



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, March 18, 2026
9:00am
Mountain Line Ponderosa Room
216 W Phoenix Avenue
Flagstaff, AZ 86001

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

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

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

Public Comment Process

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

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





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

The agenda for the meeting is as follows:

-pages 1-4

1. CALL TO ORDER
2. ROLL CALL
3. SAFETY MINUTE
-Sam Short, Workforce Director

EXECUTIVE SESSION

Executive sessions are closed to the public.

The Board will consider a motion to convene an executive session pursuant to A.R.S. § 38-431.03(A) for the following purpose:

1. Discussion and consultation with Mountain Line's attorney for legal advice and with Mountain Line's attorney and designated representatives, regarding closeout of the Mountain Line audit. ARS § 38-431.03(A)(3) and (4).
2. Discussion and consultation with Mountain Line's attorney for legal advice and with Mountain Line's attorney and designated representatives, regarding the Mcallister v. NAIPTA Notice of Claim, ARS § 38-431.03(A)(3) and (4).
3. Discussion and consultation with Mountain Line's attorney for legal advice and with Mountain Line's attorney and designated representatives, regarding the Freeman v. NAIPTA Notice of Claim. ARS § 38.431.03(A)(3) and (4).

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

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 Board Meeting 2/18/2026 -pages 5-15
 - b. Special Board Meeting 3/2/2026 -pages 16-17

CONSENT AGENDA:

All matters under the Consent Agenda are considered by the Board of Directors to be routine and will be enacted by a single motion APPROVING THE CONSENT AGENDA. If discussion is desired on any particular consent item, that item will be removed from the consent agenda and will be considered separately. All items on the Consent Agenda with financial impact have been budgeted.

- 7. THE METROPLAN AND MOUNTAIN LINE COORDINATED PUBLIC TRANSIT – HUMAN SERVICES TRANSPORTATION PLAN -pages 18-19
 - LaReina Reyes, Associate Transit Planner
 - Staff recommend the Board of Directors adopt the MetroPlan and Mountain Line Coordinated Public Transit - Human Services Transportation Plan.

DISCUSSION / ACTION ITEMS:

- 8. MOUNTAIN LINE'S STRATEGIC PLAN -pages 20-21
 - Heather Dalmolin, CEO and General Manager
 - Staff recommend the Board of Directors adopt the Mountain Line Strategic Plan along with the accompanying Key Performance Indicators.
- 9. CHIEF EXECUTIVE OFFICER (CEO) EVALUATION CRITERIA -pages 22-23
 - Heather Dalmolin, CEO and General Manager
 - Staff recommend the Board of Directors adopt the Mountain Line CEO Evaluation Criteria in reflection of the Strategic Plan and Key Performance Indicators.
- 10. FY2027 WORKFORCE BUDGET -pages 24-26
 - Megan Coons, Finance Director
 - The Board may provide direction, but there is no recommendation from staff at this time.
- 11. BIANNUAL PERFORMANCE REPORT -pages 27-28
 - Bizzy Collins, Strategic Performance Planner
 - The Board may provide direction, but there is no recommendation from staff at this time.
- 12. ELECTRIC BUS PERFORMANCE REPORT -pages 29-30
 - Heather Dalmolin, CEO and General Manager
 - The Board may provide direction, but there is no recommendation from staff at this time.

PROGRESS REPORTS:

- 13. DELEGATIONS OF AUTHORITY UPDATE -pages 31-32
 - Heather Dalmolin, CEO and General Manager





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14. SUMMARY OF CURRENT EVENTS
-Heather Dalmolin, CEO and General Manager

-pages 33-34

ITEMS FROM COMMITTEE AND STAFF:

SCHEDULE FOR THE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

April/May Working Agenda

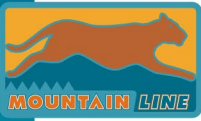
-page 35

The next Board meeting will be held on April 15, 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. April agenda items may include but not be limited to the Close Service Changes Public Comment Period, Capital Budget Overview, Mountain Express Update, Drug and Alcohol Program Compliance Corrective Action Plan Report, Downtown Connection Center Update, Operational Assessment Update, and Delegation of Authority Updates. The April 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.

15. ADJOURNMENT

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Board of Directors Minutes for Wednesday, February 18, 2026

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, February 18, 2026, at 10:00am in the Mountain Line Ponderosa Room, 216 W. Phoenix Ave., Flagstaff, AZ 86001. This was a WEB BASED meeting. Members of the Board and Mountain Line staff attended in person, by internet conferencing, or by telephone. The public was invited to attend.

BOARD MEMBERS PRESENT:

Josh Maher, (Chair), Associate VP for Community Relations, NAU, designee, (Zoom);
Miranda Sweet, (Vice Chair), Vice Mayor, City of Flagstaff;
Tony Williams, Vice President of Student Services, CCC, designee, (Zoom);
Jeronimo Vasquez, Board of Supervisors, Coconino County, (Zoom), joined at approximately 10:03am;
Lori Matthews, City Councilor, City of Flagstaff, (Zoom)

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

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

BOARD MEMBERS EXCUSED:

None.

MOUNTAIN LINE STAFF IN ATTENDANCE:

Heather Dalmolin, CEO and General Manager, (Zoom);
Jacki Lenners, Deputy General Manager, (Zoom);
Sam Short, Workforce Director, (Zoom);
Megan Coons, Finance Director;
Codi Weaver, Human Resources Manager, (Zoom);
Anne Dunno, Capital Development Manager, (Zoom);
Heather Higgins, Purchasing and Contracts Officer, (Zoom);
Bizzy Collins, Strategic Performance Planner, (Zoom);
LaReina Reyes, Associate Transit Planner, (Zoom);
Jon Matthies, IT Manager;
Rhonda Cashman, Executive Assistant and Clerk of the Board;
Scott Holcomb, Mountain Line Attorney, (Zoom)

GUESTS PRESENT:

Judy Begay, Board of Supervisors, Coconino County, alternate, (Zoom), joined at approximately 10:04am and left at approximately 11:18am;
Kate Morley, Executive Director, MetroPlan, (Zoom), left at approximately 10:15am;
Tami Suchowiejko, Business Manager, MetroPlan, (Zoom), left at approximately 10:15am;
Eddie Thomas, Insurica, (Zoom), left at approximately 10:33am;
Karen Kruse, The Kruse Group, (Zoom), left at approximately 10:42am;





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Bob Holmes, Nexxus Consulting, (Zoom), joined at approximately 10:42am;
Eryn Yeager, Member - Free Mountain Line Project Group;
Biance Daniels, Member - Free Mountain Line Project Group

1. CALL TO ORDER -Chair Maher called the meeting to order at approximately 10:01am.

2. ROLL CALL

3. SAFETY MINUTE
-Sam Short, Workforce Director

Mr. Short reported on winter storm safety.

4. CALL TO THE PUBLIC

There were two members of the public in attendance at the meeting that communicated they only wanted to observe.

5. APPROVAL OF MINUTES 1/21/2026

Vice Chair Sweet made a motion to approve the minutes for January 21, 2026. Director Matthews seconded. There was no discussion. All approved, none opposed. Motion carried.

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

DISCUSSION / ACTION ITEMS:

6. IN-KIND TIME FOR METROPLAN

-Heather Dalmolin, CEO and General Manager
Staff recommend the Board of Directors agree to allow MetroPlan to record time that staff, Transit Advisory Committee members, and the Board spend engaged in planning and executing the Mountain Line Board and Transit Advisory Committee meetings as in-kind donations to MetroPlan.

Ms. Dalmolin introduced Ms. Morley with MetroPlan to present this item. Ms. Morley explained the need to capture more in-kind match due to more grants being received which benefit transportation in the region. She noted that Ms. Suchowiejko would send each of them a form to review and sign off on, then send them back; there is an opportunity to modify if needed. Director Williams shared that he is the Mountain Line representative on the MetroPlan Board,





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and he finds the in-kind process to be smooth and easy; he supports the request. Ms. Dalmolin communicated that Mountain Line does not use in-kind match; there is no conflict with in-kind reporting for Board members. Director Vasquez made a motion to approve MetroPlan use of in-kind time as presented. Director Williams seconded. There was no discussion. All approved, none opposed. Motion carried.

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

7. MOUNTAIN LINE'S STRATEGIC PLAN

-Heather Dalmolin, CEO and General Manager

Staff recommend the Board of Directors adopt the Mountain Line Strategic Plan.

Ms. Dalmolin explained that she did not want to rush the process; due to delay in some staff sharing information with the consultant, she thought it would be best to table this item to March to give Board members time to review the proposed Strategic Plan prior to the Board meeting. Director Williams made a motion to table this item until the March Board meeting. Vice Chair Sweet seconded. There was no discussion. All approved, none opposed. Motion carried.

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

Ms. Dalmolin asked the Board to move up the Insurance Policy Excess Limit Reduction agenda item number 9 before the Legislative Priorities agenda item number 8 as a guest is expected to join this conversation and he is not yet available. Board members agreed to this change.

8. INSURANCE POLICY EXCESS LIMIT REDUCTION

-Sam Short, Workforce Director

Staff recommend the Board of Directors approve a reduction in Mountain Line's Excess Liability Insurance coverage from 13 million dollars to 10 million dollars.

Mr. Short provided some background on the previous reduction of excess limit from \$21 million to \$13 million in August of 2025. He shared the current layers of coverage and cost that make up our \$13 million in coverage. He reviewed the proposed layers of coverage and cost when reduced to \$10 million; the industry standard amount of coverage is \$5 million-\$10 million. Mr.





Short introduced our insurance broker, Mr. Thomas from Insurica, whose company works exclusively in the transit industry. He recommended reducing the excess limit coverage down to \$10 million to be in line with other transit agencies. He noted his goal is to get the best insurance coverage for Mountain Line, recommending the Community Transit Risk Purchasing Group which is for public and not for profit agencies. He explained one benefit is potential cost control – the industry insurance coverage may increase 20-40 percent per year, and the alternative risk program suggested can help control those increases to approximately three percent per year. One member of the public, Ms. Yeager, asked what this insurance covers. Mr. Thomas replied that it covers all facets of insurance required by public transit; it is auto coverage and claims that drives the cost. There was a Board member question regarding a backup plan in case the Community Transit Risk Purchasing Group coverage doesn't happen. Mr. Thomas explained that Travelers has not provided their renewal notice with terms yet; it should be received in the coming months allowing for a final decision before July first. Mr. Short reported insurance rates were increasing approximately 15-20 percent per year. He shared that a savings of \$73,000 is estimated with the proposed change in coverage; the reduction in coverage also improves Mountain Line's ability to procure affordable coverage each new fiscal year. Director Matthews made a motion to reduce the total amount of excess insurance coverage as recommended. Director Vasquez seconded. There was no discussion. All approved, none opposed. Motion carried.

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

9. 2026-2027 LEGISLATIVE PRIORITIES

-Heather Dalmolin, CEO and General Manager

Staff recommend the Board of Directors approve and adopt the 2026-2027 Legislative Priorities.

Ms. Dalmolin introduced Ms. Kruse from The Kruse Group to report on state priorities. Ms. Kruse shared that this is the last week for the Arizona Legislature to hear bills or they die. She commented that the state does not generally fund transit; however, a few years ago the state contributed \$6 million to close the funding gap for the Downtown Connection Center. Additionally, she shared that Mountain Line has also received Arizona State Match Advantage for Rural Transportation (SMART) funds; she shared some beneficial changes that have been made in recent years. She reported that the Rural Transportation Advocacy Council (RTAC) bill, in which MetroPlan helps determine the priority projects related to infrastructure in rural communities; Mountain Line did not have a direct request this year but continues to support the effort. She noted that the transition in leadership for the Arizona Transit Association (AzTA) will hopefully create opportunity to elevate advocacy efforts related to the Yield to Bus initiative by working with both sides to draft acceptable language, there are also steps to work through to





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set up a potential self-insurance pool and finding a long-term statewide dedicated funding source. She noted that the Arizona Department of Transportation (ADOT) is engaged in a Listening Tour across rural Arizona and transit is one of the topics; when it is done, there will be a report for review. She reported that Mountain Line and Ms. Dalmolin have done an excellent job of communicating that we are part of a community. She reported that legalized marijuana has created challenges and regulation changes are needed related to the way testing is done; it doesn't just impact transit, but other industries as well. She communicated that Arizona is one of four states that doesn't fund transit at all. There were no questions. Chair Maher thanked her for her work on behalf of Mountain Line.

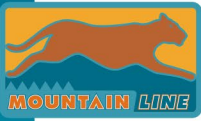
Ms. Dalmolin stated she would start reviewing the Federal Priorities while waiting for Mr. Holmes to join the meeting. She shared that the top priority is to ensure the Reauthorization of Transportation Funding at the same funding level for the next five years; this will help Mountain Line offset the cost of inflation. Additionally, she noted that the second priority is to seek an increase in Small Urban Intensive Cities (STIC) set aside from three percent to five percent. She shared that the last increase from two to three percent brought Mountain Line approximately \$150,000 more per measure achieved. And the third priority is to advocate for transit regulatory updates related to testing for impairment and Commercial Driver's License testing requirements.

Mr. Holmes stated he would provide an overview of what is happening at the federal level; both the Senate and the House of Representatives are Republican and through budget reconciliation, the One Big Beautiful Bill was passed. He communicated that there is one FY2026 appropriation left, Homeland Security; changes to Immigration and Customs Enforcement (ICE) have been demanded which is causing a partial government shutdown. He noted the FY2027 appropriations will start in earnest soon. He shared that the President would announce his budget in six days, and his priorities which congress usually does not adhere to. He reported that Federal Transit Administrator, Marc Molinaro has resigned and what that may mean; recommendation to stay vigilant. He said there is an expectation that surface transportation will look about the same as the Infrastructure Investment and Jobs Act (IIJA). He stated there probably would not be a new reauthorization bill passed by September 1, 2026; it may not happen until 2027 when the House of Representatives will likely switch to Democrat majority. He said that he will be with Ms. Dalmolin and Ms. Lenners in a couple weeks visiting the Federal Transit Administration (FTA) and legislators on the Hill. Mr. Holmes stated that the STIC funding is largely bipartisan because it rewards high performing systems; the money is off the top, part of 5307, not new money. There were no questions.

Ms. Lenners reported on the two local priorities, which are really to make sure transit is considered in the City of Flagstaff's development process.

Director Williams made a motion to approve the 2026-2027 Legislative Priorities as presented. Director Matthews seconded. There was no discussion. All approved, none opposed. Motion carried.





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

10. JULY 2026 SERVICE CHANGES

-Jacki Lenners, Deputy General Manager

Staff recommend the Board of Directors conduct a public hearing and open a public comment period through April 10, 2026, for the proposed July 2026 service enhancements.

Ms. Lenners stated the now August service changes will trigger the Title VI Program since they are being packaged together; a public comment period is required. She reported the service changes are supported by passage of Proposition 488. She reviewed the proposed service enhancements in detail by Route.

Route 2 (Blue):

- Addition of two eastbound stops on McMillian Mesa: Pine Cliff and Forest Avenue (near the Lofts apartments) and Gemini Road and Jasper Drive (near the Arizona State Veteran Home.)

Route 3 (Green):

- Increased weekday peak frequency (approximately 6am-6pm) to 20 minutes from the current peak service of 30 minutes.

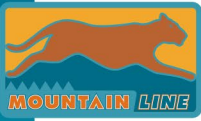
Route 5 (Orange):

- Addition of a westbound bus stop on Highway 180 and Whiting Road, near Starpoint Apartments.

Route 8 (Teal):

- Extend service on the West Route 66 corridor by making a full loop from Woody Mountain Road to McAllister Ranch Road and Alvan Clark Boulevard before returning to West Route 66. New proposed bus stops at:
 - McAllister and Charon
 - Alvan Clark Boulevard (Adora at Timber Sky)
 - Alvan Clark Boulevard (Woody Mountain Apartments)
 - West Route 66 and Woody Mountain Road (LivTimber)
 - West Route 66 and Thompson Street (eastbound)
- With the extended service on West Route 66, it is proposed that Route 8 no longer serves the Thompson Street, University Avenue, Woodlands Village Boulevard loop, impacting service to the following stops:
 - Stop 10 on Thompson Street, south of West Route 66, this stop will be removed. Riders who use this stop will be able to access the new stop on West Route 66 and Thompson Street.
 - Stop 11 on University Avenue and Forest Meadows Street, this stop is also served by Route 10 and will not be removed.





- Stop 12 at Woodlands Village Boulevard and University Avenue, this stop will be removed.

Staff have been surveying riders that use these stops.

Route 66 (Red):

- Increased weekday peak frequency (approximately 6am-6pm) to 20 minutes from the current peak frequency of 30 minutes. Addition of a bus stop on eastbound Highway 89 and East Trails End Drive, offering more convenient transit access to the Sacred Peaks Health Center.

She noted that public outreach efforts will begin once the public comment period is open if approved by the Board; efforts will include press releases, bus stop signage, mailer, and social media. She explained that staff will share comments and ask for the public comment period to be closed at the April Board meeting. There were a couple of questions from Board members related to the proposed Veteran Home bus stop and number of comments. Ms. Lenners stated the Veteran Home bus stop can be used by anyone, but it was requested by their staff and Northern Arizona Healthcare (NAH) is going to build a rehabilitation center near there, and the number of comments is unknown, but typically not many are received, maybe more due to some stop closures for Route 8 or increased frequency of buses going through neighborhoods. One Board member commented that Veterans don't have to live there to receive services there. There were some additional questions about potential negative comments and how they would be handled. Ms. Lenners stated staff usually try to educate riders about alternatives and if there is an outcry, staff can have a conversation with the Board and consider other options. Director Williams made a motion to conduct a public hearing and open a public comment period for the proposed service changes as presented. Director Vasquez seconded. There was no discussion. All approved, none opposed. Motion carried.

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

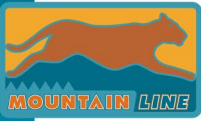
11. ABILITY TO ASSESS IMPACT FEES FOR NECESSARY TRANSIT INFRASTRUCTURE COSTS

-Bizzy Collins, Strategic Performance Planner

Staff recommend the Board of Directors do not pursue impact fees for transit infrastructure costs at this time.

Ms. Collins shared photos of different types of Mountain Line bus stops: sign, logo, or shelter; logo and shelter stops require an easement due to the larger footprint. She noted these improvements are easier to integrate when road construction is being done. She mentioned that bus stops give the first impression of our system. She stated that Board and TAC members identified 39 bus stops to be improved at the October 2023 Advance.





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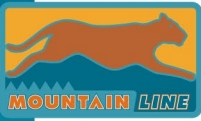
She shared that Mountain Line participated in the City's Land Availability and Sustainability Study and Code Analysis Project (LASS+CAP) which offered many ways to integrate transit; many of which are going to be integrated into the Safe Streets Masterplan MetroPlan is working on with the City. She said one outstanding item is the Transit Assessment which required further legal research to determine how much and under what circumstances transportation impact fees could be directed into transit improvements. She noted that the full legal memo from Dickinson Wright was in the agenda packet. She said she pulled out the highlights to share:

- Necessary transit infrastructure can be included in the fees assessed for streets infrastructure under § 9-463.05
- There are requirements which must be met to do so, but the requirements are the same requirements applicable to fees for other necessary infrastructure

Mountain Line staff, MetroPlan staff, and City staff met with City of Tempe staff to discuss how the City of Tempe assesses impact fees for Valley Metro bus stop improvements and the City of Tempe owns the easements and amenities, where in Flagstaff Mountain Line owns the easements and amenities, which could be resolved with intergovernmental agreements, etc. She stated they still go through a lot of negotiation, and it is not as much of a prescribed process as Mountain Line staff thought, but it was a good conversation. She said the City of Flagstaff has offered to include transit capital improvements in their impact fee analysis to understand what the transit component might look like. She said staff are weighing the options; there were also two events that were considered in the process: receipt of a \$3.2 million grant and passage of the 2024 transit tax increase. She noted all 39 identified bus stops will be improved with these funds. She reviewed staff recommendations not to pursue transportation impact fees at this time, add transit capital improvements into City engineering standards and zoning code, and find clear points in projects early on to discuss transit and make sure objectives are being addressed. She said staff will continue to work with developers on a voluntary basis and the Safe Streets Masterplan will help the process. Mr. Holcomb noted that this report is consistent with transit improvements being part of the City's infrastructure improvement plan in case transit impact fees are sought down the road so transit can be given consideration. She stated she is seeking Board action to close the loop on the subject at this time. There was a question about developers' willingness to work with Mountain Line. Ms. Collins reported that the developer of Starpoint Apartments on Highway 180, for example, provided the easement and ADOT at the last minute requested some engineering changes that prevented the developer from making accommodation for the bus stop. She said Ms. Dunno continued the conversation with ADOT and several years later a bus stop is going to be added. She stated that is not always the case; some developers say no thank you. There was a question asked whether this only pertains to bus stops or could it be for other capital improvements. Ms. Collins said capital improvements are cut and dry; usually approaching the lowest hanging fruit. Vice Chair Sweet made a motion to approve the recommendation as presented. Director Matthews seconded. There was no discussion. All approved, none opposed. Motion carried.

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

12. BENEFITS OF BUS REBUILDS

-Heather Dalmolin, CEO and General Manager

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

Ms. Dalmolin explained that she wants to document staff process and steps taken regarding bus rebuilds. She reviewed the benefits of bus rebuilds and stated that overhaul at midlife was not done in the past, but there are now constraints with fewer bus builders and the length of time to receive new bus orders. She said this is part of being nimble and creating capacity for service needs and provides options. She noted that FTA designates the useful life of a bus to be 12 years and Mountain Line has four vehicles that are 15-16 years old. She shared that to rebuild a bus, approximately 40 percent of the cost of a new bus, takes six months. She noted rebuilt buses are adaptable to support community events that FTA considers charter service. There was a question about the cost of a bus rebuild. Ms. Dalmolin replied that it is approximately \$550,000 for another 8-10 years of useful life. She stated staff are asking for a 10 percent change order for tariffs. She shared that the first two met the criteria for rebuilding under the Delegation of Authority, but now two more are needed. A Board member requested each purchase request be brought to the Board. Ms. Dalmolin said she understood and a discussion is planned on this topic for May. There were no other questions.

13. PURCHASE THE REBUILD OF 2 GILLIG 35-FOOT BUSES

-Heather Dalmolin, CEO and General Manager

Staff recommend the Board of Directors authorize the CEO and General Manager to purchase rebuilding of two (2) 35' Gillig Buses from Complete Coach Works for a not to exceed price of \$610,000 per bus.

Ms. Dalmolin reviewed that she is asking for approval to have two buses rebuilt through a federally approved contracting opportunity with Washington State Transit Association at a cost of 60 percent less than buying new, and delivery takes 75 percent less time to receive order than new buses. She reported the current fleet is okay for existing service, but in July 2026 service expansion is planned as presented earlier, and in July 2027 staff anticipate making Saturday service the same as Monday through Friday service and fleet resiliency will be necessary. In addition, she shared that rehabbed buses can be used for training, special services, and marketing programs without taking fleet out of the lineup for service delivery. She reviewed the financial capacity for completing the bus rebuilds with local funds, and that they are included in the five-year capital improvement plan, the drafted FY2027 budget, and the five-year financial plan. She decided to present this item now due to the timing. There were no questions. Director Williams made a motion to approve the Rebuild of two (2) Gillig 35-foot





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buses as presented. Vice Chair Sweet seconded. There was no discussion. All approved, none opposed. Motion carried.

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

PROGRESS REPORTS:

There were no questions regarding the progress reports.

- 14. FY2024 TRIENNIAL REVIEW CLOSEOUT
-Bizzy Collins, Strategic Performance Planner
- 15. FY2027 BOARD MEETING DATES
-Rhonda Cashman, Executive Assistant and Clerk of the Board
- 16. KASPAR MAINTENANCE PROJECT UPDATE
-Anne Dunno, Capital Development Manager
- 17. DELEGATIONS OF AUTHORITY
-Heather Dalmolin, CEO and General Manager
- 18. SUMMARY OF CURRENT EVENTS
-Heather Dalmolin, CEO and General Manager

Ms. Dalmolin shared the following highlights:

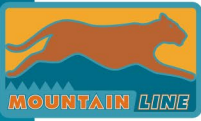
- There was a 39 percent increase in Mountain Express ridership between December 2024 and December 2025.
- She and Ms. Lenners will be in D.C. in early March.
- Staff have been told we will meet the deadline for the FY2025 Financial Audit.
- Mountain Line lost 10 Operators last month. The next training class will begin next week. There is some natural attrition, but staff are checking on the cause/reason for the losses. Some Operators are moving from part-time to full-time.
- The Planning Director finalist will be on site tomorrow.
- She sent a message about the May Board meeting date and asked members to reply.

ITEMS FROM COMMITTEE AND STAFF:

SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

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March/April Working Agenda

The next Board meeting will be held on March 18, 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. March agenda items may include but not be limited to Mountain Line's Strategic Plan, FY2025 Financial Audit, Workforce Budget Overview, Operating Budget Overview, Biannual Performance Report, Electric Bus Performance Report, CEO Evaluation Criteria and KPIs, and Delegation of Authority Updates. The March 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 -Chair Maher adjourned the meeting at approximately 11:56am.

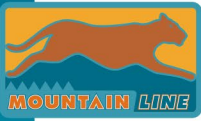
Josh Maher, Chair of the Mountain Line Board of Directors

ATTEST:

Rhonda Cashman, Executive Assistant and Clerk of the Board

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Board of Directors Minutes for Monday, March 2, 2026

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, March 2, 2026, at 3:30pm 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, (Chair), Associate VP for Community Relations, NAU, designee, (Zoom);
Miranda Sweet, (Vice Chair), Vice Mayor, City of Flagstaff, (Zoom);
Tony Williams, Vice President of Student Services, CCC, designee, (Zoom), joined at approximately 3:31pm;
Jeronimo Vasquez, Board of Supervisors, Coconino County, (Zoom), joined at approximately 3:31pm and left at approximately 4:00pm;
Lori Matthews, City Councilor, City of Flagstaff, (Zoom)
**Three of our five Board member seats must be present to constitute a quorum.*
***The City of Flagstaff holds two seats.*

BOARD MEMBERS EXCUSED:

None.

MOUNTAIN LINE STAFF IN ATTENDANCE:

Heather Dalmolin, CEO and General Manager, (Zoom);
Sam Short, Workforce Director;
Megan Coons, Finance Director, (Zoom);
Jon Matthies, IT Manager, left at approximately 3:36pm and returned at 4:09pm;
Scott Holcomb, Mountain Line Attorney, (Zoom)

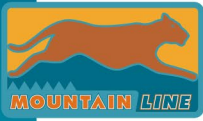
GUESTS PRESENT:

None.

1. CALL TO ORDER -Chair Maher called the meeting to order at approximately 3:31pm.
2. ROLL CALL

At approximately 3:32pm, Director Vasquez made a motion to go into executive session. Vice Chair Sweet seconded. There was no discussion. All approved, none opposed. Motion carried.





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

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 3:36pm:

1. Discussion and consultation with Mountain Line's attorney for legal advice and with Mountain Line's attorney and designated representatives, regarding closeout of the Mountain Line audit. ARS § 38-431.03(A)(3) and (4).

Following the conclusion of the Executive Session, the Board reconvened the public meeting at approximately 4:09pm.

3. ADJOURNMENT - Chair Maher adjourned the meeting at approximately 4:09pm.

Josh Maher, Chair of the Mountain Line Board of Directors

ATTEST:

Rhonda Cashman, Executive Assistant and Clerk of the Board

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DATE PREPARED: February 20, 2026

MEETING DATE: March 18, 2026

TO: Honorable Chair and Members of the Board

FROM: LaReina Reyes, Associate Transit Planner

SUBJECT: The MetroPlan and Mountain Line Coordinated Public Transit – Human Services Transportation Plan

RECOMMENDATION:

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

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:

Starting in 2007, all Metropolitan Planning Organizations (MPO's) and Councils of Governments (COG's) in Arizona were required to adopt and annually update a Coordinated Public Transit - Human Services Transportation Plan to satisfy the federal requirements for Section 5310 grant funds. These plans must inventory existing transportation services for elderly individuals, individuals with disabilities, and low-income individuals, identify unmet transportation needs, and provide strategies for improving coordination to meet those needs. To meet this requirement, Mountain Line and MetroPlan partnered to develop the MetroPlan and Mountain Line Coordinated Public Transit - Human Services Transportation Plan (Coordinated Plan).

The Coordinated Plan serves two purposes: 1) Serves as a framework to improve coordination among transportation service providers and human service agencies to enhance transportation services for disadvantaged populations; 2) Meets federal requirements for a "locally developed, coordinated human services transportation plan". The Coordinated Plan was developed in collaboration with the Coordinated Mobility Council (CMC). Mountain Line and MetroPlan co-host quarterly CMC meetings. The CMC meetings are publicly noticed and have regular participation by seniors, people with disabilities, members of human service agencies, the City of Flagstaff, and Coconino County. At each meeting, specific items of the Coordinated Plan are discussed, and feedback is incorporated into the Coordinated Plan. During the most recent meeting on February 20, 2026, the CMC recommended both Mountain Line's Board of Directors and MetroPlan's Executive Board adopt the Coordinated Plan.

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The Coordinated Plan has a minor update annually and a major update every four years. This year is a minor update which includes address updates, the vehicle inventory list, ¼ mile boundary map revision, and information gap strategy addition, and a small increase in mobility management funds.

ALTERNATIVES:

- 1) Adopt the MetroPlan & Mountain Line Coordinated Public Transit - Human Services Transportation Plan (**recommended**): Staff recommend that the Board of Directors adopt the MetroPlan & Mountain Line Coordinated Public Transit - Human Services Transportation Plan. If adopted, it will further strengthen the partnership between MetroPlan and Mountain Line, enhance Mountain Line's ownership as many policies and strategies influence Mountain Line's programs, identify projects for our Section 5310 application funding, and further solidify Mountain Line's commitment to coordinated mobility within the region.
- 2) Do not adopt the MetroPlan & Mountain Line Coordinated Public Transit - Human Services Transportation Plan (**not recommended**): If not adopted, the Board could direct staff to modify the Coordinated Plan for future consideration.

FISCAL IMPACT:

The completion of the Coordinated Plan is done internally and supported by Mobility Management funding through the ADOT Section 5310 Program at an 80/20 split. Although the Coordinated Plan has no immediate costs associated, the implementation of the identified projects may have a financial impact to Mountain Line's current and future budgets. The details of the impacts will be explored more specifically on a case-by-case basis prior to implementation of a project and will be identified in future Mountain Line budgets.

SUBMITTED BY:

LaReina Reyes

Associate Transit Planner

APPROVED:

Jacki Lenners

Deputy General Manager

ATTACHMENTS:

1. MetroPlan and Mountain Line Coordinated Public Transit
- Human Services Transportation Plan

-available upon request

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DATE PREPARED: March 9, 2026

MEETING DATE: March 18, 2026

TO: Honorable Chair and Members of the Board

FROM: Heather Dalmolin, CEO and General Manager

SUBJECT: Mountain Line's Strategic Plan

RECOMMENDATION:

Staff recommend the Board of Directors adopt the Mountain Line Strategic Plan along with the accompanying Key Performance Indicators.

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

In January 2026, Mountain Line and TransPro reviewed the updated plan, focusing on developed Success Outcomes and supporting Score Card with performance measures as developed by staff.

Staff will present the finalized Strategic Plan for Board adoption.

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:

- 1) Adopt the Strategic Plan (**recommended**): Staff recommend the Board adopt the plan as completed and reflective of the six plus months of stakeholder meetings, interactive conversations and meetings, and finalized development of measurable outcomes. The Strategic Plan is an important tool in communicating priorities to the public, our partners, and our funding agencies.





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- 2) Do not adopt (**not recommended**): If the Strategic Plan is not adopted it could have unintended impact on staff not having clearly defined objectives and the delay may result in lack of performance measurement guidance.

SUBMITTED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

1. Strategic Plan -to be provided prior to the meeting

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DATE PREPARED: March 9, 2026

MEETING DATE: March 18, 2026

TO: Honorable Chair and Members of the Board

FROM: Heather Dalmolin, CEO and General Manager

SUBJECT: CEO Evaluation Criteria

RECOMMENDATION:

Staff recommend the Board of Directors adopt the Mountain Line CEO Evaluation Criteria in reflection of the Strategic Plan and Key Performance Indicators.

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. One of the updated strategies was to develop and adopt an updated CEO Evaluation Criteria that is reflective of the Strategic Plan. The goal is to ensure the CEO performance is measured by success of implementing the Strategic Plan and as measured by the Key Performance Indicators of the Plan.

TransPro has met with the Chair and Vice-Chair in advance of this recommendation to develop the criteria and form of the review to ensure objective evaluation metrics aligned with the strategic plan and Mountain Line's success outcomes, in addition to Mountain Line values, leadership traits, and other strategic priorities. The finalized Evaluation Criteria and process will be presented at the meeting for discussion and adoption.

FISCAL IMPACT:

The CEO Evaluation Criteria will have no direct financial impact, however completing the annual process through a third-party is anticipated to have a cost. The cost is anticipated in our budget for Employee Satisfaction Surveys.

ALTERNATIVES:

- 1) Adopt the CEO Evaluation Criteria (**recommended**): Staff recommend the Board adopt the CEO Evaluation Criteria as developed in coordination with the Strategic Plan and Key Performance Indicators. The adoption of measurable performance items is also in line with discussions with the Board in fall of 2025.





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- 2) Do not adopt the CEO Evaluation Criteria (**not recommended**): If the CEO Evaluation Criteria as developed is not adopted, the Board and CEO continue to have an ambiguous evaluation process that is not tied to the Strategic Plan or agency success.

SUBMITTED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

1. CEO Evaluation Criteria -available at meeting

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DATE PREPARED: March 3, 2026

DATE: March 18, 2026

TO: Honorable Chair and Members of the Board

FROM: Megan Coons, Finance Director

SUBJECT: FY2027 Workforce Budget

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 detailed information on the proposed FY2027 Workforce Budget as related to salaries, benefits, and our strategies to develop and retain staff. Unless otherwise indicated, these are continued efforts and not new programs or offerings to staff.

Our FY2027 Workforce Budget includes:

- A total workforce budget of \$10,726,730, which is an increase of 11% or \$1,074,557 over FY2026.
- Approximately \$225,000 of the budget increase can directly be attributed to the 3% compensation adjustment for existing staff as of July 1, 2026. This adjustment moves employees further within their pay ranges and does not adjust base salary rates.
- Inclusion of budget capacity for additional FTEs. An organizational assessment is ongoing to identify staff changes necessary to support growth in services related to the successful passing of Proposition 488.
- Inclusion of eight Part-Time 20+ Transit Operator Positions that had previously been approved but expenses assumed to be paid from vacancy savings. Due to the permanent and ongoing nature of the wages and EREs related to these positions, they have been included in the budget for FY2027.
- On March 1, 2026, the overtime policy was revised to end double-time (2.0x) pay for overtime and instead recognize the federally required overtime rate of time and a half (1.5x). As staffing levels have stabilized, the ongoing need to fill approximately 15% of shift work with overtime hours has remained. With that assumption, the policy was rolled back to strengthen fiscal sustainability into future years.





- Benefits: taxes, retirement, health insurance, dental insurance, vision insurance, life insurance, unemployment, workers' compensation insurance.
 - Benefits are budgeted to increase approximately \$300,000 due to higher employer taxes on increased income and increases to health insurance premiums.
 - NAPEBT has approved a 6.0% increase to health insurance premiums for FY2027. The cost increase is shared between employer and employee. This includes extensive wellness programs targeted at improving the health of staff most at risk for high-cost treatment needs now and in the future.
 - Arizona State Retirement System has a slight decrease to employer contribution requirements from 12.00% of earnings in FY2026 to 11.98% of earnings in FY2027.
 - A full array of benefits is offered to part-time employees working at least 20 hours. While the number of part-time staff is limited, this allows flexibility for hiring needs and assists with maintaining an appropriate level of staff needed for operating all scheduled service, while reducing the dependence on overtime.
- The indirect management rate has increased from 9% to 10% of total salaries and benefits. 10% is lower than other comparable organizations. The increase is attributable to a compensation review that recommended salary adjustments for a number of positions, including some of those categorized as indirect.
- Budget capacity is included to bolster succession planning efforts. When recruitment of upper-level management positions is required from the national labor pool the salary requirements are often higher than they might be when recruiting for the position within current employees.
- Paid Leave: 13-30 days of vacation leave annually, 12 days of sick leave including up to 8 hours for wellness, 8 hours of volunteer time annually, up to 16 hours of anniversary leave, up to 40 hours of evacuation/emergency declaration leave.
- Conversion of unused sick to vacation: once annual conversion of up to 48 hours after five years of employment.
- Payout of leave: once annual vacation sellback option of up to 40 hours, payout of all vacation remaining accrued at the time of termination, payout of 25% of sick leave remaining accrued at the time of termination after 20 years of employment.
- Anniversary recognition: a cash gift at each 5-year anniversary worth \$100 per 5-year increment of service.

Additional programs available:

- Education and professional development opportunities both through Mountain Line and through external education institutions. Support includes financial assistance as well as schedule flexibility to attend courses.
- Employee Assistance Program that provides 12 one-hour counseling appointments on personal matters, including financial well-being.
- Referral Program encourages employees to refer friends and community members for open positions with Mountain Line. Employees may receive as much as \$800 in bonuses for a referral that results in a hire that stays employed for more than a year.
- New driver employees have an opportunity to earn a stay-on bonus of up to \$3,000 for staying on for more than a year with Mountain Line after completing the training program.
- Housing assistance is available to help prevent loss of housing or to secure new leases or mortgages.

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- Reward time can be granted by any manager to authorize an employee to take up to one additional day off in recognition of work above and beyond expectations.
- Recognition cards and movie tickets are available to express thanks and appreciation for staff that step up to help or perform work above and beyond. These cards range in value from \$5 to \$25 and are available to managers and supervisors.
- Assistance with CDL permits and medical card physical costs during employment.
- Tool allowance is provided to vehicle maintenance team members, as well as safety equipment and uniforms.
- Uniforms are purchased for many of our operations positions to ensure professional dress and good repair conditions.
- Wellness room and equipment are provided to promote employee health and wellness at the Kaspar office and Downtown Connection Center.
- Employee computer stations are available at the main office and in our Downtown Connection Center breakroom.

FISCAL IMPACT:

Staff are not recommending any action at this time.

ALTERNATIVES:

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

SUBMITTED BY:

Megan Coons

Megan Coons
Finance Director

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

None.





DATE PREPARED: March 3, 2026

MEETING DATE: March 18, 2026

TO: Honorable Chair and Members of the Board

FROM: Bizzy Collins, Strategic Performance Planner

SUBJECT: Biannual Performance Report

RECOMMENDATION:

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

RELATED STRATEGIC PLAN OBJECTIVE

❖ All Goals and Objectives are related to this topic.

BACKGROUND:

As part of Mountain Line's regular review of financial and service data, staff has prepared the FY2026 Mid-Year Biannual Performance Report for the period of July through December 2025. The report compares current performance to prior years and projections for future years. The performance measures include benchmarks first approved in 2015 by Mountain Line's Transit Advisory Committee and Board of Directors. Staff will discuss trends in the data and provide an update on Strategic Performance efforts.

FISCAL IMPACT:

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

SUBMITTED BY:

Bizzy Collins
Strategic Performance Planner

APPROVED BY:

Jacki Lenners

Jacki Lenners
Deputy General Manager

ATTACHMENTS:

1. Financial and Service Performance Benchmarks -page 28



**Mountain Line - Financial and Service Performance Benchmarks
Mid-Year FY26 Biannual Performance Report**

	2022 Actual	2023 Actual	2024 Actual	FY2025 Actual	FY2025 Goal	FY2026 July-Dec Actual	FY2026 Goal
Fixed Route - Bus							
Total Trips	1,298,670	1,569,968	1,630,830	1,805,479	2,009,103	909,815	2,088,092
Cost per Trip	\$ 7.03	\$ 6.36	\$ 6.53	\$ 8.00	\$ 6.02	\$ 8.52	\$ 6.06
Cost per Hour	\$ 124.10	\$ 137.10	\$ 147.55	\$ 174.54	\$ 158.58	\$ 176.69	\$ 158.39
Trips per Hour	17.65	21.57	22.61	21.83	26.35	20.74	26.16
Demand Response - Paratransit							
Trips Per Hour	1.81	1.97	1.97	2.20	2.31	2.17	2.32
Cost per Trip	\$ 58.62	\$ 53.97	\$ 75.57	\$ 54.28	\$ 52.08	\$ 58.63	\$ 56.02
Cost per Hour	\$ 107.19	\$ 106.26	\$ 148.83	\$ 119.40	\$ 120.31	\$ 127.11	\$ 129.80
Demand Response - Microtransit							
Cost per Trip	\$ 114.30	\$ 28.19	\$ 16.94	\$ 54.05	\$ 12.42	\$ 58.01	\$ 47.74
Total Trips	1,455	1,306	1,019	3,866	1,300	3,321	4,200
Taxi Program - City							
Cost per Trip	\$ 18.91	\$ 19.60	\$ 19.03	\$ 16.94	\$ 14.18	\$ 18.63	\$ 14.49
Total Trips/Vouchers	5,350	6,383	8,404	7,659	8,500	3,305	8,500
Taxi Program - County							
Cost per Trip	\$ 27.65	\$ 28.63	\$ 33.03	\$ 31.70	\$ 33.39	\$ 26.99	\$ 33.39
Total Trips/Vouchers	640	454	437	421	450	273	450
Vanpool Program - County							
Cost per Trip	\$ 4.53	\$ 3.63	\$ 2.91	\$ 2.59	\$ 4.17	\$ 2.62	\$ 3.37
Total Trips	9,976	14,972	19,309	27,977	25,000	17,358	27,000



DATE PREPARED: March 3, 2026

MEETING DATE: March 18, 2026

TO: Honorable Chair and Members of the Board

FROM: Bizzy Collins, Strategic Performance Planner

SUBJECT: Electric Bus Performance Report

RECOMMENDATION:

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

RELATED STRATEGIC PLAN GOAL & OBJECTIVE

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

BACKGROUND:

Staff will present key performance indicators (KPI) used to evaluate electric and hybrid bus performance and discuss trends in the data.

FISCAL IMPACT:

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

ALTERNATIVES:

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

SUBMITTED BY:

Bizzy Collins
Strategic Performance Planner

APPROVED:

Jacki Lenner
Deputy General Manager

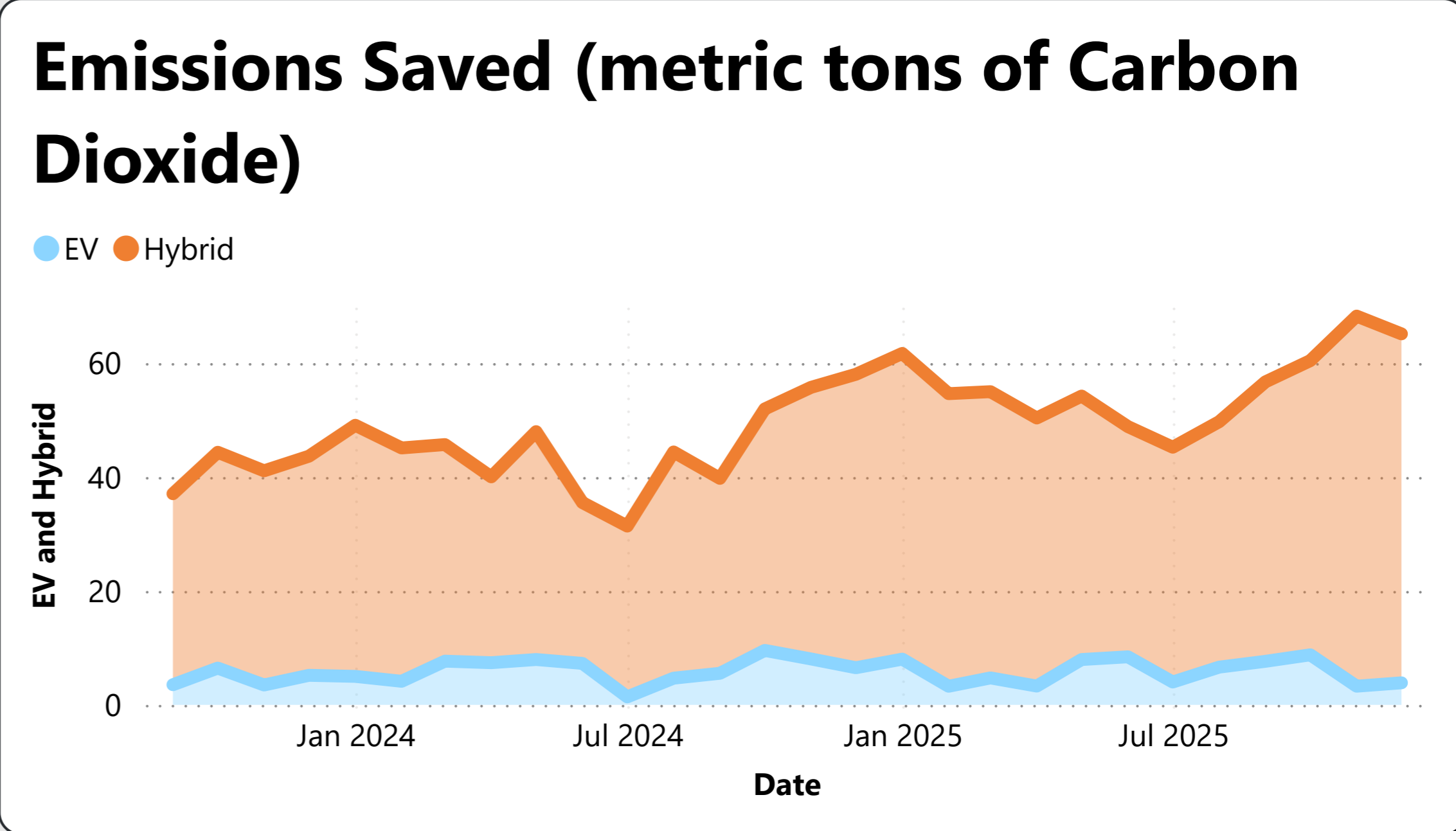
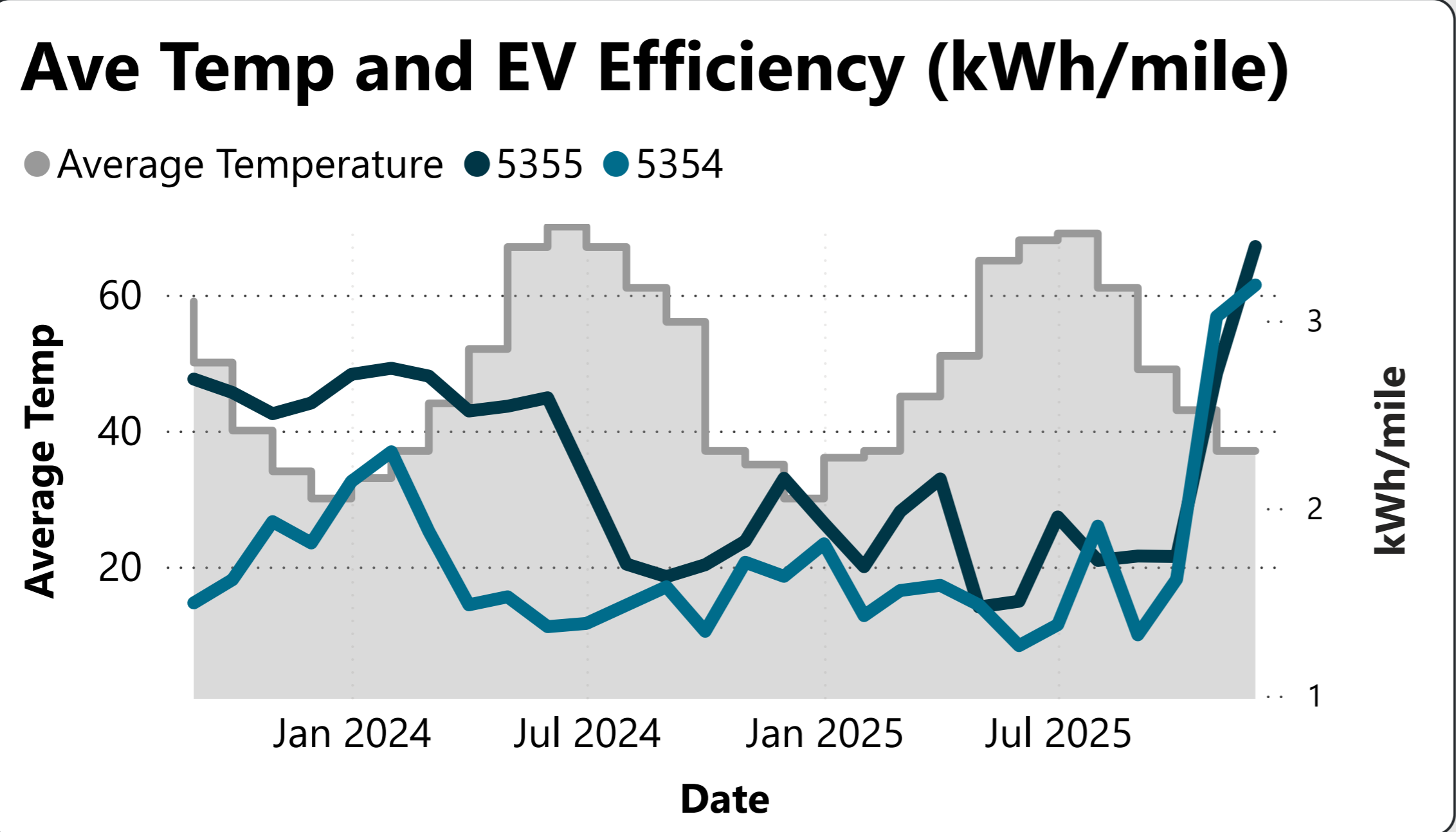
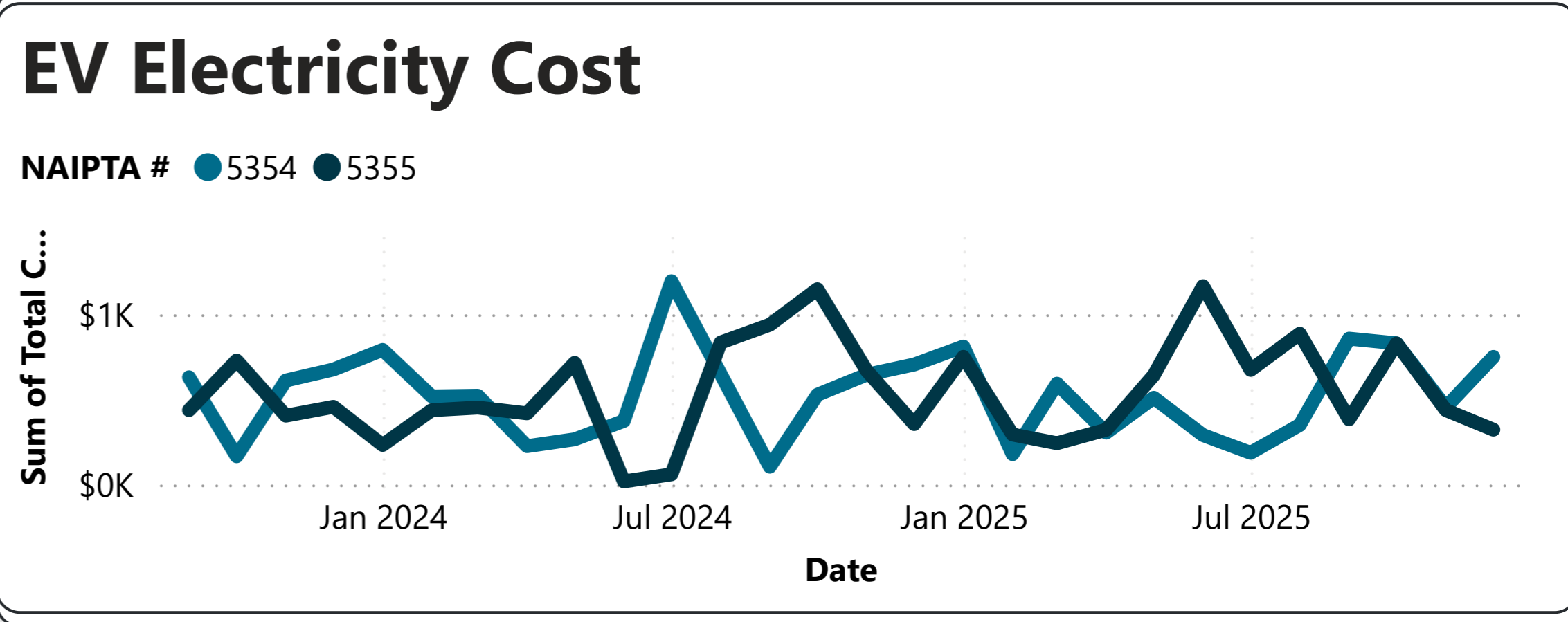
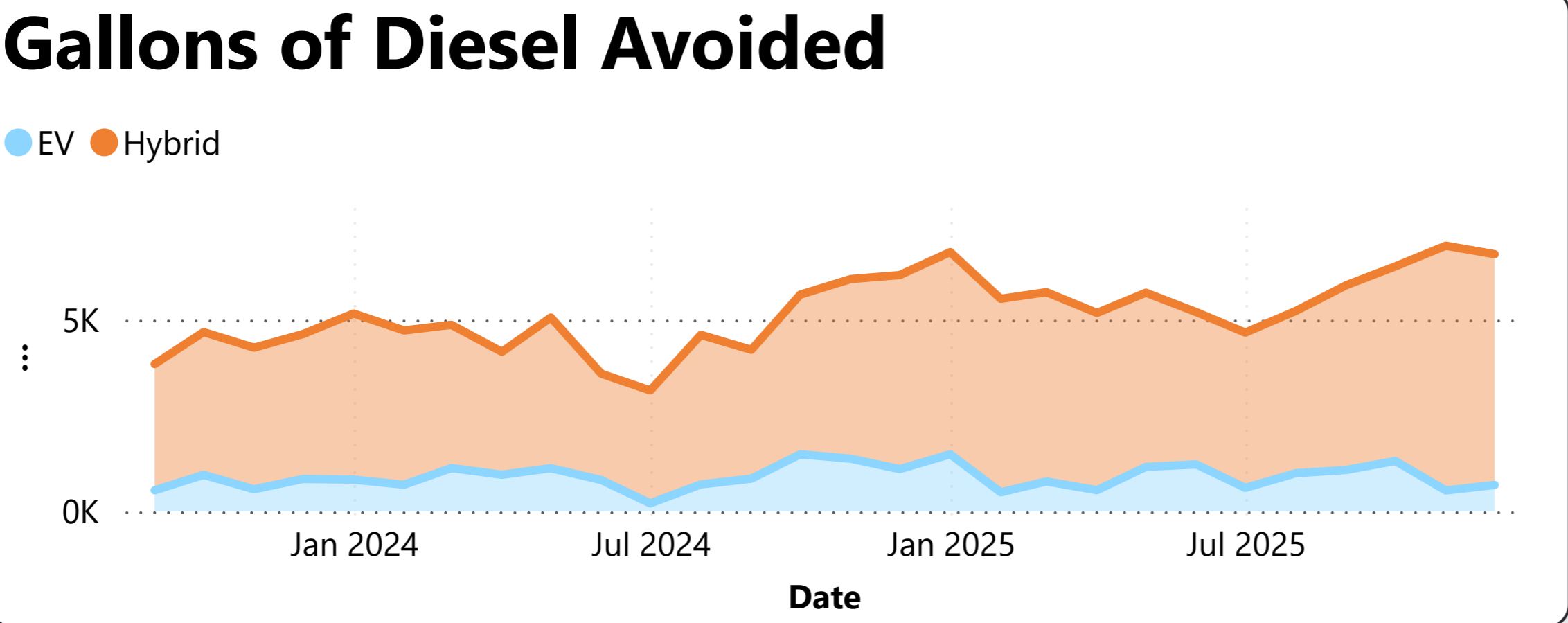
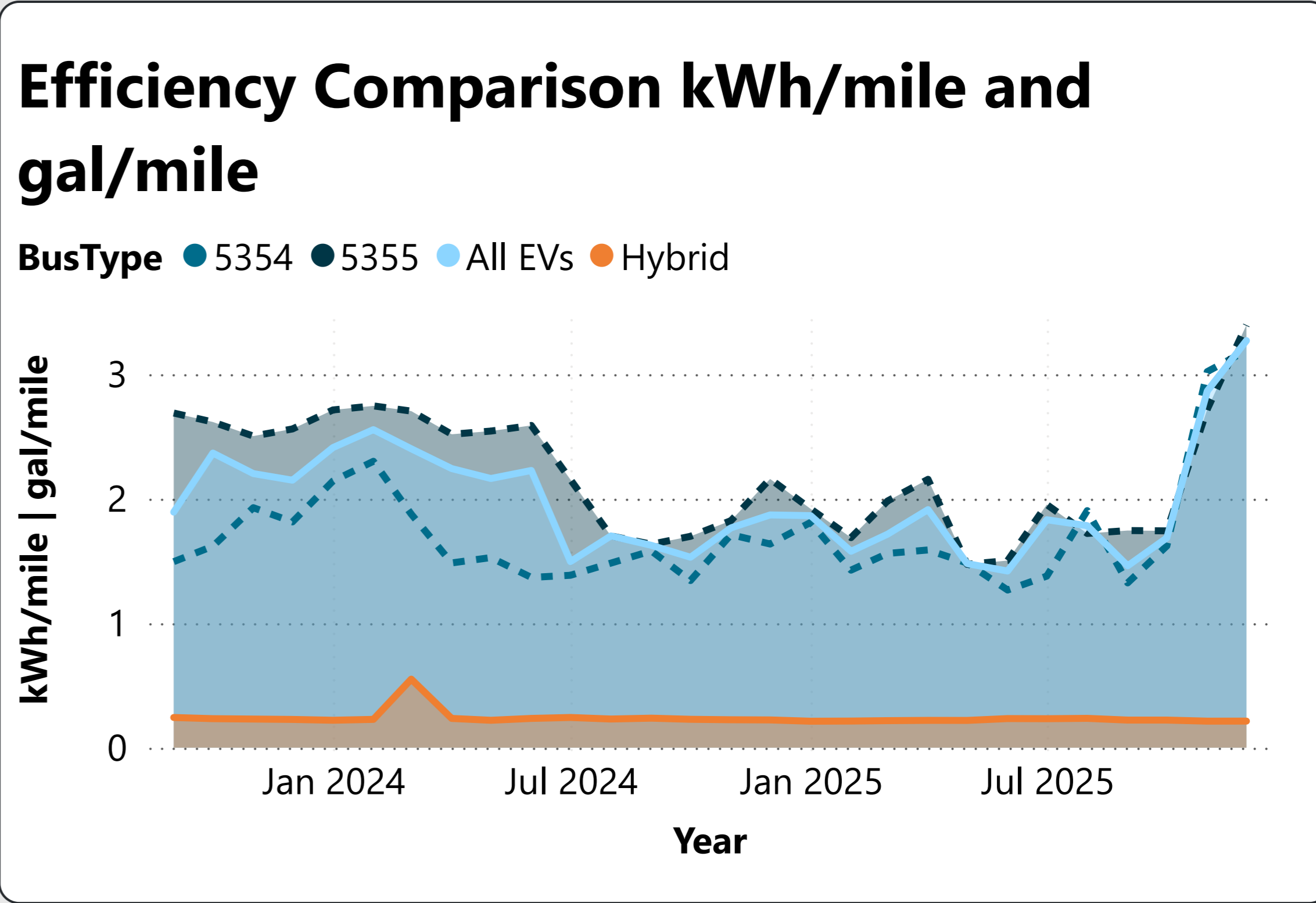
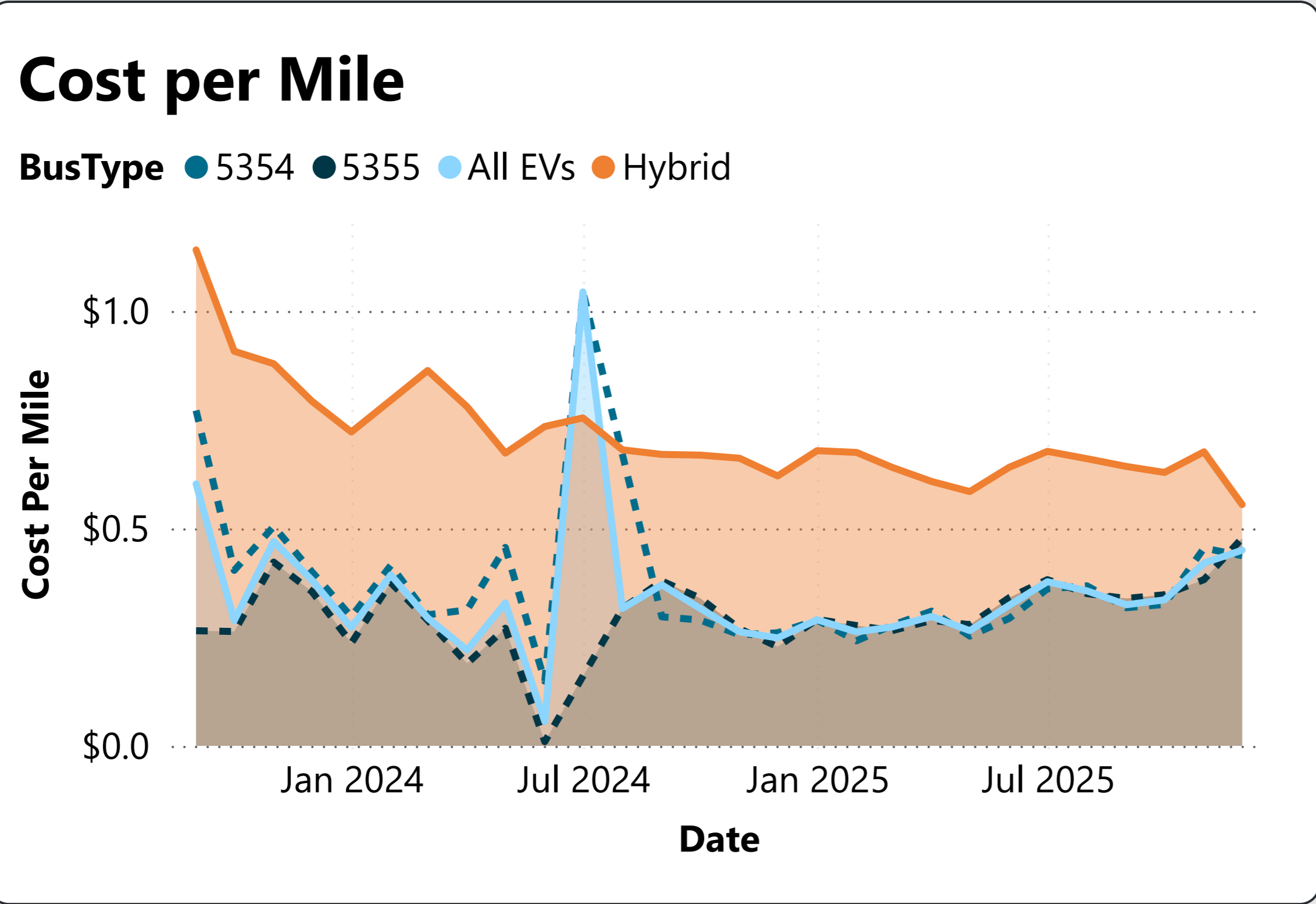
ATTACHMENTS:

1. Electric Bus Performance Charts

-page 30



Electric Bus Performance Report





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MOUNTAIN LINE MEMORANDUM

DATE: March 18, 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

Agreements and Contracts Authority – Resolution 2020-100

Comprehensive Transit Alignment Intergovernmental Agreement with Northern Arizona University

The Purpose of this Service IGA is to set out the responsibilities of the Parties for the comprehensive transit alignment between the campus shuttle transit system operated by NAU (“Campus Transit”) and the public transportation system operated by Mountain Line, as further described in this Service 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. The Comprehensive Transit Alignment will take place in Phases, which is subject to amendment as the process moves forward. Mountain Line is conducting an Operational Assessment of the Comprehensive Transit Alignment, which will provide additional information and details to guide future phases of the Comprehensive Transit Alignment. This IGA is effective as of January 1, 2026 for an initial term of two years and will automatically renew for two additional five year terms.

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RFP 2025-120, High-Definition Cameras and DVR System for Transit Vehicles Change Order #2

RFP 2025-120, High-Definition Cameras and DVR System for Transit Vehicles was awarded to Radio Engineering Industries (REI) contingent upon successful completion of a pilot. The pilot was conducted during July and August of 2025. After the pilot, staff met and there was consensus that the REI solution met the requirements detailed in the RFP.

During the pilot, Mountain Line staff identified that the wide-angle “fish-eye” cameras initially specified by REI were not as effective as our current views, so REI reworked the camera layout and specifications to include a higher number of narrow-angle cameras. This change increased the overall camera count in all buses and necessitated a second DVR for each of the articulated buses in particular. This change increased the overall cost of the implementation of the contract to a not to exceed value of \$285,125.

RSOQ 2022-400, DCC Civil Engineering Task Order #5

Ardurra provided the original striping plan as part of Task Order #1 services for the DCC Phase 1 building. The new striping configuration modified the existing road striping to account for the new DCC parking located in front of the building. Mountain Line’s Contractor subsequently striped Phoenix Avenue, in accordance with the plans and field direction from the City.

Following completion of DCC Phase 1 construction, Mountain Line operations identified safety and operational efficiency concerns with the new striping conditions. Buses are unable to make the right turn onto Phoenix Avenue without waiting for the new “middle” left turn lane to clear. Subsequently buses often are queuing up on Milton Avenue which increases safety risk in the roadway. To address this issue, Mountain Line conferred with the City and ADOT to identify a proposed restriping plan and a process for coordinating jurisdictional approval. The guidance received from the City and ADOT was used to inform the scope of Task Order #5.

Task Order #5 scope will provide a revised striping and signage plan, design review and comment resolution with the City and ADOT in order to deliver an approved restriping plan. The scope also includes as-built plans. The value of Task Order #5 is at a not to exceed value of \$9,372.50, bringing the total contract value to \$1,058,296.24.





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MOUNTAIN LINE MEMORANDUM

DATE: March 18, 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.

Partnerships and Outreach

- In addition to presenting at the SWTA Conference later this month on Creative Local Match, we will share our own experience with the Liability Insurance Market and join a panel to talk about the value of transit associations.
- Mountain Line will have several staff participating in the Arizona Transit Association in Tempe in April. The conference is a great opportunity to connect with the Arizona Department of Transportation and our transit colleagues. Our team will join in several conversations on Fare Free considerations, Reauthorization efforts, and State Legislative opportunities.
- While in Washington DC in early March, Mountain Line presented the Legislator of the Year award from the South West Transit Association to Senator Ruben Gallego. We nominated Senator Gallego as a measure to recognize his efforts to support transit and reauthorization, including co-sponsoring a bill to increase the Small Transit Intensive Cities set aside from 3% to 5%.

Finance and Compliance

- We have formally paused work on the Kaspar Maintenance Facility due to a delay in the obligation of our 2023 FTA Award. After an arduous environmental review that took 18 months, we were finally cleared to obligate the funds this past year. In the period of time from award to obligation, we experienced a change in Administrative Priorities, and our obligation request is in administrative review with DOT Headquarters. This formal pause is a result of lack of access to federal funds. We will resume the project upon the release of our funding.
- Staff are working with Flagstaff Downtown Business Alliance (DBA) to execute a lease agreement for the tenant space on the 1st floor at DCC. The first phase of the lease is market value rent that creates a new revenue source for Mountain Line. In the second phase, the lease will be an exchange of services, lease space in exchange for maintenance and cleaning services for restrooms and shelters as part of the Downtown Ambassador program. We are excited about this opportunity that will allow us to open the external-facing restrooms at the DCC to the public.

Getting you where you want to go





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- The Finance Director and CEO have been working on updating internal controls to address gaps in separation of duties and ensure proper review of reports and expenses. Below is a synopsis of items addressed (see CEO Quarterly Report to the Board for more information):
 - Payroll reports sent by system each period to the CEO.
 - Implement improved processes to ensure review and CEO approval of drawdowns (request for federal funds), expenses over \$100,000, and bank statements.
 - Creation of a plan and timeline for IT to assume the role of user manager across systems and websites as a measure of improved access controls.
 - In process
 - Review and update of internal controls – to be presented to the Board in April
 - Review of Purchasing Policy and Procurement Resolution – to be presented to the Board in May.

Staffing

- We were unsuccessful in hiring a Planning Director. This was our fourth attempt, and we have decided that we are going to cease efforts while we fill other roles. We have also entered conversation with our planning contractor to see what support we can contract for as our most pressing need is service planning. We will then look at having the recruitment done by a third party.
- We started 7 new Transit Operators in our training program in late February. Training team feedback has provided positive feedback on the team members, and we look forward to welcoming them to our team when they gain their CDL in 8 weeks.
- We were able to bring on a new finance team member in a limited capacity while we recruit for the planned Finance Coordinator. We are grateful for the extra hands and eyes to help us implement our improved separation of duties.

Getting you where you want to go



April: TAC Meeting is 4/2 Board Meeting is Wed, 4/15

ITEMS:	WHO & WHAT:
Safety Minute	Sam S
Milestone Anniversaries	Heather D
Close Service Changes Public Comment Period	Jacki - D/A
Operating Budget	Megan - D
Capital Budget Overview	Megan - D
Mountain Express Update	Bizzy - D
Drug and Alcohol Program Compliance Corrective Action Plan Report	Sam S - D
DCC Update	Anne - D
Operational Assessment Update	Bizzy - D
Delegation of Authority Update – Agreements, Grants, and Procurements:	Heather D - PR
May/June Working Agenda	

May: No TAC Meeting Board Meeting is Wed, 5/20

ITEMS:	WHO & WHAT:
Safety Minute	Sam S
Milestone Anniversaries	Heather D
Procurement Resolution	Heather D - D
Strategic Plan Review	Heather D - D
Financial Plan Review	Megan - D
Fare Free Discussion	Heather D - D
Budget Presentation	Megan - D
Operational Assessment Update	Bizzy - D
Workforce Utilization Report	Codi - PR
Delegation of Authority Update – Agreements, Grants, and Procurements:	Heather H - PR
June/August Working Agenda	

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