the TAC is an important part of planning our programs and setting policies, we don't want to lose that opportunity to engage on key issues and strategies. Quarterly meetings allow us to create robust discussions and have follow-up conversations on planned Board items to ensure staff at our partner agencies are heard and reflected in our recommendations to our Board.





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- I also recommend we stop treating the TAC as a public meeting as it is a meeting with attendees set by and reportable to the CEO. (This is true today and we have just continued to treat the TAC as a public meeting as it was one prior to formation of NAIPTA in 2006.) This will allow us to be nimbler and more informal in addressing the business at hand. The Board of Directors will continue to conduct the public hearings and be the meetings at which the public can provide comments.
- Staff would continue to incorporate feedback from the TAC in reports to both MetroPlan's Management Committee and Mountain Line's Board of Directors in the form of a quarterly report from the CEO with the meeting summary as an attachment. This will replace meeting minutes.
- Create a quarterly report to the TAC as a summary of the Board meeting agendas, discussions, and decision points. (TAC recommended)

Mountain Line TAC, as it exists today, has been in place since our formation of the IPTA in 2006. It is an important part of how we do business and make decisions. It is my hope that this re-imagined committee keeps members engaged in an exciting way, demonstrates the value we have for our members, and allows our team to grow our ideas and plans in a manner that reflects our community and partners.

If the Board of Directors supports this change, staff will begin working on amending the Rules of Procedure and policies, planning for a kickoff meeting for the newly formed TAC in January.

This idea was sent to TAC members in an email dated October 23, 2025. Members were supportive of the change with one member commenting that this new format could offer us challenges on planning topics and timing of conversations.

### **FISCAL IMPACT:**

There is no budgetary or financial impact related to the proposed change.

### **ALTERNATIVES:**

- 1) Approve the recommended changes to the Transit Advisory Committee structure (**recommended**): The proposed restructuring creates an opportunity for engagement from existing committee members while adding new perspective with additional members. The new format of meetings allows the committee to participate in decision making and policy making, making the meetings an effective use of the time of our members.
- 2) Do not approve changes to TAC structure (**not recommended**): The TAC can continue to operate as it exists today but in its current format, we will continue to lack engagement in an effective and powerful way.

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### TAC DISCUSSION:

The Transit Advisory Committee spoke in support of the restructuring with a couple of suggestions for Board consideration: (added above)

- Create a quarterly report to the TAC on Board meeting discussions and actions, similar to report from TAC to Board, as measure to keep the two groups in sync.
- Offer an opportunity for an assigned Board member to be a member of the TAC group, again as a measure to create a connection and cohesion between the two meetings and the varied discussions.

### APPROVED BY:

Heather Dalmolin  
CEO and General Manager

### ATTACHMENTS:

None.

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# MOUNTAIN LINE MEMORANDUM

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**DATE:** November 19, 2025

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

**FROM:** Heather Dalmolin, CEO and General Manager

**SUBJECT:** FY2027 Budget Setting Process and Timeline

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As we head into the FY2027 budget setting period, staff wanted to provide information on the typical budget process used by Mountain Line for the last several years and ensure adequate information is presented to the Board and TAC. Our goal is to ensure members are confident that they understand the request of the budget, the various funding sources anticipated and can approve of the budget request when presented in June.

The timeline for the budget process will be as follows: (the bold items are being introduced in the FY2027 process to address remarks and changes requested by the Board over the last several months)

|          |                                                                                                                                                                                                                                                     |
|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| November | Review and Update the Capital Improvement Plan (CIP*).<br><b>Prepare procurement priorities and create anticipated timeline and funding sources.</b>                                                                                                |
| December | Prepare grant strategies in preparation for federal funding opportunities.                                                                                                                                                                          |
| January  | Kickoff the budget process, call for increment requests from leadership group.<br>Confirm staff priorities, strategy, and draft budget.<br>Project year end expenses for the current year.                                                          |
| February | Present workforce priorities budget to the Board.                                                                                                                                                                                                   |
| March    | Present operations and maintenance budget to the Board.<br><b>Present Financial Plan Projection and evaluate zero-fare option.</b><br><b>Update procurement priorities and timeline with O &amp; M items.</b>                                       |
| April    | Prepare budget presentations for partners.<br>Present capital budget to the Board.<br><b>Present FY2026 procurements</b>                                                                                                                            |
| May      | Calculate any capital carryover and finalize partner funding requests.                                                                                                                                                                              |
| June     | Present the FY2027 draft budget with identified revenue sources to the Board.<br><b>Present the Annual Procurement Authority Delegation Resolution for adoption by the Board.</b><br>Present the finalized FY2027 budget for adoption by the Board. |

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The process as outlined above will provide an opportunity for the following elements to be presented and reviewed:

- Prior year performance including actual financial information.
- Review of projects and anticipated changes impacting the budget.
- Detailed review of compensation strategies, wages, and benefit programs.
- Detailed review of capital programs.
- Detailed review of operating and maintenance programs.
- Summary budget review that includes ratio of changes by expense category.
- Detailed review of funding availability by source.

If additional information or documents are desired, please let us know so we can incorporate these into future budget discussions.

\* The CIP workflow is used to develop a prioritized list of projects to guide both budget setting process and grant strategies. Every 3 years an in-depth committee meets to develop a prioritized capital request list for a 5-year outlook and the financial plan. The process provides priorities based on the following criteria: 1) state of good repair, 2) service impacts, 3) regulatory/legal mandates, 4) safety/security needs, 5) cost/benefit, 6) sustainability, and 7) social equity. The Committee provides recommendations to the CEO and General Manager for consideration and inclusion in the budget process. Every year, the committee will review the CIP from the prior budget cycle for urgent and emergent changes. Minor adjustments can be made in these years based on need and funding.

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# MOUNTAIN LINE MEMORANDUM

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**DATE:** November 19, 2025  
**TO:** Honorable Chairman and Members of the Board  
**FROM:** Codi Weaver, Human Resources Manager  
**SUBJECT:** EEO Workforce Utilization Analysis, Second Half of Federal Fiscal Year 2025

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

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

Mountain Line is a small-sized employer within Flagstaff; thus, our workforce is also a small portion in comparison to the community workforce. Mountain Line employees are divided into 5 categories: **Officials and Administrators** (Executive/Senior level & First/Mid-Level), **Craft Workers/Labor & Helpers** (Mechanics/Maintenance), **Office/Clerical** (Administration Staff), **Service/Transit** (Operations), **Professional** (Training/IT/Purchasing/Strategic Performance). The EEO reporting further evaluates Mountain Line's workforce based on males, females, unidentified 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 10-01-2025

-pages 16-19

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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 April 1<sup>st</sup>, 2025, through September 30th, 2025

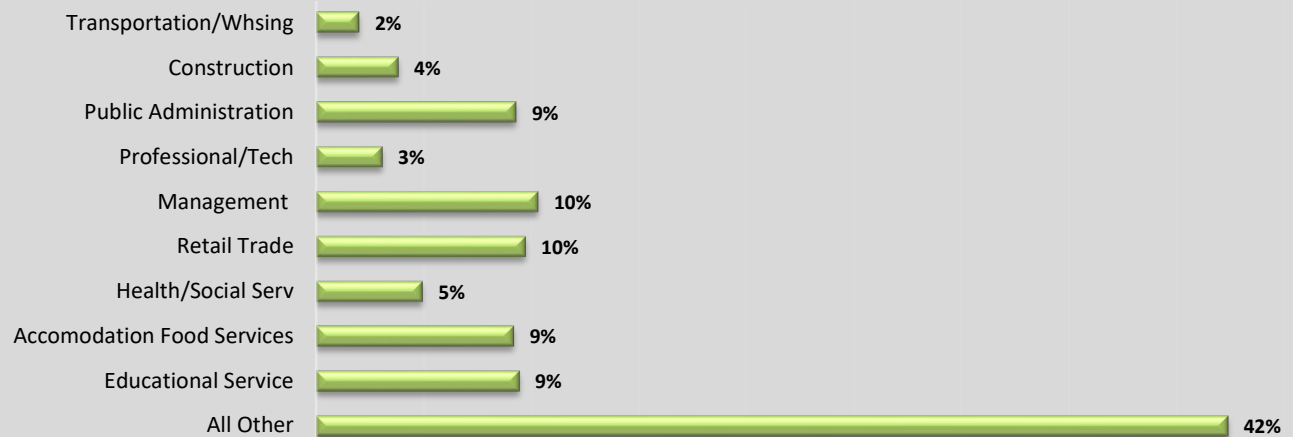
The Equal Employment Opportunity (EEO) program aids organizations in evaluating whether their recruiting, hiring, and termination practices follow all the diversity program requirements.

#### **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 134 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 134 employees during the reporting period equated to 0.34% of all employment sectors and 3.70% of all Public Administration sector employees. The pool of marketable employees is extremely competitive. **\* Please note due to the current government shutdown, the US Census Bureau doesn't have accurate data currently. The graph below shows Public Admin Employees as 3,487 from April 1<sup>st</sup>, 2025.**

#### **Mountain Line (134 emp) vs Other Public Admin (3,487 emp)**

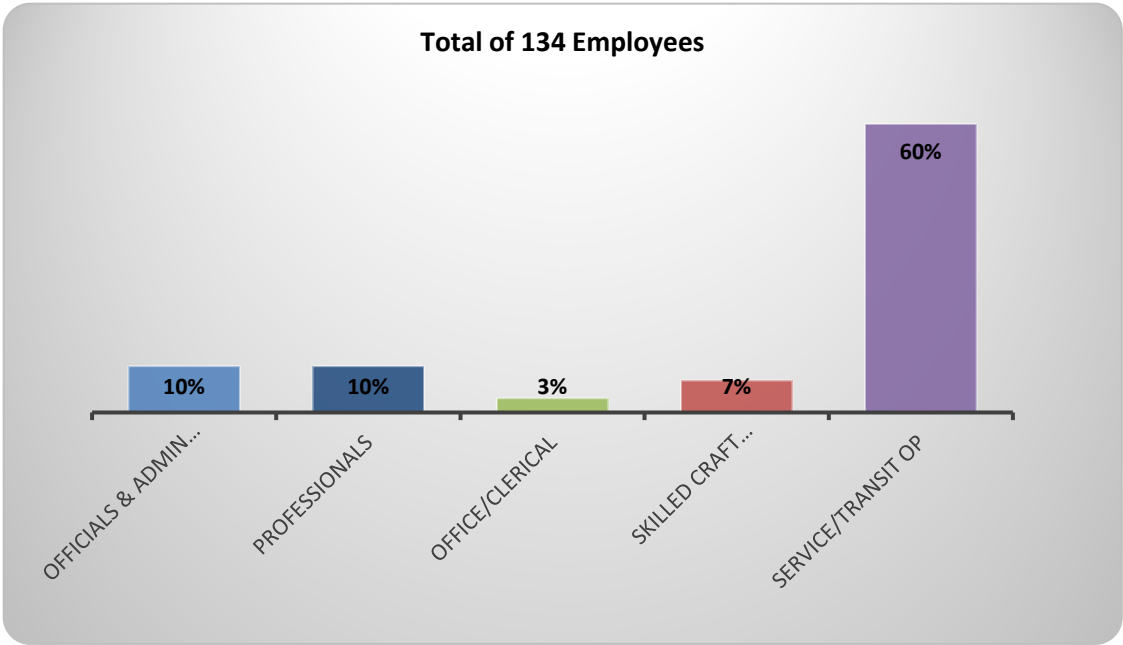


<sup>1</sup> American Community Survey/US Census Bureau has been used to review the most current statistics as of 2023 for the Flagstaff, Coconino County, AZ diversity employment population.



**MOUNTAIN LINE EMPLOYEE COMPARISONS BY GENDER**

Mountain Line’s 134 employees are categorized into 5 EEO areas: Officials and Administrators, Professionals, Office/clerical, skilled Craft, and Service/Transit



Males represent 61.94% of Mountain Line’s employee workforce, and females represent 27.61%. The largest department within the organization is Operations (Service/Transit) with 81 employees in total. ***\*Please note we have 14 unidentified employees. Categorized by “Unid”.***

|                   | Male | Male    | Female | Female  |
|-------------------|------|---------|--------|---------|
| Officials & Admin | 6    | 46.15%  | 7      | 53.58%  |
| Professionals     | 6    | 42.86%  | 8      | 57.14%  |
| Office/Clerical   | 0    | 0.00%   | 4      | 100.00% |
| Skilled Craft     | 8    | 100.00% | 0      | 0.00%   |
| Service/Transit   | 63   | 77.78%  | 18     | 22.22%  |
|                   | 83   | 61.94%  | 37     | 27.61%  |

| Total All Emp |      |
|---------------|------|
| 13            | 10%  |
| 14            | 10%  |
| 4             | 3%   |
| 8             | 7%   |
| 81            | 60%  |
| Unid. 14      | 10%  |
| 134           | 100% |



## Mountain Line

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Of Mountain Line's 83 male and 37 female employees, the minority population has 19 male and 7 female employees. Mountain Line also has 3 minorities who are unidentified and 5 majorities who are unidentified. ***\*Please note we had 6 employees who are unidentified in both gender and race.***

### Male Employees:

Non-minority males represent 47.66 % of the male population while minority males represent 15.63%

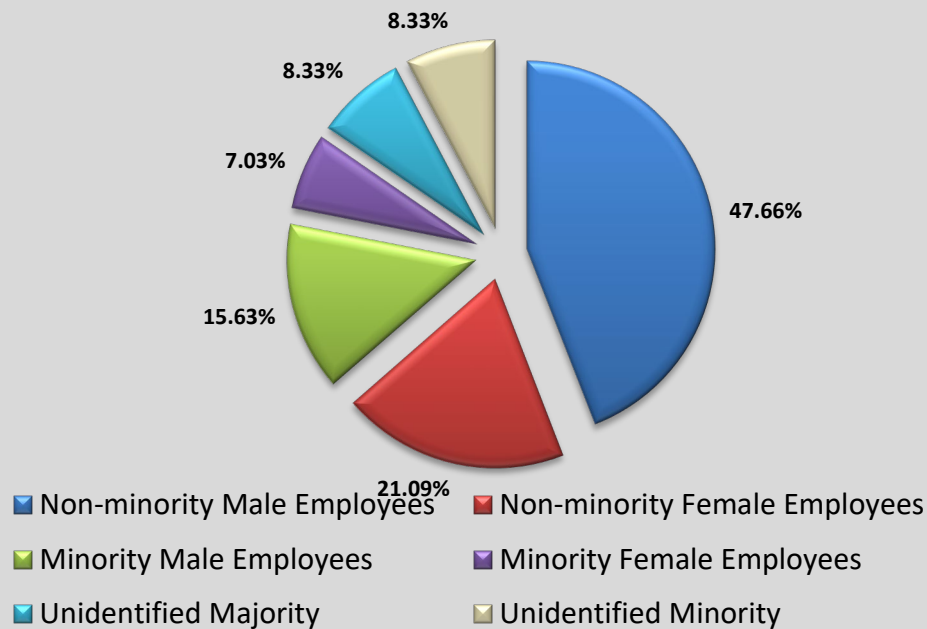
### Female Employees:

Non-minority females represent 21.09 % of the female population, while minority females represent 7.03%

### 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.

### Diversity Overview of 134 Employees



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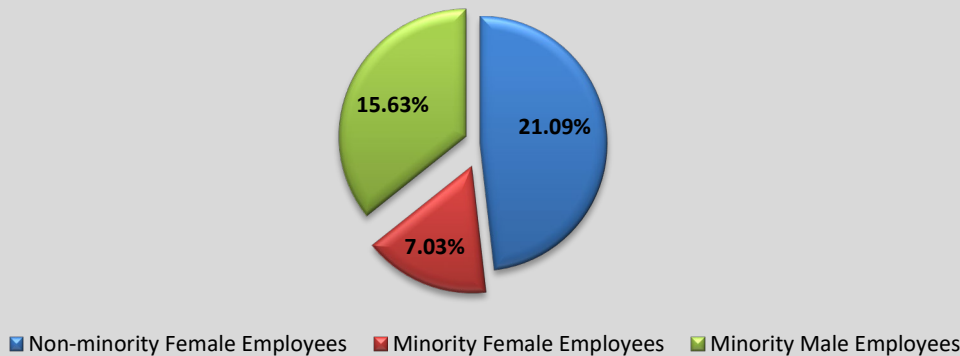


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Non-minority employees (male and female) represent 68.75% of Mountain Line's total workforce, while minority employees (male and female) represent 22.66% of the workforce. The combined population of all females and minorities represents 43.75% of the overall workforce at Mountain Line, as seen in the pie graph below. Mountain Line has a higher representation of non-minority females primarily identifying as White/Caucasian and Native American. Minority female representation primarily includes individuals who identify as African American, Asian, Hispanic, or as belonging to two or more racial or ethnic groups.

### A total of 53 of the 134 employees represent female and minority employees



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

- "DATA USA for Flagstaff AZ" webpage has been used to review the most current statistics as of 2021 for the Flagstaff, Coconino County, AZ diversity employment population. <https://datausa.io/profile/geo/flagstaff-az/>
- It should be noted that due to Mountain Line's employment group size as compared to the various other employment opportunities in Flagstaff, AZ, our current staff levels represent a diverse group of employees comparable to applicant availability.
- As per the new federal EEO reporting form, the compilation of diversity data will be broken into Female and Minorities. Non-Minority males will be excluded from diversity data.
- Mountain Line information has been used in comparison to data supplied by the 2015-2020 and 2022 American Community/ US Census Bureau 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

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**DATE:** November 19, 2025

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

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

**SUBJECT:** Kaspar Maintenance Project Update

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Mountain Line began construction on the Kaspar Maintenance Project in early October. The project is on Mountain Line's 2020-2025 Strategic Workplan and supports Strategic Goals for Service Excellence and Stewardship of Resources. The Kaspar Maintenance Project is Phase 1 of Mountain Line's Kaspar Headquarters Master Plan with the goal to maximize bus storage and maintenance on the Kaspar Property. Phase 2 will construct a future bus storage facility in the location of the former administrative building.

The new 21,000 SF maintenance facility will provide existing and future capacity for fleet maintenance, as well as new fleet technologies, to support long term growth. Currently the maintenance facility does not have the size capacity for articulated buses nor an adequate number of maintenance bays. The new facility will improve working conditions for safety and efficiency by reconfiguring tools, tires, and parts storage and will address battery maintenance and safe storage in climate-controlled environment.

Mountain Line completed the following steps in 2025:

- Received Conditional Use Permit approval in February 2025
- Obtained City site plan approval and addressed City final design review comments: February-August 2025
- Obtained Federal Transit Administration environmental clearance: April 2025
- Awarded Guaranteed Maximum Price contract amendment to Kinney: June 2025
- Obtained City grading permit approval: October 2025

Next steps:

From October through December, Kinney will focus on site grading, utilities, and storm drain installation in order to obtain City approval of the rough grading certificate; this is a required step prior to city issuing the building permit to start building construction. Demolition of Shop 0 is scheduled for January 2026 with estimated timeline to complete building construction by April 2027. Mountain Line will schedule an informal groundbreaking with the Mountain Line Board of Directors in January 2026.

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# **MOUNTAIN LINE MEMORANDUM**

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**DATE:** November 19, 2025

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

**FROM:** Heather Dalmolin, CEO and General Manager

**SUBJECT:** Delegation of Authority Updates

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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

Amended and Restated Master Intergovernmental Agreement (IGA)

The Master Intergovernmental Agreement among Coconino County, a body politic and corporate of the State of Arizona (“Coconino County”); the City of Flagstaff, an Arizona municipal corporation (“City of Flagstaff”); the Arizona Board of Regents, acting for and on behalf of Northern Arizona University, an Arizona state university (“Northern Arizona University”); Coconino County Community College District, an Arizona community college district (“Coconino Community College”); and the Northern Arizona Intergovernmental Public Transportation Authority, a political subdivision of the State of Arizona (“NAIPTA” or “Mountain Line”) is Amended and Restated to capture all prior amendments to the Restated Master IGA and further simplify, update and amend the Restated Master IGA to clarify the authority and operation of Mountain Line and its Board of Directors. This Amended and Restated Master Intergovernmental Agreement (IGA) was executed September 12, 2025.

RFP 2022-140, Downtown Connection Center (DCC) Construction Manager at Risk (CMAR) Change Order #12

RFP 2022-140 Downtown Connection Center (DCC) Construction Manager at Risk (CMAR) was awarded to Loven Contracting Inc. in March 2022 for the multi-phase construction of the Downtown Connection

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Center. This Change Order #12 is to provide that Loven Contracting will provide a rough opinion of cost for the Mountain Line to Utilize for the Rio de Flag project that will be within the confines of the current DCC building and further OPS Hub and Civic Area. These services will be provided only as a planning tool and will be based upon quantities provided by Civil Engineer of Record. Change Order #12 is for a value of \$5,113.32, bringing the total cumulative contract value to \$ \$27,131,354.61.

### RFP 2022-190, Testing and Inspections Task Order #4

RFP 2022-190 Testing and Inspection Services was awarded to Speedie and Associates in July 2022 testing and inspection services on a task order basis for Mountain Line capital projects. Task Order #4 is for testing and inspection services for support of the construction phase of the Kaspar Maintenance Project, covering the required test and inspections of the site and building in accordance with the project's design specifications and jurisdictional agency requirements. Speedie will provide the necessary personnel and equipment to observe and test the work performed, as well as the required technical reporting to Mountain Line, Kinney Construction (Contractor), and the City of Flagstaff as required by the permit process. Task Order #4 is for a value of \$85,785.00, bringing the total cumulative value of the contract to \$212,500.

### Northern Arizona University Memorandum of Agreement, Use of Vehicle Maintenance Garage

NAU and Mountain Line are Parties to the Intergovernmental Agreement titled "Flagstaff Alliance for the Second Century" dated November 19, 2020, which permits the Parties to share facilities in accordance with an agreement entered into between the Parties; and Mountain Line desires to use the University's Facility to perform maintenance services on its Buses during the construction of the Kaspar Maintenance Facility. The terms and conditions of the IGA shall govern this Agreement and are incorporated herein by reference. Notwithstanding the foregoing, the termination for convenience provisions set forth in this Agreement shall be in addition to the termination provisions in the IGA. This Memorandum of Agreement dated August 12, 2025, is to allow Mountain Line use of NAU's Vehicle Maintenance Garage. Pricing is as detailed in Exhibit A to the Delegation of Authority Report.

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### Northern Arizona University Memorandum of Agreement, Use of Fuel Island

NAU and Mountain Line are Parties to the Intergovernmental Agreement titled "Flagstaff Alliance for the Second Century" dated November 19, 2020, which permits the Parties to share facilities in accordance with an agreement entered into between the Parties; and Mountain Line desires to use the University's fuel island ("Facility") to fuel its vehicles with gasoline and diesel during the construction of the Kaspar Maintenance Facility. The terms and conditions of the IGA shall govern this Agreement and are incorporated herein by reference. Notwithstanding the foregoing, the termination for convenience provisions set forth in this Agreement shall be in addition to the termination provisions in the IGA.

### Intergovernmental Agreement for a Cooperative Purchasing Agreement with Northern Arizona University

This Agreement authorizes NAU to issue a non-binding solicitation on behalf of—and at no cost to—the collaborators to explore cost-effective clean energy procurement strategies, including 1) A future virtual power purchase agreement, and/or 2) Clean energy opportunities available through Arizona's regulated





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utilities. More information can be found in the October Board, and November TAC, report and presentation.

### APS Line Extension Agreement WA791374

APS and Mountain Line agree that APS will construct electric distribution facilities as an extension of its present facilities in order to serve property 216 W. Phoenix Ave. Mountain Line's "on and off" site construction required in support of APS's construction is estimated to begin on August 6, 2025, and be completed by July 23, 2026. APS's construction is estimated to begin on August 4, 2025, and to be completed on July 24, 2026. APS will not schedule or begin any construction pursuant to this Agreement until it receives from Mountain Line a payment of \$267,314.82.

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## EXHIBIT A

1. Pricing includes access to designated interior space and basic utilities.

- a. Interior Parking Lot – Bus Repair Use (typical bus stall 900-1,000sf)

| Duration | Rate per Square Foot | Example (1,000 sq ft) |
|----------|----------------------|-----------------------|
| Daily    | \$0.25               | \$250/day             |
| Weekly   | \$0.95               | \$950/week            |
| Monthly  | \$4.00               | \$4,000/month         |

- b. Outdoor Parking Lot – Event Use (typical car stall 150-180sf)

| Zone Type       | Rate per Square Foot | Example (2,000 sq ft) |
|-----------------|----------------------|-----------------------|
| Standard Zone   | \$0.10               | \$200/day             |
| High-Visibility | \$0.15               | \$300/day             |
| Premium Corner  | \$0.20               | \$400/day             |

- c. Day permit for single space is \$10/day.





# Strategic Advance Workshop

## Mountain Line, Flagstaff

Downtown Connection Center – Ponderosa Room

216 W Phoenix Avenue

Flagstaff, AZ 86001

November 19, 2025 | 9:30 AM – 2:00 PM

## Objectives

- Introduce the Strategic Planning process
- Revisit Mission, Vision, and Values
- Define Success Outcomes & link to performance and workplan

## Annotated Agenda

### 9:30 AM – 9:45 AM: Opening and Welcome Remarks

- Opening remarks:
  - Jeronimo Vasquez: Chair, Mountain Line Board of Directors
  - Heather Dalmolin: CEO & General Manager, Mountain Line – Flagstaff
- Welcome remarks from TransPro:
  - Matt Webb, Principal, Consulting Practice Leader
  - Jill Barnett, Project Manager
- Confirm objectives of the day

### 9:45 AM – 10:05 AM: Strategic Planning Process Overview

- Overview of process and strategic plan elements

### 10:05 AM – 10:20 AM: Review and Affirmation of Mission, Vision, and Values

### 10:20 AM – 10:35 AM: Status Review of 2020-2025 Strategic Work Plan

### 10:35 AM – 11:30 PM: Defining Success – What Does Success Look Like?

- Review Mountain Line's existing strategic priorities
- Success themes from Board, stakeholder, and staff interviews
- Headline exercise and prioritization
- Align on key outcome areas
- Definitions

### 11:30 PM – 11:45 PM: Break and Lunch (provided, working lunch)

### 11:45 AM – 12:15 PM: Defining Success – What Does Success Look Like? CONTINUED

- Review Mountain Line's existing strategic priorities
- Success themes from Board, stakeholder, and staff interviews
- Headline exercise and prioritization
- Align on key outcome areas
- Definitions



**12:15 PM – 1:10 PM: SWOT Exercise**

- Strengths, weaknesses, opportunities, and threats that will help Mountain Line to achieve its Success Outcomes

**1:10 PM – 1:40 PM: Performance Scorecard**

- Introduce workplan & organizational scorecards
- Discuss KPIs that align with Success Outcomes
- Establish goals

**1:40 PM – 1:50 PM: Next Steps**

**1:50 PM – 2:00 PM: Closing Remarks & One Word Close**

- Closing remarks:
  - Jeronimo Vasquez: Chair, Mountain Line Board of Directors
  - Heather Dalmolin: CEO & General Manager, Mountain Line – Flagstaff
- One Word Close

**January: TAC Meeting is Thurs, 1/8/2026 Board Meeting is Wed, 1/21/2026**

| ITEMS:                                                                   | WHO & WHAT:        |
|--------------------------------------------------------------------------|--------------------|
| Safety Minute                                                            | Sam S              |
| Milestone Anniversaries                                                  | Heather D          |
|                                                                          |                    |
| Leadership APTA - AI Presentation (TBD)                                  | Jacki's APTA Group |
| Legislative Priorities                                                   | Heather D - D/A    |
| 2025-2030 Strategic Plan                                                 | Heather D - D/A    |
| Ability to Access Impact Fees for Necessary Transit Infrastructure Costs | Bizzy/Scott – D/A  |
| Reduce Liability Limit to \$11 Million and Join Insurance Pool           | Sam S - D/A        |
| Disadvantaged Business Enterprise (DBE) Program Changes                  | Heather H - D/A    |
| NAU Transit Programs                                                     | Bizzy - D          |
| Employee Satisfaction Survey                                             | Codi - D           |
| Budget Message                                                           | Heather D - D      |
|                                                                          |                    |
| Triennial Review Closeout                                                | Bizzy - PR         |
| First Mile Last Mile Update                                              | Anne - PR          |
| Huntington Update                                                        | Anne - PR          |
| DCC Phase 1 Closeout                                                     | Anne - PR          |
| Meeting Calendar Review                                                  | Rhonda - PR        |
| Delegation of Authority Update – Agreements, Grants, and Procurements:   | Heather D - PR     |
| February/March Working Agenda                                            |                    |

**February: TAC Meeting is Thurs, 2/5/2026 Board Meeting is Wed, 2/18/2026**

| ITEMS:                                                                 | WHO & WHAT:    |
|------------------------------------------------------------------------|----------------|
| Safety Minute                                                          | Sam S          |
| Milestone Anniversaries                                                | Heather D      |
|                                                                        |                |
| Workforce Budget Overview                                              | Megan - D      |
| August Service Changes                                                 | Jacki - D/A    |
| Impact of Vehicle Rehabilitation                                       | Jeremiah - D   |
|                                                                        |                |
| Delegation of Authority Update – Agreements, Grants, and Procurements: | Heather D - PR |
| March/April Working Agenda                                             |                |