



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, January 21, 2026
10:00am
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 9:00 a.m. on the day of the meeting. Comments can be emailed to publiccomment@mountainline.az.gov and should reference if the comment is part of the general call to the public or in reference to a specific agenda item. Every email, if received by 9:00 a.m. on the day of the meeting, will be entered into the official record.
2. **Virtual Comments:** Members of the public can join the meeting virtually to deliver public comments. Those wishing to attend virtually must email publiccomment@mountainline.az.gov by 9:00 a.m. on the day of the meeting with their name and agenda item for which they wish to provide comment. The Clerk of the Board will provide a link to access the meeting via Zoom and will introduce those giving public comments at the appropriate time in the agenda.





Mountain Line

216 W. Phoenix Ave. · Flagstaff, AZ 86001 · 928-679-8900 · www.mountainline.az.gov

Board Agenda Packet
1/21/2026 - Pages 2 of 58

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

The agenda for the meeting is as follows:

-pages 1-4

1. CALL TO ORDER

2. ROLL CALL

3. SAFETY MINUTE

-Sam Short, Workforce Director

4. MILESTONE ANNIVERSARIES

-Heather Dalmolin, CEO and General Manager

5. CALL TO THE PUBLIC

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

6. APPROVAL OF MINUTES:

- a. Regular Meeting 10/15/2025

-pages 5-13

- b. Board/TAC Advance 11/19/2025

-pages 14-20

- c. Special Meeting 12/1/2025

-pages 21-23

DISCUSSION / ACTION ITEMS:

7. LEADERSHIP AMERICAN PUBLIC TRANSPORTATION ASSOCIATION (APTA) REPORT

-Jacki Lenners, Deputy General Manager
(No Staff Report)

8. ELECTION OF VICE CHAIR OF THE BOARD OF DIRECTORS

-pages 24-25

-Rhonda Cashman, Executive Assistant and Clerk of the Board

Staff recommend the Board of Directors nominate and elect a Vice Chair from the two (2) eligible City of Flagstaff members to serve in 2026 and ascend to the Chair position in 2027.

9. STRATEGIC PLAN UPDATE

-page 26

-Heather Dalmolin, CEO and General Manager

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

Getting you where you want to go





Mountain Line

216 W. Phoenix Ave. · Flagstaff, AZ 86001 · 928-679-8900 · www.mountainline.az.gov

Board Agenda Packet
1/21/2026 - Pages 3 of 58

10. GRANT APPLICATION FOR BATTERY-ELECTRIC BUSES -pages 27-28
-Heather Dalmolin, CEO and General Manager
Staff recommend the Board of Directors direct staff to proceed with development of a federal funding obligation application (the 'grant application') to the Federal Transit Administration (FTA) for two (2) Battery-Electric buses as awarded in 2025.
11. COMPREHENSIVE TRANSIT ALIGNMENT -pages 29-38
-Bizzy Collins, Strategic Performance Planner
The Board may provide direction, but there is no recommendation from staff at this time.
12. FY2026 EMPLOYEE ENGAGEMENT SURVEY RESULTS -pages 39-40
-Sam Short, Workforce Director
The Board may provide direction, but there is no recommendation from staff at this time.
13. ARIZONA MUTUAL AID COMPACT -pages 41-42
-Sam Short, Workforce Director
Staff recommend the Board of Directors approve the adoption of the Arizona Mutual Aid Compact and authorize the CEO and General Manager to execute the agreement.
14. FY2027 BUDGET MESSAGE -pages 43-45
-Megan Coons, Finance Director
The Board may provide direction, but there is no recommendation from staff at this time.
15. FEDERAL TRANSIT ADMINISTRATION (FTA) DRUG AND ALCOHOL PROGRAM AUDIT
-Sam Short, Workforce Director -pages 46-48
Staff recommend the Board of Directors adopt the FTA Drug and Alcohol Program Audit Corrective Action Plan.
16. FIRST MILE LAST MILE (FMLM) UPDATE -pages 49-50
-Anne Dunno, Capital Development Manager
The Board may provide direction, but there is no recommendation from staff at this time.

PROGRESS REPORTS:

17. HUNTINGTON/GRANT PEDESTRIAN CROSSING AND BUS STOP AMENITIES
-Anne Dunno, Capital Development Manager -page 51
18. DELEGATIONS OF AUTHORITY UPDATES -pages 52-55
-Heather Dalmolin, CEO and General Manager
19. SUMMARY OF CURRENT EVENTS -pages 56-57
-Heather Dalmolin, CEO and General Manager

Getting you where you want to go





Mountain Line

216 W. Phoenix Ave. · Flagstaff, AZ 86001 · 928-679-8900 · www.mountainline.az.gov

Board Agenda Packet
1/21/2026 - Pages 4 of 58

ITEMS FROM COMMITTEE AND STAFF:

SCHEDULE FOR THE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

February/March Working Agenda

-page 58

The next Board meeting will be held on February 18, 2026 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. February agenda items may include but not be limited to the 2025-2030 Strategic Plan, Legislative Priorities, New Strategic Plan, Ability to Access Impact Fees for Necessary Transit Infrastructure Costs, Reduce Liability Limit to \$11 Million and Join Insurance Pool, August Service Changes, Ability to Access Impact Fees for Necessary Transit Infrastructure Costs, Impact of Vehicle Rehabilitation, Triennial Review Closeout Report, Meeting Calendar Update, DCC Phase 1 Closeout, Kaspar Maintenance Facility Update, and Delegation of Authority Updates. The February 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.

20. ADJOURNMENT

Getting you where you want to go





Board of Directors Minutes for Wednesday, October 15, 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, October 15, 2025, at 9:00am 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:

Josh Maher, (Vice Chair), Associate VP for Community Relations, NAU, designee;
Miranda Sweet, Vice Mayor, City of Flagstaff;
Lori Matthews, City Councilor, City of Flagstaff, arrival at approximately 9:06am;
Judy Begay, Board of Supervisors, Coconino County, alternate, (Zoom);
Kurt Stull, Executive Director of Facilities and Security, CCC, alternate, (Zoom), left at approximately 10:27am.

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

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

BOARD MEMBERS EXCUSED:

Jeronimo Vasquez, (Chair), Board of Supervisors, Coconino County;
Tony Williams, Vice President of Student Services, CCC, designee

MOUNTAIN LINE STAFF IN ATTENDANCE:

Heather Dalmolin, CEO and General Manager;
Jacki Lenners, Deputy General Manager, left at approximately 9:09am and returned at approximately 9:19am;
Sam Short, Workforce Director;
Jeremiah McVicker, Maintenance Superintendent, (Zoom), left at approximately 9:09am and returned at approximately 9:19am;
Anne Dunno, Capital Development Manager, (Zoom), left at approximately 9:09am and returned at approximately 9:19am;
Megan Coons, Finance Director, left at approximately 9:09am and returned at approximately 9:19am;
Codi Weaver, Human Resources Manager, left at approximately 9:09am and returned at approximately 9:19am;
Heather Higgins, Purchasing and Contracts Officer, (Zoom), left at approximately 9:09am and returned at approximately 9:19am;
Bizzy Collins, Strategic Performance Planner, (Zoom), left at approximately 9:09am and returned at approximately 9:19am;
Jon Matthies, IT Manager, left at approximately 9:13am and returned at approximately 9:17am;
Rhonda Cashman, Executive Assistant and Clerk of the Board, left at approximately 9:13am and returned at approximately 9:17am;
Scott Holcomb, Mountain Line Attorney, (Zoom)





Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · www.mountainline.az.gov

Board Agenda Packet
1/21/2026 - Pages 6 of 58

GUESTS PRESENT:

Jeff McKay, Vice President for Capital Planning and Campus Operations, NAU, alternate

1. CALL TO ORDER -Vice Chair Maher called the meeting to order at approximately 9:01am.

2. ROLL CALL

3. SAFETY MINUTE
-Sam Short, Workforce Director

Mr. Short reported on fall hazards due to the seasonal changes and how to mitigate safety issues.

4. MILESTONE ANNIVERSARIES
-Heather Dalmolin, CEO and General Manager

Ms. Dalmolin recognized the October 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:
 - a. Regular Meeting 8/27/2025
 - b. Regular Meeting 9/24/2025

Director Sweet made a motion to approve the minutes for both August 27, 2025 and September 24, 2025. Director Matthews seconded. There was no discussion. All approved, none opposed. Motion carried.

NAME	YES VOTE	NO VOTE
Josh Maher	X	
Miranda Sweet	X	
Lori Matthews	X	
Judy Begay	X	
Kurt Stull	X	

Vice Chair Maher suggested holding a brief executive session regarding the first action item. The Board considered a motion to convene an executive session. At approximately 9:09am, Director Sweet

Getting you where you want to go





Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · www.mountainline.az.gov

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
Josh Maher	X	
Miranda Sweet	X	
Lori Matthews	X	
Judy Begay	X	
Kurt Stull	X	

EXECUTIVE SESSION:

Executive sessions are closed to the public.

The executive session was convened at approximately 9:13am 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 Mountain Line Chief Executive Officer (CEO) and General Manager regarding the Mountain Line CEO and General Manager Cost of Living Adjustment (COLA) and Amendment to the CEO and General Manager Contract. A.R.S. § 38-431.03(A)(1), (3) & (4).

Following the conclusion of the Executive Session, the Board reconvened the public meeting at approximately 9:17am.

DISCUSSION / ACTION ITEMS:

7. CONSIDERATION AND POTENTIAL APPROVAL OF THE MOUNTAIN LINE CHIEF EXECUTIVE OFFICER (CEO) AND GENERAL MANAGER COST OF LIVING ADJUSTMENT (COLA) AMENDMENT TO THE MOUNTAIN LINE EXECUTIVE OFFICER (CEO) AND GENERAL MANAGER CONTRACT
-Sam Short, Workforce Director
(No Staff Report)

Director Matthews made a motion to approve a three percent COLA for the CEO and General Manager, retroactive to 8/21/2025. Director Sweet seconded. There was no discussion. All approved, none opposed. Motion carried.

NAME	YES VOTE	NO VOTE
Josh Maher	X	
Miranda Sweet	X	
Lori Matthews	X	
Judy Begay	X	
Kurt Stull	X	



**8. REVISED ORGANIZATIONAL STRUCTURE**

-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.

Ms. Dalmolin explained the organizational structure wouldn't normally be brought to the Board, but she has brought it to the Board for approval because it affects the three to five year financial plan. She noted staff have been working with a consultant on an organizational assessment related to necessary skills and competencies to fill gaps. She shared an organizational matrix. She stated there will be some changes to who reports to who and one person may do more than one function. She noted that these changes build the framework for the Five Year Plan build out. She shared that this structure is meant to provide long term guidance for staffing to implement the service expansion approved under Proposition 488. She noted in reference to the Change Management Framework Timeline that the new team member integration will happen over the next three to five years; the Finance Director and Planning Director were deemed a priority, and an increase in hiring and training Transit Operators will come next. She indicated succession planning would be implemented across all positions in the agency as well. There was a question about current staff being given a new position without having to go through the hiring process. Ms. Dalmolin stated that it is often done through position redefinition; sometimes they may need to compete for the position, and there may be times when it is a good fit to go ahead and move someone into a new position, both options will likely be needed; hiring staff plan to be cautious to do this only if there are gaps. There was another question about what will trigger the hiring of a second Deputy General Manager. Ms. Dalmolin stated that the Operations side of the agency needs Strategic emphasis, which she has been providing in the CEO role. She said our Information Technology (IT) Manager is currently working on an Architecture Plan; business analytics need to integrate systems. There was another question about the percentage of administrative staff versus Operators. Ms. Dalmolin stated she does not know that percentage at the moment, but it can be brought back to the Board; she said the plan is to keep it at a similar proportion. She added that staff will continue to manage as we go and each budget year there will be consideration for staff that are needed to address gaps. She explained there will be a communication campaign internal and external, as well as affected staff and non-affected staff, and it will loop back to the Board; we don't want to lose anyone in the transition, and everyone needs to understand the "why". She said staff will measure success throughout the implementation. She reviewed the next steps: development of materials and communication, measuring success throughout implementation, and development of staff through learning opportunities. There was a question about how success will be measured. Ms. Dalmolin responded that the strategic planning efforts and development of Key Performance Indicators (KPIs) that will be discussed in November will be helpful. There was a brief discussion regarding the strategic planning consultant procurement in which a board member asked to be more informed about procurements as they are coming up. Ms. Dalmolin recommended holding a discussion in June to highlight the procurement process so that the agency can remain nimble to opportunities that arise. One Board member thanked staff for looking at the organizational chart and commented on the importance of KPIs and informing and involving staff in the organizational change process. There was another question about what





Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · www.mountainline.az.gov

“appropriate resources” means. Ms. Dalmolin replied that it relates to planning ahead in all areas for budgeting purposes and going through the process. Director Sweet made a motion to approve the organizational structure as presented. Director Matthews seconded. There was no discussion. All approved, none opposed. Motion carried.

NAME	YES VOTE	NO VOTE
Josh Maher	X	
Miranda Sweet	X	
Lori Matthews	X	
Judy Begay	X	
Kurt Stull	X	

9. FY2024 FINANCIAL AUDIT REPORT AND CORECTIVE ACTION PLAN

-Heather Dalmolin, CEO and General Manager

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.

Ms. Dalmolin stated that the Financial Audit has not been filed yet. She explained that she and Ms. Coons, our new Financial Director, have been looking at things over the last three weeks. She noted they are trying to fact check the federal grants, and then they should be able to submit the audit. She shared that the audit was due March 31, 2025 and Mountain Line received an extension to 6/30/2025. She reviewed the corrective action plan with Board members. She said there are monthly tasks to ensure staff are keeping up with the process. She noted there have been some challenges with the Sage system and staff will receive some additional training. She stated an audit prep timeline has been established and the internal deadline to complete the financial audit going forward is December 15th each year. She shared that the FY2025 cannot be started until the FY2024 audit is done. She explained items are mostly the same each year and the FY2025 audit is mostly ready to go. She noted that the reporting will improve oversight and all policies ensure there is not a repeat of the FY2024 problems. There was some discussion regarding strengthened oversight, and Ms. Coons was asked to share her experience with Board members. Ms. Dalmolin stated she has a vision for oversight reporting to the Board as evidence of improvements, but she is trying to figure out if it should be a presentation or an email, etc. A Board member encouraged the CEO to participate in some of the Sage training. Ms. Dalmolin shared that many of the gaps have already been corrected. There was a Board member comment of appreciation for the thought that is going into the framework. Director Matthews made a motion to approve the FY2024 Financial Audit Report and the Corrective Action Plan as presented. Director Sweet seconded. There was no discussion. All approved, none opposed. Motion carried.





Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · www.mountainline.az.gov

NAME	YES VOTE	NO VOTE
Josh Maher	X	
Miranda Sweet	X	
Lori Matthews	X	
Judy Begay	X	
Kurt Stull	X	

10. ELECTRIC BUS PERFORMANCE REPORT

-Bizzy Collins, Strategic Performance Planner

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

Ms. Collins reported an electric van will be put into service soon and it will be able to use the pantograph charger. She reviewed the Key Performance Indicators (KPIs) Efficiency Per Mile, Efficiency By Temperature, Gallons of Diesel Avoided, Carbon Dioxide Avoided, and Energy Cost Per Mile; the electric buses continue to perform well in all categories. She explained the process used for calculating the emissions saved to the equivalent of the number of cars removed from the road per year due to a Board member question. There was a question asked if there was a way to figure out the capital cost and energy cost to see how the battery electric buses (BEB) and the hybrid buses compare. Ms. Collins replied that she doesn't have the figures in front of her, but she noted there is a lot of infrastructure for both, which makes it pretty much a wash. The total cost comparison was requested to be shared in the future, as well as the breakeven point where true cost savings happens. There was a brief discussion about sustainability and the Carbon Neutrality Plan. There were no other questions.

11. BIANNUAL PERFORMANCE REPORT

-Bizzy Collins, Strategic Performance Planner

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

Ms. Collins noted she is showing the slides a little differently. She shared the financial and service benchmarks for Fixed Route, Demand Response (including Paratransit and Microtransit), City and County Taxi Programs, and the Vanpool Program. She also shared the FY2026 Strategic Plan Scorecard results; several goals were met and some fell short. One Board member asked about the significant cost difference between Paratransit and other programs and suggested that Mountain Line consider helping partners add equipment to their vehicles. Ms. Dalmolin stated that staff are researching how to grow the network of Americans with Disabilities Act (ADA) providers; currently there are no taxi providers with a lift. She said concerns need to be addressed to make the service seamless, which could result in savings. There was no further discussion.

12. FY2025 ANNUAL REPORT

-Heather Dalmolin, CEO and General Manager

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

Getting you where you want to go





Ms. Dalmolin asked the Board to table this item until November as the report needs to be finalized and there is still time to get approval before the deadline.

Director Sweet made a motion to approve tabling this item until the November meeting. Vice Chair Maher seconded. There was no discussion. All approved, none opposed. Motion carried.

NAME	YES VOTE	NO VOTE
Josh Maher	X	
Miranda Sweet	X	
Lori Matthews	X	
Judy Begay	X	

13. VIRTUAL POWER PURCHASING AGREEMENT

-Bizzy Collins, Strategic Performance Planner

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

Ms. Collins stated staff want to join the group and per the timeline, Northern Arizona University (NAU) has the expense of exploration. She clarified that there would be collaboration on specific projects, then cost sharing once a project is selected, and staff would come back to the Board for approval. One Board member cautioned staff that the City of Phoenix has dropped out of the group which may change things due to less leverage, guardrails recommended so it doesn't end up costing more. There was another question about moving forward to Phase 2 and what if half the group wants to proceed and half doesn't. Ms. Collins shared that there is no obligation. There was concern noted about diminishing negotiating power if there is less participation. One Board member commented that participants would potentially have to weigh the cost/benefit with the cost of emissions when trying to meet carbon neutrality goals.

PROGRESS REPORTS:

There were no questions regarding the progress reports.

14. MEETING ATTENDANCE

-Heather Dalmolin, CEO and General Manager

15. BUS SIMULATOR UPDATE

-Sam Short, Workforce Director

16. SPRINTER VAN LEASE

-Jeremiah McVicker, Maintenance Superintendent

17. DELEGATIONS OF AUTHORITY

-Heather Dalmolin, CEO and General Manager

18. SUMMARY OF CURRENT EVENTS





Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · www.mountainline.az.gov

-Heather Dalmolin, CEO and General Manager

Ms. Dalmolin shared the following highlights:

- She wanted to celebrate Ms. Lenners for completing the Leadership APTA Program with the American Public Transportation Association (APTA). The program is very competitive and it develops the transit leaders of tomorrow. She was happy to support Ms. Lenners.
- Ms. Lenners also accepted an APTA Adwheel Award for our Proposition 488 Educational Campaign.
- She reviewed the rest of the September and October anniversaries.
- Mountain Line is partnering with Friends of Flagstaff's Future to offer a Stronger Flagstaff event with sponsorship funds from our Transit in Code grant.
- Mountain Line provided a letter of support for the Salvation Army's grant application for funds to purchase bus passes. They teach youth about sustainable transportation.
- Mountain Line will be doing an Operational Assessment to look at what we are doing and see if things can be improved such as bus route timing, Mountain Express, NAU routes integration (we would need it to be seamless, and we could use Federal Transit Administration data for grants).
- The contractor has broken ground on the Kaspar Maintenance Facility, starting with a retention basin. Information will be shared as we go.

There was a Board member comment regarding riding buses in Europe and the service being very reliable; hopeful we can get there, with increased frequency as well. Ms. Dalmolin shared that we are ready for increased frequency. She also noted that there was never any northbound service on Fourth Street because there was no way to turn around, but now there is a roundabout.

ITEMS FROM COMMITTEE AND STAFF:

SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

November/January Working Agenda

The Board and TAC Strategic Policy Advance will be held on Wednesday, November 19, 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. November agenda items may include but not be limited to the Workforce Housing Partner Award, FY2025 Annual Report, TAC Structure Discussion, Budget Kickoff, Triennial Review Closeout Report, Workforce Utilization Report, Maintenance Facility Update, the Delegation of Authority Updates, and the 2025-2030 Strategic Plan. 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 and TAC.

The next Board meeting will be held on January 21, 2026 and it will be a hybrid in-person and Zoom meeting at the Mountain Line Ponderosa Room, 216 W. Phoenix Ave., Flagstaff, AZ 86001 at 10am. 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 Limit to \$11 Million and Join Insurance Pool, 2025-2030 Strategic Plan, Legislative Priorities, Disadvantaged Business

Getting you where you want to go





Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · www.mountainline.az.gov

Board Agenda Packet
1/21/2026 - Pages 13 of 58

Employment (DBE) Program Changes, Northern Arizona University (NAU) Transit Programs, Employee Satisfaction Survey, First Mile Last Mile Update, Huntington Update, Downtown Connection Center (DCC) Phase 1 Closeout, 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.

19. ADJOURNMENT - Vice Chair Maher adjourned the meeting at approximately 10:53am.

Jeronimo Vasquez, Chair of the Mountain Line Board of Directors

ATTEST:

Rhonda Cashman, Executive Assistant and Clerk of the Board

Getting you where you want to go





Board of Directors and Transit Advisory Committee Advance Minutes for Wednesday, November 19, 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 and Transit Advisory Committee met in Joint Session on Wednesday, November 19, 2025 at 9:00am in the Ponderosa Room at Mountain Line, 216 W Phoenix Avenue, Flagstaff, AZ 86001. Members of the Board and TAC, and Mountain Line staff attended in person. The public was invited to attend.

BOARD MEMBERS PRESENT:

Jeronimo Vasquez, (Chair), Board of Supervisors, Coconino County;
Josh Maher, (Vice Chair), Associate Vice President for Community Relations, NAU, designee;
Tony Williams, Dean of Student Affairs, CCC, designee;
Miranda Sweet, Vice Mayor, City of Flagstaff;
Lori Matthews, City Councilor, City of Flagstaff, left at approximately 11:03am;
Judy Begay, Board of Supervisors, Coconino County, alternate;
David Spence, City Councilor, City of Flagstaff, alternate

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

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

BOARD MEMBERS EXCUSED:

Jeff McKay, Vice President for Capital Planning and Campus Operations, NAU, alternate

TAC MEMBERS PRESENT:

Kurt Stull, (Chair), Executive Director of Facilities and Security, CCC, designee, arrival at approximately 9:33am;
Andy Bertelsen, (Vice Chair), County Manager, Coconino County;
Erin Stam, Director of Parking and Shuttle Services, NAU, designee;
Dave Wessel, Manager, MetroPlan, designee;
Joanne Keene, City Manager, City of Flagstaff;
Michele James, Citizen Representative, City of Flagstaff;
Carol Covington, Citizen Representative, Coconino County;
Gail Jackson, Economic Development Representative, ECoNA, arrival at approximately 9:08am;
Brendan Trachsel, Citizen Representative, City of Flagstaff, alternate, left at approximately 11:30am;
Paul Mood, City Engineer, City of Flagstaff, alternate

**Five of our eight TAC member seats must be present to constitute a quorum.*

TAC MEMBERS EXCUSED:

Kate Morley, Interim Executive Director, MetroPlan, alternate;





Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · www.mountainline.az.gov

Rafy Rivera, Assistant Director of Shuttle Services, NAU, alternate
Eesha Syeda, President, ASNAU

MOUNTAIN LINE STAFF PRESENT:

Heather Dalmolin, CEO and General Manager;
Jacki Lenner, Deputy General Manager;
Randy Sherping, Operations Director;
Anne Dunno, Capital Project Manager;
Bizzy Collins, Strategic Performance Planner, (Zoom);
Jon Matthies, IT Manager;
Rhonda Cashman, Executive Assistant and Clerk of the Board;
Scott Holcomb, Mountain Line Attorney

GUESTS PRESENT:

Jill Barnett, TransPro Consulting;
Matt Webb, TransPro Consulting;
Chris Spelke, Gap Solutions, (working with Servitas), left at approximately 9:25am;
Garrett Scharton, Servitas, (Zoom), left at approximately 9:25am;
Meghan Murray, Rieth Jones Advisors, (Zoom), left at approximately 9:25am;
Massie Flippin, Rieth Jones Advisors, (Zoom), left at approximately 9:25am;
Five members of the public arrived just before the meeting started and stated they wished to observe; they left after the first agenda action item at approximately 9:25am.
Five different members of the public arrived at approximately 9:25am as the first group was leaving; they stated they are with a student free fare group and they wanted to observe. Four of them left at approximately 11:30am, the scheduled quick break for lunch stating they had to get to class.

1. CALL TO ORDER -Chair Vasquez called the meeting to order at approximately 9:03am.
2. ROLL CALL AND INTRODUCTIONS
3. SAFETY MINUTE
Sam Short, Workforce Director

Mr. Sherping reported on Cold Stress Hazards on behalf of Mr. Short.

4. MILESTONE ANNIVERSARIES
-Heather Dalmolin, CEO and General Manager

Ms. Dalmolin reviewed the November milestone anniversary.

DISCUSSION / ACTION ITEMS:

5. AWARD REQUEST FOR PROPOSAL (RFP) 2025-200: WORKFORCE HOUSING DEVELOPER
-Heather Dalmolin, CEO and General Manager

Getting you where you want to go





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.

Ms. Dalmolin recommended the Board approve the RFP 2025-200 award to Servitas, the preferred Workforce Housing Partner following a competitive procurement process, and execution of a Pre-Development Agreement. She noted this workforce housing development would help workers across our City attain affordable housing and strengthen our workforce. She shared that this agreement would allow Mountain Line to leverage the locally owned land for much needed workforce housing in our community, bringing a new source of revenue to Mountain Line to fund our programs for years to come. She introduced Meghan Murray, from Rieth Johns Advisors, our contractor overseeing the process. Ms. Murray introduced Garrett Scharton from Servitas in attendance via Zoom and Chris Spelke from Gap Solutions in attendance in the room and mentioned other subcontractors that would be working on the project. She reviewed Mountain Line's guiding priorities for the project and the four key objectives. She also outlined the key terms of the Pre-Development Agreement. She noted the next steps for project. Ms. Dalmolin confirmed this is step one of many steps to come in which reports will be brought back to the Board for discussion and/or action. There was a question about how many units will meet the workforce housing threshold, what the qualifying income levels will be, and who will be overseeing this process. Ms. Murray replied that at this point the entire project is planned for all units to meet workforce housing thresholds, at 80-100 percent of Area Median Income (AMI). There was another question regarding how long this process may take until construction. She responded that there is a lot of work to be done with the City, and if all goes well, construction may commence in 2027. There was a comment from a member of the selection committee regarding the excellent process and how committed the City is to this project. Director Matthews moved to approve the Workforce Housing Developer as presented. Director Sweet seconded the motion. All approved, none opposed. The motion carried.

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

6. FY2025 ANNUAL REPORT

-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.

Ms. Dalmolin explained this report is focused on the financials since Ms. Collins presented the performance data in the last month or so. She noted there are a few PDF conversion errors that will be corrected. She shared a few accomplishments: 1) the passage of Proposition 488 – a local





Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · www.mountainline.az.gov

sales tax increase to support Mountain Line's service through 2040 as well as expanded service through increased frequency, later night service, service to new areas, and a continued transition to electric buses; 2) Mountain Line did receive an AdWheel Award for the Proposition 488 educational campaign from the American Public Transportation Association (APTA); 3) the Flagstaff Unified School District (FUSD) partnership – staff participated in several open houses to ensure students received their passes and offered trip planning assistance; 4) the opening of our new Downtown Connection Center (DCC) office building. She reviewed the Revenues, Expenses by Program, and Expenses by Type. She is asking for approval of the report so it can be submitted to the state and our partners on time; it is due in December and if the audit changes any financial data, the report can be amended. Director Williams moved to approve the FY2025 Annual Report as presented. Director Sweet seconded the motion. All approved, none opposed. The motion carried.

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

7. TRANSIT ADVISORY COMMITTEE STRUCTURE

-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.

Ms. Dalmolin recommended the TAC Structure change to be more effective, which will require the Mountain Line Rules of Procedure to be updated. She noted the TAC is not required by State law, it was in place before becoming an Intergovernmental Public Transportation Authority (IPTA) and was maintained. She reviewed the proposed changes: 1) City, County, NAU, CCC, and MetroPlan appoint team members that are active in transportation and planning efforts; 2) Add one or two members that can represent our riders and/or the human service agencies that are served by Mountain Line; 3) Quarterly meeting schedule to begin in January 2026; 4) No longer a public meeting, except when a public hearing is needed; 5) Quarterly report of our TAC discussions to MetroPlan Management Committee and the Board of Directors. She noted the TAC would be looking at future quarter agenda items. She also shared that the TAC asked that the Board consider having a Board member attend the TAC meetings for continuity and the ability to share the conversation with the Board. Director Matthews moved to approve the proposed TAC Structure. Vice Chair Maher seconded the motion. All approved, none opposed. The motion carried.

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





PROGRESS REPORTS:

Progress reports were skipped in the interest of time.

8. FY2027 BUDGET SETTING PROCESS AND TIMELINE
-Heather Dalmolin, CEO and General Manager
9. EQUAL EMPLOYMENT OPPORTUNITY (EEO) WORKFORCE UTILIZATION ANALYSIS, SECOND HALF OF FEDERAL FISCAL YEAR 2025
-Codi Weaver, Human Resources Manager
10. KASPAR MAINTENANCE PROJECT UPDATE
-Anne Dunno, Capital Development Manager
11. DELEGATION OF AUTHORITY UPDATE
-Heather Dalmolin, CEO and General Manager
12. SUMMARY OF CURRENT EVENTS
-Heather Dalmolin, CEO and General Manager

Ms. Dalmolin did not share current events at this meeting due to the time needed for the Strategic Planning process planned for the Advance portion of the meeting. She noted printed copies of current events were placed at each seat.

BOARD OF DIRECTORS AND TRANSIT ADVISORY COMMITTEE STRATEGIC PLANNING ADVANCE:

13. ADVANCE AGENDA

Opening and Welcome Remarks

- Opening remarks:
 - Jeronimo Vasquez: Chair, Mountain Line Board of Directors
 - Heather Dalmolin: CEO & General Manager, Mountain Line – This was not done.
- Welcome remarks from TransPro:
 - Matt Webb, Principal, Consulting Practice Leader
 - Jill Barnett, Project Manager
- Confirm objectives of the day

Strategic Planning Process Overview

- Overview of process and strategic plan elements

Review and Affirmation of Mission, Vision, and Values – the discussion yielded some potential slight changes to wordsmith and bring back.

Status Review of 2020-2025 Strategic Work Plan – Ms. Dalmolin reviewed what has and has not been completed, and the items in progress.





Defining Success – What Does Success Look Like?

- Review of Mountain Line's existing strategic priorities – consider if two could be combined into four goals instead of six goals.
- Success themes from Board, stakeholder, and staff interviews – facilitators shared this information.
- Headline exercise and prioritization -attendees were asked to complete a handout.
- Align on key outcome areas
- Definitions

Break and Lunch (provided, working lunch)

Defining Success – What Does Success Look Like? CONTINUED

- Review of Mountain Line's existing strategic priorities
- Success themes from Board, stakeholder, and staff interviews
- Headline exercise and prioritization
- Align on key outcome areas – exercise completed, found some items overlap.
- Definitions

Strengths, Weaknesses, Opportunities, and Threats (SWOT) Exercise

- Strengths, weaknesses, opportunities, and threats that will help Mountain Line to achieve its Success Outcomes – attendees were divided into four groups and asked to consider the next 12 months.

Performance Scorecard – This section was not completed due to lack of time.

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

Next Steps

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 - This was not done due to lack of time.

SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

January/February Working Agenda

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

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · www.mountainline.az.gov

Board Agenda Packet
1/21/2026 - Pages 20 of 58

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 -Chair Vasquez adjourned the meeting at approximately 1:58pm.

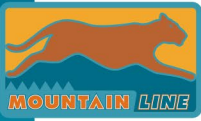
Jeronimo Vasquez, Chair, Mountain Line Board of Directors

ATTEST:

Rhonda Cashman, Executive Assistant and Clerk of the Board

Getting you where you want to go





Board of Directors Minutes for Monday, December 1, 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 Special Session on Monday, December 1, 2025, at 3:00pm 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;
Judy Begay, Board of Supervisors, Coconino County, alternate, (Zoom);
Jeff McKay, Vice President for Capital Planning and Campus Operations, NAU, alternate, (Zoom)
**Three of our five Board member seats must be present to constitute a quorum.*
***The City of Flagstaff holds two seats.*

BOARD MEMBERS EXCUSED:

None.

MOUNTAIN LINE STAFF IN ATTENDANCE:

Heather Dalmolin, CEO and General Manager;
Sam Short, Workforce Director, left at approximately 3:25pm;
Codi Weaver, Human Resources Manager, left at approximately 3:25pm;
James Olson, IT Specialist, left at approximately 3:18pm and returned at 4:38pm;
Rhonda Cashman, Executive Assistant and Clerk of the Board, left at approximately 3:18pm and returned at 4:38pm;
Scott Holcomb, Mountain Line Attorney, (Zoom)

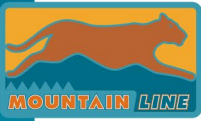
GUESTS PRESENT:

None.

1. CALL TO ORDER -Chair Vasquez called the meeting to order at approximately 3:00pm.
2. ROLL CALL
3. SAFETY MINUTE
-Sam Short, Workforce Director

Mr. Short shared some holiday safety tips.





Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · www.mountainline.az.gov

At approximately 3:04pm, Director Sweet 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	

Due to some technical difficulties, there was a delay in starting the executive session.

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 and began at approximately 3:18pm:

1. Discussion with the Mountain Line General Counsel for legal advice and among the Board with Mountain Line Chief Executive Officer (CEO) and General Manager regarding the Mountain Line CEO and General Manager evaluation. A.R.S. § 38-431.03(A)(1).
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 regarding the Mountain Line CEO and General Manager wage range. A.R.S. § 38-431.03(A)(1), (3) & (4).
3. 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 CEO and General Manager evaluation and wage range. A.R.S. § 38-431.03(A)(1), (3) & (4).

Following the conclusion of the Executive Session, the Board reconvened the public meeting at approximately 4:38pm.

DISCUSSION / ACTION ITEMS:

4. CONSIDERATION AND POTENTIAL APPROVAL OF THE MOUNTAIN LINE CEO AND GENERAL MANAGER WAGE RANGE
-Sam Short, Workforce Director
(No Staff Report)

There was no action taken by the Board on this matter.





Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · www.mountainline.az.gov

Board Agenda Packet
1/21/2026 - Pages 23 of 58

5. CONSIDERATION AND POTENTIAL APPROVAL OF THE MOUNTAIN LINE CEO AND GENERAL MANAGER WAGE AMENDMENT TO THE CEO AND GENERAL MANAGER CONTRACT BASED ON THE CEO AND GENERAL MANAGER EVALUATION AND WAGE RANGE

-Sam Short, Workforce Director
(No Staff Report)

There was no action taken by the Board on this matter.

ITEMS FROM COMMITTEE AND STAFF:

SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

January/February Working Agenda

The next Board meeting will be held on January 21, 2026 and it will be a hybrid in-person and Zoom meeting at the Mountain Line Ponderosa Room, 216 W. Phoenix Ave., Flagstaff, AZ 86001 at 10am. 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 Limit to \$11 Million and Join Insurance Pool, 2025-2030 Strategic Plan, Legislative Priorities, Disadvantaged Business Employment (DBE) Program Changes, Northern Arizona University (NAU) Transit Programs, Employee Satisfaction Survey, Triennial Review Closeout, First Mile Last Mile Update, Huntington Update, Downtown Connection Center (DCC) Phase 1 Closeout, 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.

19. ADJOURNMENT - Chair Vasquez adjourned the meeting at approximately 4:39pm.

Jeronimo Vasquez, Chair of the Mountain Line Board of Directors

ATTEST:

Rhonda Cashman, Executive Assistant and Clerk of the Board

Getting you where you want to go





Mountain Line

216 W. Phoenix Ave. · Flagstaff, AZ 86001 · 928-679-8900 · www.mountainline.az.gov

Board Agenda Packet
1/21/2026 - Pages 24 of 58

DATE PREPARED: January 14, 2026

MEETING DATE: January 21, 2026

TO: Honorable Chair and Members of the Board

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

SUBJECT: Election of Vice Chair of the Board of Directors

RECOMMENDATION:

Staff recommend the Board of Directors nominate and elect a Vice Chair from the two (2) eligible City of Flagstaff members to serve in 2026 and ascend to the Chair position in 2027.

BACKGROUND:

In accordance with the Amended and Restated Master IGA Section 3:

NAIPTA shall be governed by a Board of Directors consisting of at least five (5) and not more than nine (9) members. Upon the approval and execution of this Restated Master IGA by all Parties, the Board shall be comprised of five (5) directors, consisting of one (1) member of the Coconino County Board of Supervisors or designee; two (2) members of the Flagstaff City Council or designees; one (1) member of the Northern Arizona University administration appointed by the Northern Arizona University President, and the President of Coconino County Community College District or designee.

Further, according to Mountain Line's Rules of Procedure Section 5.3 Election and Re-election of Officers:

- (a) *Terms.* The term of the Chair and Vice Chair positions shall be for a period of one (1) year, commencing on January 1 and ending on the following December 31, unless otherwise directed by the Board as provided in Section 5.3(e). In the event of an unexpected mid-term vacancy, the replacement Officer, determined in accordance with this Section 5.3, shall serve the remainder of the term.
- (b) *Order of Ascension.* Subject to Section 5.3(e), elected Officers shall serve for two (2) consecutive terms: first as the Vice Chair, and then as the Chair. The Vice Chair shall be selected before January 1 of each year and take office effective January 1.
- (c) *Order of Rotation.* Starting January 1, 2023, the Chair of the Board shall be the Coconino County Community College District Board Member, and the Vice Chair of the Board shall be the Coconino County Board Member. Each subsequent year the Vice Chair shall ascend in accordance with this Section 5.3(c). A Vice Chair shall be selected annually in the following order of Board Members and continue to repeat in this order for the remainder of the existence of the Board of Directors:

Getting you where you want to go





Mountain Line

216 W. Phoenix Ave. · Flagstaff, AZ 86001 · 928-679-8900 · www.mountainline.az.gov

- Coconino County Board Member (Vice Chair 2023)
- Northern Arizona University Board Member (Vice Chair 2024)
- City of Flagstaff Board Member (Vice Chair 2025)
- Coconino County Community College District Board Member (Vice Chair 2026)
- Repeat in order

(This rotation was delayed by one year when Chair Williams and Vice Chair Vasquez agreed to a continuity extension in 2024.)

- (d) *Vacancies.* At the completion of a full term, or in the event of a vacancy in the position of Chair, the Vice Chair shall ascend to the position of Chair. In the event of a vacancy in the position of Vice Chair, the Board shall entertain nominations from the Board Members to fill any such vacancies for the term or the remainder of the term, as may be appropriate. The selection of a Vice Chair to complete a term under this Section shall not change the Order of Rotation for subsequent terms.
- (e) *Continuity Extension.* The Board, acting in its sole discretion, may extend the term of the Chair and Vice Chair for a subsequent year, provided, however, that no Chair or Vice Chair shall serve more than two (2) full sequential terms. In the event of such an extension, the order of rotation under Section 5.3(c) above will resume at the end of the extended terms.

The City of Flagstaff is the only partner agency with two Board seats and the above excerpt from the Rules of Procedure do not specify which member should assume the Vice Chair role when it is their turn to serve. Per legal guidance, there are two options:

- If one member declines, then the Board can appoint the interested member.
- If both members are interested, then the Board will call for a nomination and vote to choose the Vice Chair.

FISCAL IMPACT:

The election of Vice Chair for the Board of Directors in 2026 has no fiscal impact.

SUBMITTED BY:

Rhonda Cashman

Rhonda Cashman
Executive Assistant and Clerk of the Board

APPROVED BY:

Heather Dalmolin
CEO and General Manager

Getting you where you want to go





Mountain Line

216 W. Phoenix Ave. · Flagstaff, AZ 86001 · 928-679-8900 · www.mountainline.az.gov

Board Agenda Packet
1/21/2026 - Pages 26 of 58

DATE PREPARED: January 7, 2026

MEETING DATE: January 21, 2026

TO: Honorable Chairman and Members of the Board

FROM: Heather Dalmolin, CEO and General Manager

SUBJECT: Strategic Plan Update

RECOMMENDATION:

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

BACKGROUND:

Mountain Line and TransPro engaged with the Board of Directors and the Transit Advisory Committee to complete a joint review and update of the 2020-2025 Strategic Plan. The Strategic Advance took place in November 2025 and efforts included:

- Confirmation of the Mountain Line Vision
- Discussion of updates for the Mountain Line Vision
- Collaboration to evaluate goals and develop Success Outcomes
- SWOT Analysis for the identified Success Outcomes

Staff will present a brief overview of steps completed by staff since November and detail next steps to reach a finalized Strategic Plan for Board adoption in February.

FISCAL IMPACT:

The Strategic Advance and Strategic Plan update have no direct financial impact although the finalized Success Outcomes and KPI's will act as guideposts for future decision making including operating and capital budgets.

ALTERNATIVES:

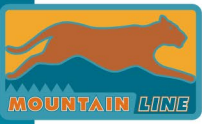
No action is recommended; however, the Board may provide additional direction to staff on next steps and/or information needed.

SUBMITTED BY:

Heather Dalmolin
CEO and General Manager

Getting you where you want to go





Mountain Line

216 W. Phoenix Ave. · Flagstaff, AZ 86001 · 928-679-8900 · www.mountainline.az.gov

Board Agenda Packet
1/21/2026 - Pages 27 of 58

DATE PREPARED: January 7, 2026

MEETING DATE: January 21, 2026

TO: Honorable Chair and Members of the Board

FROM: Heather Dalmolin, CEO and General Manager

SUBJECT: Grant Application for Battery-Electric Buses

RECOMMENDATION:

Staff recommend the Board of Directors direct staff to proceed with development of a federal funding obligation application (the 'grant application') to the Federal Transit Administration (FTA) for two (2) Battery-Electric buses as awarded in 2025.

BACKGROUND:

In February 2025, Mountain Line received a federal funding award of section 5307 and 5339 funds from the Arizona Department of Transportation (ADOT) for two (2) low emission replacement buses. Under federal funding rules, low emission awards can be used for low or no emission vehicles. The application to ADOT was for two (2) battery-electric buses as per the Zero Emission Bus (ZEB) Transition Plan adopted in 2020. The recommendation to proceed with the grant application is further supported by the updated ZEB Transition Plan adopted in 2025.

This item is being presented to the Board as follow up to the spring 2025 discussion about the need to purchase diesel-electric hybrid buses in order to secure awarded funds that were being challenged by changes in federal priorities. Since that decision, and subsequent securement of the federal award before the funds expired, FTA has made successful award of grants for zero-emission buses.

Staff have discussed and are now seeking support for securing these funds for the intended zero-emission vehicles. There is still a risk that obligation will face challenges during the application process, but the funds are not at risk of expiring this calendar year and we have time to make this attempt. Staff can submit the application by the end of January and if the award is not completed by FTA by the end of March, we will still have time to change application to diesel-electric hybrid buses in April and secure the funds by the end of June.

The goal is to order the replacement vehicles no later than July 1 due to the anticipated two plus year timeline for delivery of the vehicles. It is important that we engage this year in starting our vehicle replacements.

Getting you where you want to go





Mountain Line

216 W. Phoenix Ave. · Flagstaff, AZ 86001 · 928-679-8900 · www.mountainline.az.gov

FISCAL IMPACT:

The financial plan includes the planned vehicle replacements as zero-emission buses and the awarded funding. There is both federal funding and local match capacity for either vehicle type. With a two-year delivery schedule, we also have time to ensure the budget for the year of delivery accurately reflects the correct cost based on the vehicle type.

ALTERNATIVES:

1. Direct staff to develop the grant application for two battery-electric buses (recommended): The recommended action is supported by the 2025 award of funds and Mountain Line's transition plan. The purchase of zero-emission buses was promised to the community in 2024 Proposition 488 Educational material and prior performance reports demonstrate that these vehicles do perform well in our community.
2. Direct staff to develop the grant application for two diesel-electric hybrid buses (not recommended): These funds are not at risk, and we have time to strive to secure the funds for zero-emission buses. The decision in 2025 was based on conditions at that time and the risk of the funds expiring. Those conditions don't exist this year and returning to the intent of purchasing zero-emission buses allows us to deliver on Prop 488 promises to the public. For all those reasons, staff don't recommend we sacrifice the opportunity and option for zero-emission buses.

SUBMITTED BY:

Heather Dalmolin
CEO and General Manager

Getting you where you want to go





Mountain Line

216 W. Phoenix Ave. · Flagstaff, AZ 86001 · 928-679-8900 · www.mountainline.az.gov

Board Agenda Packet
1/21/2026 - Pages 29 of 58

DATE PREPARED: December 23, 2025

MEETING DATE: January 21, 2026

TO: Honorable Chair and Members of the Board

FROM: Bizzy Collins, Strategic Performance Planner

SUBJECT: Comprehensive Transit Alignment

RECOMMENDATION:

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

RELATED STRATEGIC PLAN OBJECTIVE:

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

BACKGROUND:

This fall, Mountain Line and Northern Arizona University (NAU) began discussing opportunities for a comprehensive transit alignment. Staff reached an agreement for Phase One that was implemented on January 1, 2026; please see attached IGA. Future phases will be determined through the Operational Assessment with NAU as a project partner.

Staff will present an outline of Phase One and next steps.

FISCAL IMPACT:

Phase One of the Comprehensive Transit Alignment had zero fiscal impact outside of staff time. The Operational Assessment will provide a clear picture of future fiscal impacts.

SUBMITTED BY:

Bizzy Collins
Strategic Performance Planner

APPROVED BY:

Jacki Lenners

Jacki Lenners
Deputy General Manager

ATTACHMENTS:

1. Comprehensive Transit Alignment IGA

-pages 30-38

Getting you where you want to go



Board Agenda Packet
1/21/2026, Pages 30 of 58

**TRANSIT SERVICE INTERGOVERNMENTAL AGREEMENT BETWEEN THE
NORTHERN ARIZONA INTERGOVERNMENTAL PUBLIC TRANSPORTATION
AUTHORITY AND NORTHERN ARIZONA UNIVERSITY**

This Transit Service Intergovernmental Agreement (this “Service IGA”) is made effective as of the 1st day of January, 2026 (the “Effective Date”), by and between Northern Arizona Intergovernmental Public Transportation Authority, a corporate body and political subdivision of the State of Arizona, dba “Mountain Line” (“Mountain Line”), and Northern Arizona University (“NAU”). Mountain Line and NAU may be referred to in this Service IGA each individually as a “Party” and collectively as the “Parties.”

PURPOSE

The Purpose of this Service IGA is to set out the responsibilities of the Parties for the comprehensive transit alignment between campus shuttle transit system operated by NAU (“Campus Transit”) and the public transportation system operated by Mountain Line, as further described in this IGA. This collaboration is intended to create a seamless transit experience in Flagstaff that also improves transit efficiency and access. The Parties recognize that because this is an agreement to develop and then implement a plan for integrating NAU’s Campus Transit system and Mountain Lines’ public transit system, the agreements, schedule, and obligations of the parties and issues to be addressed will evolve through the collaborative process outlined in this IGA.

RECITALS

A. Mountain Line is an intergovernmental public transportation authority created pursuant to state law and the Master IGA dated March 14, 2006 (the “Master IGA”), as amended and restated effective September 12, 2025 (the “Restated Master IGA”). The Master IGA and the Restated Master IGA are referred to collectively herein as the Amended Master IGA. NAU is a member of Mountain Line. Pursuant to the terms of state law and the Amended Master IGA, Mountain Line is charged with planning and operating a public transportation system in the area that incorporates Flagstaff and the NAU campus.

B. NAU currently operates Campus Transit system that provides transportation service to any individual within the bounds of NAU campus (“Campus Transit”). A map of Campus Transit is attached as **Exhibit B**.

C. On or about December 15, 2010, Mountain Line, NAU, and the City of Flagstaff entered into an agreement for the planning, design, development, construction and operation of a bus route (“Route 10”) connecting the downtown area of Flagstaff with Woodlands Village, through the Northern Arizona University Campus (the “2010 IGA”). On July 2, 2014, Mountain Line, NAU, and the City entered into an agreement for the ongoing operation of Route 10 that replaced those portions of the 2010 IGA pertaining to the construction and operation of Route 10 (collectively “Current IGAs”).

D. Parties have shared goals of environmental stewardship and a culture of sustainability, as outlined in NAU’s Carbon Neutrality Action Plan and Mountain Line’s Strategic Plan, and further demonstrated in this IGA for increased access to sustainable transportation options in Flagstaff.

E. Mountain Line and NAU now desire to include in its public transit system additional services on NAU's campus, and NAU desires for a comprehensive transit alignment of its Campus Transit system with Mountain Line's services as set forth in this Service IGA (the "Comprehensive Transit Alignment").

F. The Comprehensive Transit Alignment will take place in Phases, as set forth in **Exhibit A** "Implementation Schedule", which is subject to amendment as the process moves forward. Mountain Line will conduct an Operational Assessment as part of Phase 2 of the Comprehensive Transit Alignment, which will provide additional information and details to guide future phases of the Comprehensive Transit Alignment.

G. The parties are authorized to enter into this IGA by the provisions of Arizona Revised Statutes Title 2, Chapter 26, by A.R.S. §§ 11-951 *et seq.*, 28-9101 *et seq.*, and by the Restated Master IGA, and additionally for NAU, A.R.S. § 15-1625 and Arizona Board of Regents ("ABOR") policy 3-808.

AGREEMENT

NOW, THEREFORE, for good and sufficient consideration, the receipt and sufficiency of which is hereby acknowledged, and based upon the foregoing Recitals which are incorporated herein by this reference, the Parties agree as follows:

1. Phases

- 1.1 Implementation Phase. NAU will provide the list of documents in **Exhibit A** and cooperate with Mountain Line to demonstrate compliance with FTA requirements for NAU to provide public transit service on campus on behalf of Mountain Line.
- 1.2 Operational Assessment Phase. Mountain Line will conduct an Operational Assessment that will evaluate the current Campus Transit system and develop recommendations for the implementation and operation of a future, even more Comprehensive Transit Alignment that will increase support for people who ride the bus and efficiency in the transit system. NAU and Mountain Line will utilize the Operational Assessment to establish the scope of, implementation schedule for, administration of and all other aspects of the transportation services to be provided, consistent with the terms of this IGA. During the Operational Assessment Phase the Parties will continue to operate under the Current IGAs as applicable, except as the Parties may agree in writing.

2. Obligations of Mountain Line

- 2.1 Mountain Line will collaborate with NAU to provide Campus Transit in compliance with the Americans with Disabilities Act and FTA requirements.
- 2.2 Mountain Line will ensure that NAU contracted services are in compliance with all FTA regulations via documentation and site visits. Mountain Line will compile documentation for the FTA Triennial Review.
- 2.3 Mountain Line will gather data from NAU for the required annual and monthly National Transit Database Reports, and will prepare and submit those Reports to the FTA on behalf of NAU.

3. Obligations of NAU

- 3.1 In the Implementation Phase, NAU will provide all documents, data, and information to obtain FTA compliance to provide public transit on campus on behalf of Mountain Line and improve efficiency.
- 3.2 In the Operational Assessment Phase of the Comprehensive Transit Alignment, NAU will provide transit service on campus on behalf of Mountain Line and provide monthly and annual data to Mountain Line to report to FTA.
- 3.3 NAU will collaborate with Mountain Line to identify future phases of the Comprehensive Transit Alignment through Mountain Line's Operational Assessment and Five-Year Transit Plan update, anticipated to kick off in January 2026.

4. Compensation

- 4.1 Each party will bear their own expenses in these Phases.

5. Effective Date and Term; Renewal

- 5.1 This Service IGA shall be effective for an Initial Term (herein so called) of two years from the Effective Date and shall automatically renew for two (2) additional five (5) year term unless terminated as provided in Section 5.2.
- 5.2 If either Party to this Service IGA wishes to terminate this Service IGA at the end of the Initial Term, that Party shall give written notice as provided herein of its intent to terminate at least 90 days prior to the end of the Term.

6. Indemnification

Each Party (as "Indemnitor") agrees to indemnify, defend, and hold harmless the other Party (as "Indemnitee") from, of and against any and all claims, losses, liability, costs, damages or expenses of any kind, type or nature (including, without limitation, reasonable attorneys' fees and costs, whether or not suit is brought) (hereinafter in the Agreement collectively referred to as "Claims") arising out of bodily injury of or to any person (including death) or property damage, but only to the extent that such Claims which result in vicarious/derivative liability to the Indemnitee and are caused, in whole or in material part, by the act, omission, negligence, misconduct or other fault of the Indemnitor, its officers, officials, agents, employees or volunteers. The term "Indemnitee" shall include the officers, officials, agents, employees, attorneys or volunteers of the relevant Party due indemnity.

7. Mountain Line's Insurance Requirements

Mountain Line shall maintain insurance as required by § 16.1 of the Restated Master IGA, as well as any other insurance required by law, including but not limited to Workers Compensation insurance. In addition, Mountain Line shall cause contractors, design professionals, subcontractors or any other third party (collectively "Third Parties") to provide adequate insurance based on scope of work for construction services, design services and any other services performed under a contract resulting from this IGA, naming NAU as an additional insured. Mountain Line shall further cause Third Parties to indemnify and hold the State of Arizona, Northern Arizona University, and their officers, employees or agents harmless from and against any and all claims, actions, liabilities, damages, losses, or expenses

caused, or alleged to be caused, in whole or in part, by the negligent or willful acts or omissions of Third Parties, their owners, officers, directors, agents, employees or subcontractors for performance under a contract resulting from this IGA.

Board Agenda Packet
1/21/2026, Pages 33 of 58

8. NAU's Insurance Requirements

NAU shall maintain adequate insurance (which may include self-insurance) to cover any liability arising from the acts or omissions of its employees or agents arising out of the performance of this Service IGA. NAU shall not be responsible for maintaining insurance to cover liability arising from the acts or omissions of employees or agents of Mountain Line. Mountain Line's insurance shall be primary insurance with respect to NAU. Any insurance or self-insurance maintained by NAU shall be in excess to the coverage provided by Mountain Line and shall not contribute to it

9. Mediation.

If a dispute arises out of or relates to this Service IGA and if the dispute cannot be settled through negotiation, the Parties agree first to try in good faith to resolve the dispute by mediation before resorting to litigation or some other dispute resolution procedure. Mediation shall be conducted pursuant to the procedures set out in § 14 of the Restated Master IGA.

10. Conflict of Interest.

This Service IGA is subject to termination for conflict of interest pursuant to the provisions of A.R.S. § 38-511.

11. General Provisions.

- 11.1 INCORPORATION OF RECITALS. The Recitals are acknowledged by the Parties to be substantially true and correct, and hereby incorporated as agreements of the Parties.
- 11.2 ENTIRE AGREEMENT. This Service IGA constitutes the entire understanding of the Parties and supersedes all previous representations, written or oral, with respect to the services specified herein. This Service IGA may not be modified or amended, except by a written document, signed by authorized representatives of each Party.
- 11.3 ARIZONA LAW. This Service IGA shall be governed and interpreted according to the laws of the State of Arizona.
- 11.4 MODIFICATION. Except as otherwise specifically provided in this Service IGA, any amendment, modification or variation from the terms of this Service IGA shall be in writing and shall be effective only after written approval of both Parties.
- 11.5 ASSIGNMENT. Neither Party may assign or delegate any of its rights or obligations under this Service IGA without first obtaining the written consent of the other. Neither Party shall unreasonably withhold consent to an Assignment request by the other Party.
- 11.6 ATTORNEYS' FEES. In the event either Party brings any action for any relief, declaratory or otherwise, arising out of this Service IGA or on account of any breach

or default of this Service IGA, the prevailing Party shall be entitled to receive from the other Party reasonable attorneys' fees and reasonable costs and expenses, as determined by the arbitrator or court sitting without a jury, which shall be deemed to have accrued on the commencement of such action and shall be enforceable, whether or not such action is prosecuted to judgment.

- 11.7 NOTICES. All notices or demands required to be given pursuant to the terms of this Service IGA shall be given to the other Party in writing, delivered in person, sent by email with received and read confirmation, deposited in the United States mail, postage prepaid, registered or certified mail, return receipt requested or deposited with any commercial air courier or express service at the addresses set forth below, or to such other address as the Parties may substitute by written notice, given in the manner prescribed in this paragraph:

If to NAU:

Jeff McKay
Vice President Capital Planning and Campus Operations
Northern Arizona University
PO Box 4088
Flagstaff, Arizona 86011
Email: Jeffrey.mckay@nau.edu

If to Mountain Line:

Heather Dalmolin
CEO and General Manager
Mountain Line
216 W Phoenix Ave
Flagstaff, Arizona 86001
Email: hdalmolin@mountainline.az.gov

A notice shall be deemed received on the date delivered, if delivered by hand, on the second day after its deposit with any commercial air courier or express services or, if mailed, ten (10) days after the notice is deposited in the United States mail as above provided, and on the delivery date indicated on receipt, if delivered by email, certified or registered mail. Any time period stated in a notice shall be computed from the time the notice is deemed received. Notices sent by facsimile transmission shall also be sent by regular mail to the recipient at the above address. This requirement for duplicate notice is not intended to change the effective date of the notice sent by facsimile transmission.

- 11.8 FORCE MAJEURE. Neither Party shall be responsible for delays or failures in performance resulting from acts beyond their control, financial inability excepted. Such acts shall include, but not be limited to, acts of God, riots, acts of war, epidemics, governmental regulations imposed after the fact, fire, communication line failures or power failures.

- Board Agenda Packet
1/21/2020 - Pages 35 of 58
- 11.9 COUNTERPARTS. This Service IGA may be executed in one or more counterparts, and each originally executed duplicate counterpart of this Service IGA shall be deemed to possess the full force and effect of the original.
- 11.10 CAPTIONS. The captions used in this Service IGA are solely for the convenience of the Parties, do not constitute a part of this Service IGA and are not to be used to construe or interpret this Service IGA.
- 10.13 SEVERABILITY. In the event that a court of competent jurisdiction shall hold any part or provision of this Service IGA void or of no effect, the remaining provisions of this Service IGA shall remain in full force and effect.
- 10.14 WAIVER. No failure to enforce any condition or covenant of this Service IGA shall imply or constitute a waiver of the right to insist upon performance of such condition or covenant, or of any other provision hereof, nor shall any waiver by either Party of any breach of any one or more conditions or covenants of this Service IGA constitute a waiver of any succeeding or other breach of this Service IGA.
- 10.15 AUTHORITY. Each Party hereby warrants and represents that it has full power and authority to enter into and perform this Service IGA, and that the person signing on behalf of each has been properly authorized and empowered to enter this Service IGA. Each Party further acknowledges that it has read this Service IGA, understands it, and agrees to be bound by it.

[SIGNATURES APPEAR ON PAGE FOLLOWING]

IN WITNESS WHEREOF, the Parties hereto have caused these presents to be executed by their duly authorized officers. The order for obtaining the signatures is as follows: the Mountain Line General Counsel, the City of Flagstaff legal representative, the appropriate representative of Mountain Line and the appropriate representative of the City of Flagstaff.

NORTHERN ARIZONA UNIVERSITY

By: _____

Date: _____

APPROVAL OF NORTHERN ARIZONA UNIVERSITY GENERAL COUNSEL

I hereby state that I have reviewed the proposed Intergovernmental Agreement, between Northern Arizona University (“NAU”), and Northern Arizona Intergovernmental Public Transportation Authority (“Mountain Line”), and declare the IGA to be in proper form and within the powers and authority granted to NAU under the laws of the State of Arizona.

Northern Arizona University General Counsel

Date: _____

**NORTHERN ARIZONA INTERGOVERNMENTAL PUBLIC TRANSPORTATION AUTHORITY
 (“Mountain Line”)**

By: _____

Heather Dalmolin
CEO and General Manager

Date: _____

**APPROVAL OF NORTHERN ARIZONA INGERGOVERNMENTAL PUBLIC
TRANSPORATION AUTHORITY GENERAL COUNSEL**

I hereby state that I have reviewed the proposed Intergovernmental Agreement, between Northern Arizona University (“NAU”), and Northern Arizona Intergovernmental Public Transportation Authority (“Mountain Line”), and declare the IGA to be in proper form and within the powers and authority granted to Mountain Line under the laws of the State of Arizona.

By: _____

Scott A. Holcomb
Mountain Line General Counsel

EXHIBIT A - Implementation Schedule

Requirement	Details	Deadline	Who
Triennial Review			
Title VI	Document our decision to add campus transit service to public transit system as a 12-month pilot period and service impact on Title VI populations.	1/1/2026	Mountain Line
Americans with Disabilities Act		1/1/2026	NAU
<div>Procedures for receiving and processing ADA complaint procedures, including complaints for services provided by another entity</div> <div>ADA complaint form</div> <div>ADA complaint record retention procedures, if written</div> <div>Driver handbooks/operating and training manuals/ADA-related service bulletins</div> <div>Sample internal service provision monitoring materials, such as surveys, checklists, interview forms, etc.</div> <div>ADA reasonable modification procedures, if written</div> <div>Riders’ guides, including paratransit guides. (Often information for general compliance issues, such as service animal accommodation or wheelchairs, is only found in paratransit information even though it is not specific to paratransit.)</div> <div>List of new facilities constructed or facilities altered since the last review</div> <div>Current certification of equivalent service and supporting analysis, if inaccessible vehicles have been employed in demand-responsive service of any kind</div> <div>Procedures and tools for oversight of ADA provision of service requirements outlined in 49 CFR 37.161-37.173, including required reports, questionnaires, and checklists.</div> <div>Samples of completed oversight tools such as completed check lists, meeting minutes, reports, or summaries, and in particular, evidence of responsiveness to issues identified in operational analysis (if applicable)</div> <div>Driver training requirements, materials, and procedures to ensure that service is provided in compliance with DOT ADA regulations governing accommodation of service animals, boarding assistance, and other general nondiscrimination requirements outlined in 49 CFR 37.161-37.173</div> <div>Analysis of complaints received over the last three years related to DOT ADA regulations governing accommodation of service animals, boarding assistance, and other general nondiscrimination requirements outlined in 49 CFR 37.161-37.173</div> <div>Sample vehicle specifications/information on annunciators</div> <div>Documentation of structural impracticality</div> <div>Documentation of disproportionality regarding alterations to the path of travel to a facility if alterations were made to a primary function area</div> <div>Internal bulletins</div> <div>Lift/ramp specifications for the fleet</div> <div>Sample requests for reasonable modification of policies and procedures</div> <div>Sample ADA-related complaint records</div> <div>Sample contract or other agreement, or terms of other relationships (including, but not limited to, awards, subawards, or cooperative agreements) with private entity to be visited that operates fixed-route or demand-response service, including microtransit and commuter bus</div>			
Drug Free Workplace		1/1/2026	NAU
<div>Written drug free workplace policy</div> <div>Examples of drug free awareness notification such as brochures, posters, information on bulletin boards, employee assistance programs</div> <div>Number of employees with a Federal or State criminal drug statute conviction during the review period 2024-2027</div> <div>Documentation of conviction notification by an employee to the recipient</div> <div>Information about any personnel action(s) taken regarding conviction notifications</div>			
Drug and Alcohol		1/1/2026	NAU
<div>Copy of board-adopted/responsible individual drug and alcohol policy with date of adoption</div> <div>List of covered employees placed in safety-sensitive positions (include name and date placed in position)</div> <div>List of supervisors or company officials charged with making reasonable suspicion determinations during the review period 2026 (include name and date first began making reasonable suspicion determinations)</div> <div>Training programs for covered employees and supervisors</div> <div>Certificates of service agents for the Medical Review Officer, Breath Alcohol Technicians, Collectors, and Substance Abuse Professionals</div> <div>Sample drug and alcohol testing record requested from a new hires previous DOT covered employer</div> <div>Management Information Systems (MIS) reports for previous five years for recipient, subrecipients, and contractors</div>			
National Transit Database (NTD) Monthly Report			
<div>Boardings</div> <div>Revenue hours</div> <div>Revenue miles</div> <div>Vehicles operated in maximum service</div>		Each month’s data is due by the 10th of the next month, i.e., January 2026 data is due by February 10, 2026.	NAU
National Transit Database (NTD) Annual Report			
<div>Contractual Relationship B-30</div> <div>Sources of Funds - Funds Expended & Funds Earned F-10</div> <div>Operating Expenses F-30</div> <div>Operating Expenses Summary F-40</div> <div>Revenue Vehicle Inventory A-30 (required for vanpool though vehicles are privately owned. I assume it will be required for NAU contract, too. This would be total assets owned for fixed route by NAU.)</div> <div>Service Data S-10</div> <div>Employees R-10</div> <div>APC Certification or Trip Sampling for Passenger Miles Traveled (NTD Policy Manual starting on page 165)</div>		Financial and operational data for service provided from January 1-June 30, 2026 is due to Mountain Line by September 1, 2026.	<div>Team</div> <div>NAU</div> <div>NAU</div> <div>NAU</div> <div>NAU</div> <div>NAU</div> <div>NAU</div> <div>Mountain Line</div>

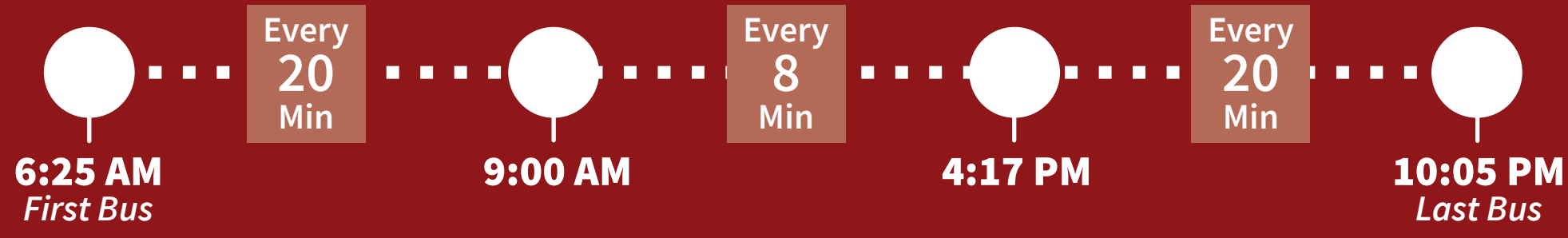


Mountain Line Route 10

mountainline.az.gov

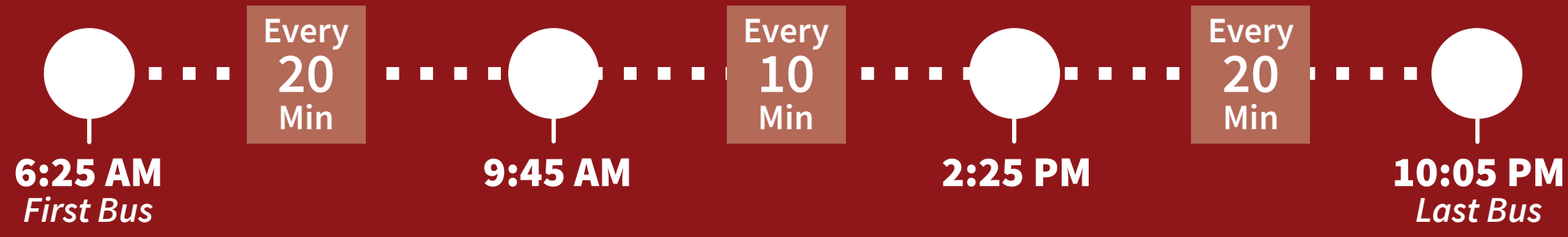
Mountain Line Route 10 Schedule when NAU is in Session:

MONDAY - THURSDAY



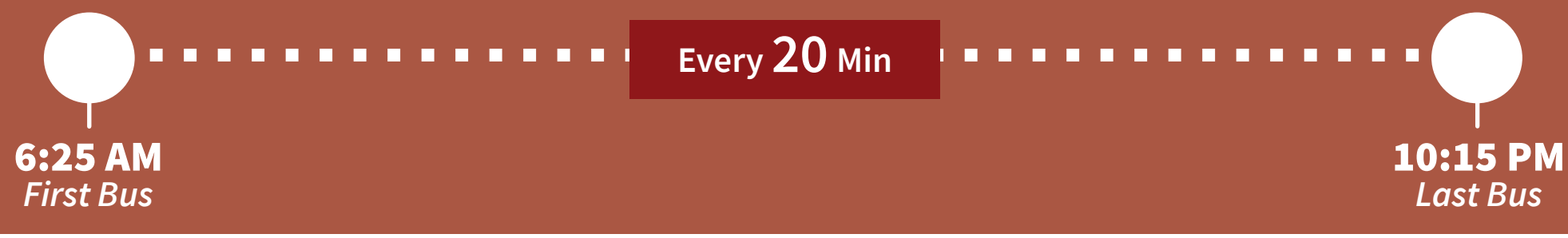
Mountain Line Route 10 Schedule when NAU is in Session:

FRIDAY



Mountain Line Route 10 Schedule during NAU breaks :
(Spring, Summer, Winter)

MONDAY - FRIDAY



WEEKEND
ALL YEAR



Times indicate when Route 10 departs Mountain Line Downtown Connection Center

- Mountain Line Route 10
- Louie
- Jacks
- Transit Stops
- AXELite
- Route Direction

Downtown Connection Center
Connect to Mountain Line Routes:
2, 3, 4, 5, 7, 8, 14, 66 and
Mountain Express (seasonal)

For complete Mountain Line route and schedule
information, visit mountainline.az.gov

- PASS Pass Sales Outlet
- 5-minute Walk

NAU Students ride Mountain
Line Route 10 FARE-FREE with ID

To continue on other Mountain Line routes,
scan the QR code for fare options.



Download the free **Transit App** to purchase
and store all fares and passes, track Mountain
Line LIVE and get real-time bus info!



University Transit Services

nau.edu/shuttle

Louie: Mon – Thu. 7 a.m. – 4 p.m.

Departs approximately every 10 minutes during peak hours until
4 p.m.; every 15 minutes until 6:30 p.m.

Jacks: Mon-Thu. 7 a.m. – 4 p.m.

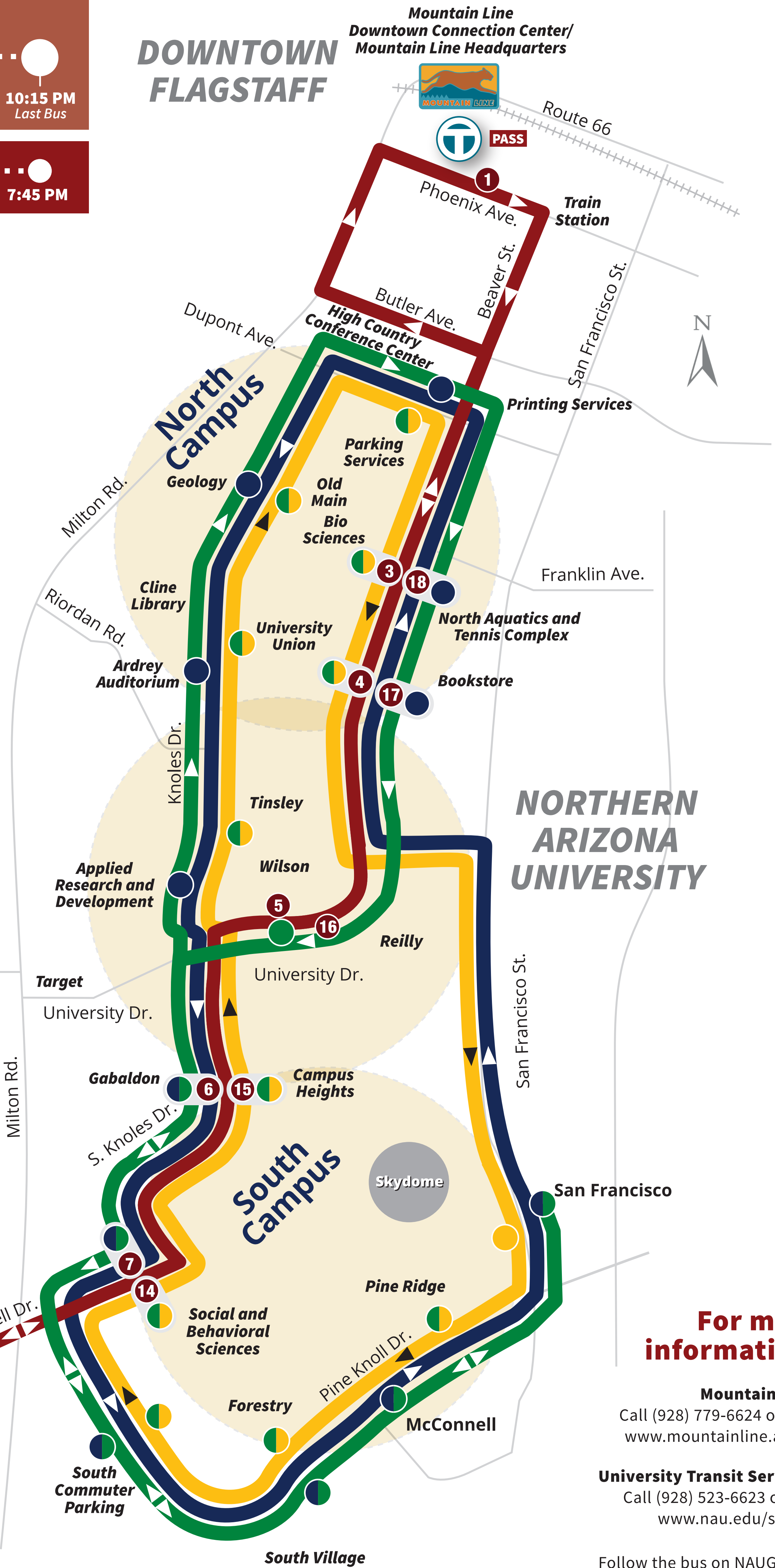
Departs approximately every 10 minutes during peak hours until
4 p.m.; every 15 minutes until 6:30 p.m.

AXELite: Mon - Thu. 4 p.m. – 10 p.m.

Fri: 7:00 a.m. – 5:30 p.m.
NAU Breaks (Spring, Summer, Winter)
Fri: 7:00 a.m. - 5:30 p.m.
Departs South Campus every 30 minutes.

NO REGULAR SERVICE DURING NAU HOLIDAYS, SPRING/FALL COMMENCEMENTS
AND HIGH SCHOOL GRADUATIONS.

DOWNTOWN
FLAGSTAFF



For more
information:

Mountain Line:
Call (928) 779-6624 or visit
www.mountainline.az.gov

University Transit Services:
Call (928) 523-6623 or visit
www.nau.edu/shuttle

Follow the bus on NAUGO app
or at www.busgenius.com/map/nau



Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · www.mountainline.az.gov

Board Agenda Packet
1/21/2026 - Pages 39 of 58

DATE PREPARED: January 8, 2026

DATE: January 21, 2026

TO: Honorable Chair and Members of the Board

FROM: Sam Short, Workforce Director

SUBJECT: FY2026 Employee Engagement Survey Results

RECOMMENDATION:

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

RELATED STRATEGIC PLAN OBJECTIVE

- ❖ Goal Three: Investing in Mountain Line Workforce
 - ❖ Objective: Develop a workplace culture that supports employee development and work-life balance.

BACKGROUND:

Mountain Line conducted the FY2026 Employee Engagement survey in October 2025, through an online tool developed in conjunction with our contractor, TransPro, and updated to reflect the new agency's Vision and Core Values. Historically, we have conducted an employee survey at least once annually since 2002. The survey has proven to be an excellent tool for measuring overall satisfaction and gaining feedback via employee comments. The survey is based on a procedure that ensures anonymity and confidentiality. Specifically, employees do not sign their name, surveys are conducted and tabulated by a third party, and survey results are shared with the entire staff. The Mountain Line Leadership team will review the results and comments for trends and specific comments to identify opportunities to enhance the existing work environment.

TransPro and staff will present the survey results that have been prepared by TransPro to the Board of Directors in January 2026. We will also share the report and outcomes with our Leadership Team for response and finally share the report and our responses to all staff by the end of January 2026.

FISCAL IMPACT:

There is no fiscal impact related to the survey. Changes in employee initiatives and programs as a result of survey results could have financial consequences in future years.

ALTERNATIVES:

No action is recommended; however, the Board may provide direction on additional information needed or recommended actions to address results of survey.

Getting you where you want to go





Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · www.mountainline.az.gov

Board Agenda Packet
1/21/2026 - Pages 40 of 58

SUBMITTED BY:

Samuel Short

Sam Short
Workforce Director

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

1. FY2026 Employee Engagement Survey Results -separate attachment

Getting you where you want to go





Mountain Line

216 W. Phoenix Ave. · Flagstaff, AZ 86001 · 928-679-8900 · www.mountainline.az.gov

Board Agenda Packet
1/21/2026 - Pages 41 of 58

DATE PREPARED: January 8, 2026

MEETING DATE: January 21, 2026

TO: Honorable Chair and Members of the Board

FROM: Sam Short, Workforce Director

SUBJECT: Arizona Mutual Aid Compact

RECOMMENDATION:

Staff recommend the Board of Directors approve the adoption of the Arizona Mutual Aid Compact and authorize the CEO and General Manager to execute the agreement.

RELATED STRATEGIC PLAN OBJECTIVE:

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

BACKGROUND:

Mountain Line has always worked closely in the past with our local first responders, including the City of Flagstaff and Coconino County Emergency Operations Center, entering into an Intergovernmental Agreement in July of 2019 to assist with evacuations during the Museum Fire.

Mutual aid agreements are a well-established mechanism that allows public agencies to share personnel, equipment, facilities, and expertise during emergencies or extraordinary circumstances that exceed an individual agency's capacity.

The proposed Arizona Mutual Aid Compact establishes a framework for voluntary cooperation among participating agencies while preserving each agency's autonomy. Similar compacts are commonly used by transit agencies, municipalities, and special districts to ensure rapid, coordinated response to natural disasters, infrastructure failures, security incidents, and other critical events. Adoption of the Mutual Aid Compact provides the following benefits:

- **Improved Emergency Preparedness:** Enables rapid access to additional resources during emergencies or major service disruptions.
- **Regional Coordination:** Aligns Mountain Line with neighboring jurisdictions and peer agencies using standardized procedures and expectations.
- **Operational Flexibility:** Allows sharing of personnel, vehicles, equipment, and technical expertise as needed.

Getting you where you want to go





Mountain Line

216 W. Phoenix Ave. · Flagstaff, AZ 86001 · 928-679-8900 · www.mountainline.az.gov

- **Cost and Liability Protections:** Establishes clear provisions related to cost reimbursement, workers' compensation, and liability consistent with state mutual aid principles

Participation in the compact does not obligate Mountain Line to help in all circumstances. Requests for aid are voluntary and subject to Mountain Line's determination that providing assistance will not compromise its own operations or safety.

Adoption of the Arizona Mutual Aid Compact strengthens Mountain Line's emergency preparedness, supports regional collaboration, and protects the continuity of essential services in northern Arizona.

FISCAL IMPACT:

There is no direct fiscal impact associated with adopting the Mutual Aid Compact. Costs may be incurred only when the Agency elects to provide or is requested to assist. Any such costs would be addressed in accordance with the compact's reimbursement provisions and existing budgetary controls.

ALTERNATIVES:

1. Approve adoption of the Arizona Mutual Aid Compact and authorize the CEO to execute the agreement (recommended): This agreement replaces all past and existing Mutual Aid agreements and adoption will allow Mountain Line to assist local agencies with emergency responses with access to funds to cover costs for assisting.
2. Do not adopt and approve execution of the Compact (not recommended): This action would cause Mountain Line to enter into an Intergovernmental Agreement each time our assistance is needed with emergencies. This would take time needed to draft agreement, when immediate assistance is needed and puts funding for assistance at risk..

SUBMITTED BY:

Samuel Short

Sam Short
Workforce Director

APPROVED BY:

Heather Dalmolin
CEO/General Manager

ATTACHMENTS:

1. Arizona Mutual Aid Compact -separate attachment

Getting you where you want to go





Mountain Line

216 W. Phoenix Ave. · Flagstaff, AZ 86001 · 928-679-8900 · www.mountainline.az.gov

Board Agenda Packet
1/21/2026 - Pages 43 of 58

DATE PREPARED: January 7, 2026

MEETING DATE: January 21, 2026

TO: Honorable Chair and Members of the Board

FROM: Megan Coons, Finance Director

SUBJECT: FY2027 Budget Message

RECOMMENDATION:

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

RELATED STRATEGIC PLAN OBJECTIVE:

- ❖ Goal: Investing in Mountain Line Workforce
 - ❖ Objective: Enhance workplace culture to support employee development and work-life balance.
- ❖ Goal: Fiscal Responsibility
 - ❖ Objective: Ensure a sustainable financial future through long-term financial planning.

BACKGROUND:

The goal of this report is to provide a high-level overview of the methods and priorities used by staff in developing the FY2027 budget.

Financial Capacity:

Mountain Line is dependent on a variety of funding sources; however, the major portions of funding are from federal funding and local transit tax. As we began the FY2027 budget, we evaluated capacity within the transit fund balance, the estimated annual revenues from the transit tax, and the reliability of continued federal appropriations. Based on anticipated increased transit tax revenues as per the November 2024 passage of Proposition 488 and the need to expand service over the next three to five years, the FY2027 budget is rooted in conservative revenue projects, preservation of funding for capital expansion needed to support introducing expanded programs, and ensuring we implement staffing plans that are necessary to support existing operating requirements, including internal controls, and expansion of transit services.

Inflationary Impacts:

Mountain Line continues to closely monitor the cost of goods and services as inflation remains an external and largely uncontrollable factor that must be reflected in the FY2027 budget. At the beginning of FY2026 national inflation indicators showed moderation from prior peak levels; however, month-to-month volatility and

Getting you where you want to go





Mountain Line

216 W. Phoenix Ave. · Flagstaff, AZ 86001 · 928-679-8900 · www.mountainline.az.gov

Board Agenda Packet
1/21/2026 - Pages 44 of 58

sector-specific cost pressures remain elevated relative to pre-pandemic norms. In particular, costs impacting public transit continue to outpace general inflation.

Primary cost drivers included in the budget needs to change how we place general and auto liability insurance; increases in local minimum wage that impact wages and contracted services; higher utility costs including electricity and fuel; contract cost escalations tied to labor and inflation provisions; parts and supply costs related to our aging fleet; and rising employee health insurance expenses.

Goals:

The goals for FY2027 include:

- Maintain the ability to attract and retain staff to continue with efforts to reduce dependency on contracted staff and overtime and reduce overall turnover. These efforts include 1) maintaining the performance-based non-base building bonus program as implemented in FY2026, 2) continued focus on staff development for staff to support growth and succession plan, 3) implementation of phase 1 of the approved new Organization Structure to support staff and expansion of programs, and 4) introduction of mentorship program to support onboarding and development of staff;
- Continue to improve the customer experience with 1) implementation of an updated fare payment system that continues to reduce cash fares and improve use of fare-capping, 2) overhaul and update the Mountain Line website to ensure the site remains customer friendly and easy to use, 3) expand the Transit Ambassador program to ensure ambassador presence at the DCC and on buses/in the field, and 4) continue exploration of partnership with City Police to get officers on the buses;
- Improve on-demand transit services to offer customers convenient solutions for expanding mobility through improved same day service and more scheduling options, and build on service delivery options to include outsourcing ambulatory trips and expanded ride hailing options;
- Introduce service changes to improve on-time service and service reliability and improve frequency on existing routes as supported with the passage of Proposition 488;
- Begin implementing improvements to bus stops across the system as funded in the 2025 Bus and Bus Facilities award and finalize the bike and pedestrian improvements to support bus rider access to transit; and
- Substantially complete the construction of Kaspar Maintenance Facility to improve working conditions for staff, offer capacity for maintenance of all fleet types and needs, and continue efforts to maintain state of good repair ensuring long life of our fleet.

FISCAL IMPACT:

Staff are not recommending any action, and there is no immediate fiscal impact to this budget process and engagement effort. Adoption of the budget will be recommended in June of 2025, and fiscal impact will be demonstrated before the full budget is recommended.

ALTERNATIVES:

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

Getting you where you want to go





Mountain Line

216 W. Phoenix Ave. · Flagstaff, AZ 86001 · 928-679-8900 · www.mountainline.az.gov

Board Agenda Packet
1/21/2026 - Pages 45 of 58

SUBMITTED BY:

Megan Coons

Megan Coons
Finance Director

APPROVED BY:

Heather Dalmolin
CEO and General Manager

Getting you where you want to go





Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · www.mountainline.az.gov

Board Agenda Packet
1/21/2026 - Pages 46 of 58

DATE PREPARED: January 8, 2026

MEETING DATE: January 21, 2026

TO: Honorable Chair and Members of the Board

FROM: Sam Short, Workforce Director

SUBJECT: FTA Drug and Alcohol Program Audit

RECOMMENDATION:

Staff recommend the Board of Directors adopt the Federal Transit Administration (FTA) Drug and Alcohol Program Audit Corrective Action Plan.

RELATED STRATEGIC PLAN OBJECTIVE

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

BACKGROUND:

Every year, the Federal Transit Administration's (FTA) Drug and Alcohol Program Compliance division chooses several transit agencies to conduct an in-depth Drug and Alcohol Program Audit. Despite having had a Triennial Audit recently completed, in which Mountain Line's Drug and Alcohol Program was reviewed, we were chosen this year. Staff were notified of the audit on September 9, 2025, that the audit would take place on November 18, and 19, 2025. During this audit, FTA Program Compliance staff completed a review of Mountain Line's FTA Drug and Alcohol Program for compliance with FTA regulations. This audit was the first time we had been chosen for this audit under the current staff's tenure, so staff were eager to see how this audit was conducted.

On November 18, and 19, 2025, staff from the FTA Drug and Alcohol Program Compliance division were on-site reviewing all documents pertaining to our Drug and Alcohol Program for the past 3 years. FTA staff also visited the Third-Party Administrators whom Mountain Line uses for Drug and Alcohol Testing, which is NextCare. During the visit to NextCare, FTA staff required staff to perform mock urine collections and breath alcohol collections.

An exit conference was held on November 19, 2025, wherein Mountain Line received a draft report with the results of the review. The final report was received on December 19, 2025. Mountain Line staff have 90 days from the receipt of the final report to make the necessary corrections outlined in the final report received December 19, 2025.

Getting you where you want to go





Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · www.mountainline.az.gov

Listed here are the 5 FTA Drug and Alcohol Program Compliance categories in which deficiencies were noted:

- Policy Manual Review Interview
- Drug and Alcohol Program Manager Interview
- Records Management Interviews
- Urine Collector Interviews
- Breath Alcohol Technician Interviews

Each FTA Drug and Alcohol Compliance category listed above has multiple deficiencies listed in the category, here are examples of some of the deficiencies found in each category, listed in the order outlined above:

- Revise the policy to state that reasonable alcohol testing may only be conducted just before, during, or just after the performance of safety sensitive duties.
- Submit a statement describing the procedure implemented to ensure random testing can be conducted at all times of the day when safety sensitive functions are performed.
- Submit a statement affirming the practice of accessing or reporting to the FMCSA Clearinghouse has been arrested.
- A statement must be signed by all DOT Urine Collector personnel, certifying they have reviewed and will comply with the requirements of section 40.71(b)(6), which requires the donor of the urine sample to write the date on the specimen bottle.
- Submit a statement signed by all DOT Breath Alcohol Technicians certifying they have reviewed and will comply with the requirements of section 40.241(g) which deals with refusal to take a breath test and where to document the refusal.

Where necessary, Mountain Line staff will work with our Third-Party Administrator, NextCare, to correct deficiencies.

FISCAL IMPACT:

There is no fiscal impact to completing corrective actions. Failure to make corrective action timely puts federal compliance and therefore funding at risk.

ALTERNATIVES:

- 1) Adopt the FTA Drug and Alcohol Program Audit Corrective Action Plan (**recommended**): Corrective actions outlined in the Plan are required by the FTA to remain in compliance and continue to be eligible for federal funding.
- 2) Do not adopt the FTA Drug and Alcohol Program Audit Corrective Action Plan (**not recommended**): This could place Mountain Line at risk of non-compliance with the FTA and impact our eligibility to receive federal funding, which may ultimately impact transit service provision.

Getting you where you want to go





Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · www.mountainline.az.gov

Board Agenda Packet
1/21/2026 - Pages 48 of 58

SUBMITTED BY:

Samuel Short

Sam Short
Workforce Director

APPROVED BY:

Heather Dalmolin
CEO and General Manager

Getting you where you want to go





Mountain Line

216 W. Phoenix Ave. · Flagstaff, AZ 86001 · 928-679-8900 · www.mountainline.az.gov

Board Agenda Packet
1/21/2026 - Pages 49 of 58

DATE PREPARED: January 5, 2026

MEETING DATE: January 21, 2026

TO: Honorable Chair and Members of the Board

FROM: Anne Dunno, Capital Development Manager

SUBJECT: First Mile Last Mile (FMLM) update

RECOMMENDATION:

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

RELATED STRATEGIC PLAN OBJECTIVE:

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

BACKGROUND:

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

The Fanning/Huntington Sidewalk Project was identified as the highest priority and construction will be substantially complete by January 30 with sidewalks in use. Final completion is scheduled for spring 2026 in order to complete the landscape hydroseeding in warmer temperatures. The Fanning/Huntington corridor provides social services to the community, including Flagstaff Family Food Center and Flagstaff Shelter Services, and is proximate to the Mountain Line's Route 66 and Fanning bus stops.

There is approximately \$3.3M remaining in the FMLM budget. City and Mountain Line prioritized using the funds to construct three pedestrian crossings on Highway 180 and five pedestrian crossings on Soliere Drive. The Highway 180 pedestrian crossings will be constructed at Forest Avenue, Meade Lane, and Whiting Road/Anderson Road located near StarPoint Apartments. The FMLM project will also include construction of a new Route 5 bus stop at StarPoint Apartments. Final design for the crossings is in review with ADOT and the City for respective permit approvals with a schedule to construct the eight pedestrian crossings in calendar year 2026.

Getting you where you want to go





Mountain Line

216 W. Phoenix Ave. · Flagstaff, AZ 86001 · 928-679-8900 · www.mountainline.az.gov

The FMLM project developed bike lane designs to restripe various city roads to maximize the existing roadway space for cyclists; however, the City found that FMLM funds to restripe lanes would be at risk for removal with future City road repair projects. The City may incorporate the bike lane restriping with the City's road repair program. For example, in 2025, the City used the FMLM bike lane design to restripe bike lanes on Huntington Drive as part of the annual road repair program.

If there are remaining FMLM funds after completion of the eight pedestrian crossings, the City may implement another sidewalk project in calendar year 2027.

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

Staff will present the FMLM implementation plan for calendar year 2026 and next steps.

FISCAL IMPACT:

The adopted FY2026 Mountain Line budget includes a line item to cover the FMLM project. The City of Flagstaff is providing the 20% local match for the FMLM grants outlined below:

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

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

SUBMITTED BY:

Anne Dunno

Anne Dunno
Capital Development Manager

APPROVED BY:

Jacki Lenners

Jacki Lenners
Deputy General Manager

Getting you where you want to go





MOUNTAIN LINE MEMORANDUM

DATE: January 21, 2026

TO: Honorable Chair and Members of the Board

FROM: Anne Dunno, Capital Development Manager

SUBJECT: Huntington/Grant Pedestrian Crossing & Bus Stop Amenities

Mountain Line is planning to construct a pedestrian crossing on Huntington Drive in the vicinity of Grant Street and will provide new bus shelter amenities at two nearby bus stops. The Route 7 bus stops provide transit access to hotels and businesses, and The Lantern, a transitional housing site.

Funding:

Mountain Line is funding design using a 5305 planning grant with Mountain Line providing the 20% local match. Mountain Line will utilize a portion of the recently awarded FTA 5339 Bus and Bus Facilities grant for construction of the pedestrian crossing and design, construction, and acquisition of the bus shelter amenities. The project budget for construction is \$710K using the FTA 5339 grant funds and is identified in Mountain Line's Capital Improvements Program.

Implementation:

Mountain Line recently awarded a new task order to Ardurra for design services of the pedestrian crossing in the amount of \$109K. The design scope currently assumes a signalized pedestrian crossing. If a pedestrian signal is not warranted, there will be approximately \$29K savings under the task order. Design is scheduled for completion by July 31, 2026.

Mountain Line will also pursue amenity improvements to install two shelters at the two nearby bus stops located adjacent to the Holiday Inn Express (southside) and APS (northside). Ardurra's task order scope will be updated to include the design for the shelter pads and transit easement legal descriptions. Both pad locations will require approval from the adjacent owners to execute transit easements.

Mountain Line will seek construction cost proposals from Mountain Line's two Job Order Contractors, Kinney and Banicki Construction, to award based on best value and issue a new job order for construction. Pending timeline of the city's permit approval, the construction of the pedestrian crossing and shelter pad improvements is anticipated in calendar year 2026.





Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · www.mountainline.az.gov

MOUNTAIN LINE MEMORANDUM

DATE: January 8, 2026

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

Sole Source, Bus Rehabilitation

As Mountain Line advances its strategic commitment to transition from hybrid and diesel technologies to a 100% battery-electric fleet, maintaining service reliability and financial responsibility during this transition is critical. Staff recommend rehabilitating four hybrid-electric buses to extend their service life by 8-10 years. This interim investment will provide fleet resiliency, preserve service levels during BEB procurement lead times, and reduce overall lifecycle costs compared to immediate replacement with new vehicles. This project also allows time for phased BEB infrastructure buildout and operator/maintenance staff training. With CEO and General Manager approval, staff issued a Notice of Intent August 29, 2025 to notify them that Mountain Line intends to send two Gillig 35' Hybrid buses to Complete Coach Works in March of 2026 for rehabilitation, with anticipated completion in July of 2026. The cost of rehabilitation per bus is \$540,086.42

RFB 2025-220, Downtown Connection Center Janitorial Services

RFB 2025-220, Downtown Connection Center Janitorial Services was released in May of 2025, closing in June of 2025 with seven responsive bids. After evaluation by staff members from Facilities, Maintenance, and Operations, award was made for Pinnacle Janitorial for an estimated annual value of \$44,808. This contract is thru December 31, 2026 with an additional optional five (5) year terms.

Getting you where you want to go





Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · www.mountainline.az.gov

Agreements and Contracts Authority – Resolution 2020-100

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 Center. This Change Order #12 is to provide that Loven Contracting will provide a rough opinion of cost for 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 the 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. The additional cost is locally funded, and the work supports Phase 2 of the project.

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 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 Facility to fuel its vehicles with gasoline and diesel on its Buses during the construction of the Kaspar Maintenance Facility. The terms and condition 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 Fuel Island to fuel its vehicles with gasoline and diesel during the construction of the Kaspar Maintenance Facility. Mountain Line will pay rack price plus sixteen percent (16%). Price increases will be agreed to through an addendum to this Agreement signed by both Parties.





Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · www.mountainline.az.gov

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 Maintenance Garage (“Facility”) to perform maintenance on its vehicles during the construction of the Kaspar Maintenance Facility. The terms and condition 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.

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 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 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.

Coconino Flood Control District Office Lease, Kaspar Headquarters

Coconino County expressed interest in leasing vacant office space at 3773 N Kaspar Dr, and it was determined that we have that space available. We developed the fee based on known market value and determined that this meets the requirements of FTA for incidental use of our federally funded facility. The lease fees can be used for O&M of facility (still a transit benefit). The term of this lease shall begin December 1, 2025, and shall end on the 30th day of November 2027. This lease may be extended for up to five (5) additional two (2) year terms. The lease rate during the Term shall be \$1,762.25 per month.

First Amendment to the Resource Use and Sharing Agreement

This First Amendment to the Resource Use and Sharing Agreement is to complete additional work related to the installation, electrical, and landscaping work for certain City public art at the new Downtown Connection Center on Phoenix Avenue, the Art Glass and Southside Grove Sculpture.

Attachment:

1. NAIPTA NAU MOU Maintenance Facility C148922 Attachment A Pricing -page 55

Getting you where you want to go



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.



Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · www.mountainline.az.gov

MOUNTAIN LINE MEMORANDUM

DATE: January 21, 2026

TO: Honorable Chair and Members of the Board

FROM: Heather Dalmolin, CEO and General Manager

SUBJECT: Summary of Current Events

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

Operations

- Mountain Line Ridership for November 2025 Ridership was 9% below our November 2024 ridership. There are two major factors: fewer weekdays and updated data processing tools related to our automatic people counters (APC).
- We began Mountain Express Service on December 26. We provide daily service through January 4th and will have weekend service available in January, February, and March. We launched the information campaign with marketing across our social networks, through Spotify, and in local print. We are advising to the public the park and ride option, encouraging a stress-free ride up the mountain. Lastly, we initiated survey efforts with Arizona Snowbowl offering a lift ticket as an incentive for participating in the survey efforts. More to come on ridership results soon!
- On New Year's Eve, Mountain Line offers free service and extended hours until about 1:30 a.m. We saw a 58 percent increase in ridership on New Year's Eve 2025 as compared to 2024, with about 13 percent of the day's trips taken during those extended hours (10:30 p.m. – 1:30 a.m.) and nearly 40 percent of trips taken around the time of the three downtown Pinecone Drop events. Our staff did a phenomenal job of supporting the community with this additional service and getting everyone safely home in the New Year.

Partnerships and Outreach

- Staff have kicked off the Operations Assessment project with the goal of preparing for our next 5-year Transit Plan with a close look at our existing routes, routes experiencing challenges in making time points, evaluating Mountain Express to assist with support and funding scenarios, and examining opportunities for improved alignment with transit service on the NAU campus.
- In early January, Jacki and I met with a team of operators, Transit Supervisors, and planners to evaluate current service challenges and the Summer 2026 service change plan. These meetings are one of our efforts to ensure we include team members in service planning and decision making. The appointment was voluntary and we are excited to have so much interest

Getting you where you want to go





Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · www.mountainline.az.gov

from our team. We look forward to making service recommendations in February and sharing more on this effort.

Finance, Procurement, and Compliance

- The FY2024 Financial Audit was filed on January 6, 2026. As anticipated, there were two material weaknesses identified: 1) lack of internal controls to ensure timely closeout of the fiscal year and 2) filing the Single Entity Federal Audit after the March 31 deadline. Congratulations to Megan for leading the way for finishing this work. The auditors have reported that they are confident the FY2025 audit process will be much smoother.
- The FY2025 Financial Audit is well underway with staff responding to document requests. The site visit is scheduled for the first week in February and everyone involved is confident that we will be able to file the report before the March 31st deadline.
- Our Maintenance Facility Project is well underway! Kinney continues progress on the Kaspar Maintenance Project focusing on the exterior site work for storm drain, utilities, and reconfiguration of the parking lot. The site work will continue through the winter with demolition of Shop 0 scheduled for mid-March 2026.

Staffing

- Our longest tenured employee, Bernice Tullie, announced her retirement in December. Bernice has been with Mountain Line more than 25 years and her knowledge about our programs and clients will be sorely missed. We are happy to celebrate her many years.
- We are scheduled to graduate seven more staff out of our CDL training program in January. While we continue to get close to full staffing, it seems that we gain as many as we lose monthly. This turnover is something our Operations Superintendents and Transit Supervisors are examining as part of the 2026 goals.
- The Transit Division has introduced monthly staff meetings to check in with our front-line team members and provide reoccurring refresher training. Our first training was completed in December with all operators and Transit Supervisors receiving de-escalation reminders during 'Verbal Judo' training aimed at reducing conflicts between riders and staff.
- We are in the process of recruiting an On-demand Coordinator that will oversee our paratransit, micro-transit, and taxi service offerings. This role was previously included in the Paratransit Superintendent role that also shared in oversight of Fixed Route programs. This position is designed to give these programs the specialized skill and attention it deserves.

Getting you where you want to go



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
2025-2030 Strategic Plan – Adoption with KPIs (TransPro will Present-online)	Heather D/Consultant-D/A
Legislative Priorities	Heather D - D/A
Reduce Liability Limit to \$11 Million and Join Insurance Pool	Sam S - D/A
August Service Changes	Jacki - D/A
Ability to Access Impact Fees for Necessary Transit Infrastructure Costs	Bizzy/Scott - D/A
Impact of Vehicle Rehabilitation	Heather D - D
Triennial Review Closeout Report	Bizzy - PR
Meeting Calendar Update	Rhonda - PR
DCC Phase 1 Closeout	Anne - PR
Kaspar Maintenance Facility Update	Anne - PR
Delegation of Authority Update – Agreements, Grants, and Procurements:	Heather D - PR
March/April Working Agenda	

March: No TAC Meeting Board Meeting is Wed, 3/18/2026

ITEMS:	WHO & WHAT:
Safety Minute	Sam S
Milestone Anniversaries	Heather D
Financial Audit	Megan - D/A
Workforce Budget Overview	Megan - D
Operating Budget Overview	Megan - D
Biannual Performance Report	Bizzy - D
Electric Bus Performance Report	Bizzy - D
CEO and General Manager Evaluation Criteria and KPIs	Heather D/Consultant -D/A
Delegation of Authority Update – Agreements, Grants, and Procurements:	Heather H - PR
April/May Working Agenda	

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