



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, April 15, 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.





- 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. 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.

5. APPROVAL OF MINUTES:

- a. Regular Meeting 3/18/2026
- b. Special Meeting 3/26/2026

-pages 5-12

-pages 13-15

DISCUSSION / ACTION ITEMS:

6. AUGUST 2026 SERVICE CHANGES

-pages 16-22

-Jacki Lenner, Deputy General Manager

Staff recommend the Board of Directors conduct a public hearing and close a public comment period for the proposed August 2026 service enhancements. Staff also recommend the Board of Directors approve the recommended service changes for implementation in August 2026.

7. REVIEW OF INTERNAL CONTROLS

-pages 23-24

-Heather Dalmolin, CEO and General Manager

No action is recommended; the Board may direct staff to take additional actions to bring updated information for future action.

8. FY2027 OPERATING BUDGET

-pages 25-26

-Megan Coons, Finance Director

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





9. FY2027 CAPITAL BUDGET -pages 27-28
-Megan Coons, Finance Director
The Board may provide direction, but there is no recommendation from staff at this time.

10. APPLY FOR TWO (2) HYBRID DIESEL-ELECTRIC BUSES AND APPROVE PURCHASE
-Heather Dalmolin, CEO and General Manager -pages 29-30
Staff recommend the Board of Directors 1) direct staff to cease the attempt to obligate federal funds for no emission vehicles and modify application for low emission vehicles and 2) approve the purchase of two (2) 35 foot hybrid diesel-electric GILLIG buses using the 2025 award of federal funding obligation application (the 'grant application') for replacement low-no emission buses.

11. APPROVE AMENDING CONTRACT NO. 2024-130 PEDESTRIAN AND BICYCLE INFRASTRUCTURE UPGRADES CONSTRUCTION MANAGER AT RISK SERVICES (CMAR) TO INCLUDE GUARANTEED MAXIMUM PRICE (GMP) NO.2 IN THE AMOUNT NOT TO EXCEED \$2,784,858. -pages 31-40
-Anne Dunno, Capital Development Manager
Staff recommend the Board of Directors approve amending Contract No. 2024-130 Pedestrian and Bicycle Infrastructure Upgrades Construction Manager at Risk Services (CMAR) to include Guaranteed Maximum Price (GMP) No. 2 in amount not to exceed \$2,784,858.

12. DRUG AND ALCOHOL PROGRAM COMPLIANCE CORRECTIVE ACTION PLAN
-Sam Short, Workforce Director -pages 41-42
The Board may provide direction, but there is no recommendation from staff at this time.

13. DOWNTOWN CONNECTION CENTER (DCC) UPDATE -pages 43-44
-Anne Dunno, Capital Development Manager
The Board may provide direction, but there is no recommendation from staff at this time.

14. OPERATIONAL ASSESSMENT AND FIVE-YEAR PLAN UPDATE -pages 45-46
-Bizzy Collins, Strategic Performance Planner
The Board may provide direction, but there is no recommendation from staff at this time.

15. MOUNTAIN EXPRESS UPDATE -pages 47-51
-Bizzy Collins, Strategic Performance Planner
The Board may provide direction, but there is no recommendation from staff at this time.

PROGRESS REPORTS: None.

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

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





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ITEMS FROM BOARD OF DIRECTORS AND STAFF:

SCHEDULE FOR THE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

May/June Working Agenda

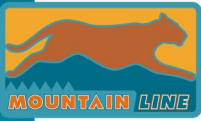
-page 52

The next Board meeting will be held on Thursday, May 21, 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. May agenda items may include but not be limited to the Procurement Resolution, Adoption of Roles and Expectations of the CEO and Board of Directors, Bus Stop Improvement Plan, Fare Collection Procurement Award, Financial Plan Review, Fare Free Discussion, Budget Presentation, Operational Assessment Update, Delegation of Authority Updates, and Workforce Utilization Report. The May agenda will be available for review on Mountain Line's website and at Mountain Line's public posting places (listed on the Mountain Line website) at least 24 hours prior to the meeting and should be consulted for a list of items that will come before the Board.

18. ADJOURNMENT

Getting you where you want to go





Board of Directors Minutes for Wednesday, March 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, March 18, 2026, 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, (Chair), Associate VP for Community Relations, NAU, designee;
Miranda Sweet, (Vice Chair), Vice Mayor, City of Flagstaff;
Tony Williams, Vice President of Student Services, CCC, designee;
Lori Matthews, City Councilor, City of Flagstaff, (Zoom), joined at approximately 9:04am
**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, Board of Supervisors, Coconino County;
Judy Begay, Board of Supervisors, Coconino County, alternate

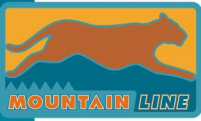
MOUNTAIN LINE STAFF IN ATTENDANCE:

Heather Dalmolin, CEO and General Manager, left at approximately 9:24am and returned at approximately 9:55am;
Sam Short, Workforce Director, left at approximately 9:04am and returned at approximately 10:01am;
Megan Coons, Finance Director, left at approximately 9:24am and returned at approximately 10:04am;
Codi Weaver, Human Resources Manager, left at approximately 9:04am;
Heather Higgins, Purchasing and Contracts Officer, joined at approximately 10:06am;
Bizzy Collins, Strategic Performance Planner, (Zoom), left at approximately 9:04am and returned at approximately 10:06am;
LaReina Reyes, Associate Transit Planner, (Zoom); joined at approximately 10:08am;
Jon Matthies, IT Manager, left at approximately 9:06am and returned at approximately 10:04am;
Rhonda Cashman, Executive Assistant and Clerk of the Board, left at approximately 9:06am and returned at approximately 10:04am;
Scott Holcomb, Mountain Line Attorney, (Zoom)

GUESTS PRESENT:

Jill Barnett, TransPro Consulting, (Zoom), joined at approximately 10:07am;
Martin Tease, Coconino County, District 2 Director, (Zoom), left at approximately 10:04am and returned at approximately 10:20am;
Jeff McKay, Jeff McKay, Vice President for Capital Planning and Campus Operations, NAU, alternate, joined at approximately 10:16am;





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Bianca Daniels, Member - Free Mountain Line Project Group, arrival at approximately 10:04am

1. CALL TO ORDER -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 spring's variable conditions that may be inconsistent and unexpected.

At approximately 9:04am, Director Williams made a motion to move into executive session. 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	
Lori Matthews	X	

EXECUTIVE SESSION

Executive sessions are closed to the public.

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

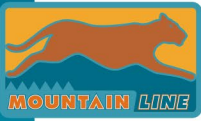
1. Discussion and consultation with Mountain Line's attorney for legal advice and with Mountain Line's attorney and designated representatives, regarding closeout of the Mountain Line audit. ARS § 38-431.03(A)(3) and (4).
2. Discussion and consultation with Mountain Line's attorney for legal advice and 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 reconvened the public meeting at approximately 10:06am.

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

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Ms. Dalmolin recognized four March Milestone Anniversaries.

5. CALL TO THE PUBLIC

There was one member of the public in attendance at the meeting that communicated she only wanted to observe.

6. APPROVAL OF MINUTES:

- a. Regular Board Meeting 2/18/2026
- b. Special Board Meeting 3/2/2026

Vice Chair Sweet made a motion to approve the minutes for both February 18, 2026 and March 2, 2026. 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	
Lori Matthews	X	

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

-LaReina Reyes, Associate Transit Planner

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

Vice Chair Sweet made a motion to approve the Consent Agenda item. 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	
Lori Matthews	X	





DISCUSSION / ACTION ITEMS:

8. MOUNTAIN LINE'S STRATEGIC PLAN

-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.

Ms. Dalmolin introduced Ms. Barnett from TransPro to present on the Strategic Plan. Ms. Barnett reviewed the strategic planning process. She shared the Mountain Line's WHY: Mission, Vision, Values, and Success Outcomes: Service Excellence, Employee Investment, Financial Stability, and Community Value with Definitions of Success and Measurable Outcomes. She provided an overview of the Work Plan, which has 16 major initiatives related to the four Success Outcomes, and each was assigned an owner, a team, and quarterly milestones to keep teams on track. She reviewed the Performance Scorecard called the Summit Scorecard which defines the high-level Success Outcomes to be reviewed quarterly, so this remains a living plan. She also reported on Bringing the Plan to Life by incorporating our Mission, Vision, and Values into meetings and performance reviews, developing our Information Systems such as customer and community surveys and establishing clear owners of systems and inputs/outputs, and determining the Cadence of Reporting scorecard metrics and tactic milestones to staff, the Board and the public. There were no comments or questions. Vice Chair Sweet made a motion to approve the Strategic Plan and accompanying Key Performance Indicators 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	
Tony Williams	X	
Lori Matthews	X	

9. CHIEF EXECUTIVE OFFICER (CEO) EVALUATION CRITERIA

-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.

Ms. Dalmolin stated this was an intentional decision to incorporate evaluation criteria tied to the Strategic Plan. She turned the presentation over to Ms. Barnett. Ms. Barnett said that the characteristics of a good CEO Evaluation balance between objective and subjective criteria and having compensation tied to results. She review the proposed framework: Success Outcomes with definitions; Organizational Values; CEO and General Manager Priority Areas-up to three proposed specific priority areas, not encompassed in the Strategic Plan, selected by the CEO and General Manager; Leadership Characteristics – Strategic Vision and Policy Alignment, Financial Stewardship and Public Accountability, Community and Stakeholder Engagement, Operational Excellence, and Board Governance and Collaboration; and Feedback to the CEO





and General Manager, open-ended feedback to proposed questions. Ms. Barnett stated the proposed framework is clearly defined and the success of the CEO is tied closely to the success of the organization. She noted the best practice is to have the CEO evaluation administered by a third party. There was a Board member question about further involvement from the Board on this matter before it would be presented for adoption. Ms. Barnett responded that the Board Chair and Vice Chair were involved with the development of the CEO Evaluation Criteria. Vice Chair Sweet made a motion to adopt the CEO Evaluation Criteria 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	
Lori Matthews	X	

There was a five-minute break 10:35am-10:40am.

10. FY2027 WORKFORCE BUDGET

-Megan Coons, Finance Director

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

Ms. Coons reported the total workforce budget for FY2027 is approximately \$10.7 million including and increase of approximately \$1 million over FY2026. She communicated that the employee Pay Plan increases staff wages on step tables by 3.5-4 percent and open range staff wages by three percent. She explained some notable changes are the revision of the overtime policy; splitting the Maintenance Manager position into two positions: Fleet Supervisor and Facilities Supervisor; addition of two bus detailer/fueler positions; and inclusion of eight Part Time 20+ Transit Operator positions previously funded with vacancy savings will now be budgeted. She said overtime hours account for approximately 15 percent of shiftwork and the payment of double time for overtime hours was not intended to last forever. She reviewed the Insurance Benefits, Retirement Benefits, and Employee Leave and Recognition programs, as well as workforce development opportunities. She recapped the specific breakdown of what areas increased to make up the overall increase to the proposed workforce budget. There was a discussion regarding how anniversary leave is provided, new employee costs, expansion of service supported by Proposition 488, and reduction of the overtime rate effect on morale. Ms. Coons and Ms. Dalmolin were able to answer all questions from Board members.

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 shared that this performance data is also posted on our website monthly. She also noted that this Fixed Route report will include Northern Arizona University (NAU) ridership in the future. She explained that a ridership analysis was done recently, and inquiries were made





about decreased ridership on some routes; she was told by a NAU staff member that decreased ridership for Route 10 may be in part due to lower enrollment. She shared that the Automated People Counter (APC) certification process found our APCs to be overcounting by approximately eight percent. She reported staff are doing a lot to increase ridership, looking at route updates, as well as the ongoing operational assessment; some route timing and reliability concerns are being addressed. She reiterated the Demand Response category is a comingled service for Paratransit, Americans with Disabilities Act (ADA) service, and Microtransit. She noted Paratransit service is down approximately 8 percent, but that is okay and costs of both programs are similar for now. She said the City Taxi program is down about 20 percent and the County Taxi program is up about 10 percent, staff are unsure why, but they are not concerned; this is a more flexible option available to our Paratransit clients. She reported that the Vanpool program is thriving with a 45 percent increase in ridership, 15 groups; they are offered a subsidy of \$400 per month, per van. Chair Maher offered a different thought on the decreased Route 10 ridership; it is more likely due to all the scooters and electric bikes on campus. There were no questions.

12. 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 noted the addition of the Ford Sprinter Van to our fleet of electric vehicles in October 2025. She reviewed the Energy Cost Per Mile for the buses and added to this report the Cost of Ownership based on the Zero Emission Bus (ZEB) Plan with anticipated full transition to electric buses by 2040, as well as comparisons for the Total Cost of Ownership per Mile in 2026 versus 2040, and the Local Cost of Ownership per Mile in 2026 versus 2040. She noted she is providing data with the most confidence; there are so many unknowns. She reported the potential breakeven point is 2126 based on some expenses and annual savings assumptions in 2040. There was a brief discussion regarding factoring in rate increases in electricity, carbon dioxide being offset by our Ponderosa Pine forest, carbon accounting, and if Mountain Line's fuel island was included. Ms. Collins answered all questions from Board members. She reported on Efficiency Per Mile comparing Flagstaff to some peer agencies and Flagstaff is doing well. She also shared results for Efficiency by Temperature; temperature does impact how the electric bus works and additional operator training has improved efficiency. She noted that the diesel heaters have not had to be used. Additionally, she reported on Gallons of Diesel Avoided and Carbon Dioxide Emissions Saved. There were no questions.

PROGRESS REPORTS:

13. DELEGATIONS OF AUTHORITY

-Heather Dalmolin, CEO and General Manager

Ms. Dalmolin let Board members know the Procurement Resolution discussion is planned for the May meeting and new procurements before then will be brought to the Board for consideration. She has suspended the current Procurement resolution due to the Board





comments about desire to be more involved in procurement oversight. Ms. Dalmolin answered a Board Member question with an explanation that the most recent Procurement Resolution was approved in June 2025, and the Delegations of Authority monthly progress report provides details regarding procurements executed under the delegation.

14. SUMMARY OF CURRENT EVENTS

-Heather Dalmolin, CEO and General Manager

Ms. Dalmolin shared the following highlights:

- March anniversaries were recognized.
- She and Ms. Lenners attended a Legislative Fly-In in Washington, DC in early March. They were there when the South West Transit Association (SWTA) presented Senator Gallego with the Legislator of the Year award for authoring the bill to increase Small Intensive Cities (STIC) funding from three percent to five percent. Photo of Ms. Dalmolin and Senator Gallego was shared. They also met with our Arizona legislative delegation staff, as well as Federal Transit Administration (FTA) staff with the focus of the conversations on reauthorization.
- Mountain Line provided a letter of support for the Salvation Army, and they were successful in receiving their grant award. They plan to use the funds to provide bus passes to those in need. Photo of their thank you note was shared.
- The bus rehabilitation has been initiated. Photos of a bus purchased in 2008, loaded on a flatbed truck were shared.
- The Kaspar Maintenance Facility work was paused on Tuesday, 3/10, the grant was executed on Friday, 3/13, and Kinney was back to work on Monday, 3/16. Thank you to Congressman Crane for the letter of support to expedite the Department of Transportation (DOT) review.
- We are still trying to find an alternate date for the May Board meeting due to May 20th conflicts. Options are to move the meeting to May 21st at 10am or May 27th at 10am. Please let us know what works for you.
- Due to the Arizona Transit Association conference being held April 6-8, the April agenda packet will go out one day late on April 9th. This will allow Ms. Cashman to attend the conference and send the agenda packet when she returns.

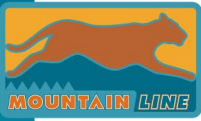
ITEMS FROM COMMITTEE AND STAFF:

SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

April/May Working Agenda

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, Operating Budget Overview, 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





Mountain Line

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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 -Chair Maher adjourned the meeting at approximately 11:48am.

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 Thursday, March 26, 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 Thursday, March 26, 2026, at 1:30pm 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;
Miranda Sweet, (Vice Chair), Vice Mayor, City of Flagstaff;
Tony Williams, Vice President of Student Services, CCC, designee;
Jeronimo Vasquez, Board of Supervisors, Coconino County, (Zoom), joined at approximately 1:33pm
**Three of our five Board member seats must be present to constitute a quorum.*
***The City of Flagstaff holds two seats.*

BOARD MEMBERS EXCUSED:

Lori Matthews, City Councilor, City of Flagstaff

MOUNTAIN LINE STAFF IN ATTENDANCE:

Heather Dalmolin, CEO and General Manager, left at approximately 1:41pm and returned at approximately 2:40pm;
Sam Short, Workforce Director, left at approximately 1:35pm;
Megan Coons, Finance Director, left at approximately 1:35pm and returned at approximately 3:29pm;
Jon Matthies, IT Manager, left at approximately 1:37pm and returned at approximately 3:29pm;
Rhonda Cashman, Executive Assistant and Clerk of the Board, left at approximately 1:37pm and returned at approximately 3:29pm;
Scott Holcomb, Mountain Line Attorney, (Zoom)

GUESTS PRESENT:

Judy Begay, Board of Supervisors, Coconino County, alternate, (Zoom), joined at approximately 1:42pm and left at approximately 3:29pm;
Jeff McKay, Vice President for Capital Planning and Campus Operations, NAU, alternate, (Zoom), joined at approximately 2:08pm and left at approximately 3:29pm

1. CALL TO ORDER -Chair Maher called the meeting to order at approximately 1:33pm.
2. ROLL CALL
3. SAFETY MINUTE
-Sam Short, Workforce Director





At approximately 1:35pm, Director Williams made a motion to go into executive session. 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	

EXECUTIVE SESSION:

Executive Sessions are closed to the public.

The executive session was pursuant to A.R.S. § 38-431.03(A) for the following purpose and began at approximately 1:37pm:

1. Consultation and discussion with Mountain Line’s legal counsel for legal advice and with Mountain Line’s legal counsel, CEO and General Manager, and staff as appropriate regarding the CEO and General Manager Corrective Action and performance review. 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 3:30pm.

DISCUSSION / ACTION ITEMS:

4. FY2025 FINANCIAL AUDIT REPORT AND CORRECTIVE ACTION PLAN

-Megan Coons, Finance Director

Staff recommends the Board of Directors: 1) Approve the FY2025 Financial Audit Report as completed by HeinfeldMeech and filed as required by March 31, 2026; and 2) Approve the related Corrective Action Plans for implementing changes necessary to ensure financial management is done within policy and as required by regulations.

Ms. Coons reported that the FY2025 Financial Audit began in January 2026. She noted that the off-site document testing was done in January and the auditors were on-site in early February with 90 percent of the work completed when they left. She shared that Mountain Line does not qualify as a low-risk auditee since three material weaknesses were found. They are related to the following: Internal Controls Over Accounting Records and Segregation of Duties, Internal Controls Over Financial Reporting, and Cash Management. She reviewed the Corrective Action Plans and reported that many of required changes have already been put in place. There was a question about the segregation of duties that were either not in place or not being used. Ms. Coons stated that some were in place and not being followed, and some were not in place. There was another question about why this was not discovered sooner. Ms.





Coons stated she believes her predecessor was focused on efficiency versus the internal controls. The Board collectively shared their appreciation of her report and all the work she has done. Additionally, Ms. Dalmolin commented that it is Megan's expertise that has Mountain Line in a position to file the report on time and move forward. There was another question about how long before Mountain Line would be considered a low-risk auditee. Ms. Coons replied that hopefully by next year with all the corrective actions implemented. Ms. Dalmolin stated that audit work will begin in June this year to meet the December deadline for our partners. Ms. Coons commented that she would prefer not to stack the audit and the budget going forward. Vice Chair Sweet made a motion to approve the audit report and its filing as well as the corrective action plans 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	

ITEMS FROM COMMITTEE AND STAFF:

SCHEDULE FOR THE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

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, Operating Budget Overview, 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.

- 5. ADJOURNMENT - Chair Maher adjourned the meeting at approximately 3:48pm.

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: March 27, 2026

DATE: April 15, 2026

TO: Honorable Chair and Member of the Board

FROM: Jacki Lenners, Deputy General Manager

SUBJECT: August 2026 Service Changes

RECOMMENDATION:

Staff recommend the Board of Directors conduct a public hearing and close a public comment period for the proposed August 2026 service enhancements. Staff also recommend the Board of Directors approve the recommended service changes for implementation in August 2026.

RELATED STRATEGIC PLAN OBJECTIVES

- ❖ Goal: Service Excellence
 - Objective: Deliver service enhancements that are in line with our 5-Year transit plan and make transit an attractive mode choice.
 - Objective: Invest in capital to improve efficiencies and infrastructure to enhance service delivery.
- ❖ Goal: Stewardship of Resources
 - Objective: Be exemplary at supporting community goals towards environmental sustainability.

BACKGROUND:

The Board of Directors opened a public comment period on February 18, 2026 related to proposed service changes for August 2026. Mountain Line staff created a website for the proposed service changes and promoted it via social media, bus stop signage, and a press release. The public was invited to provide feedback via the website, email, telephone, or mail (comments attached). Staff monitored the comments and responded to each one with information about the Board considering this item at the April 15 meeting. Below is a summary of the comments received for each one, along with the Staff recommendation:

- 1) **Route 2:** Addition of two eastbound bus stops on McMillan Mesa at Pine Cliff and Forest Ave. (near The Lofts Apartments) and Gemini Rd. and Jasper Dr. (near the Arizona State Veteran Home).
 - a. **Comments:** There was one comment about bi-directional service on McMillan Mesa, Staff addressed. All other comments were positive.
 - b. **Recommendation:** Staff recommend implementing the service change as proposed.

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- 2) **Route 3:** Increased weekday peak frequency (approx. 6 a.m. – 6 p.m.) to 20 minutes from the current peak frequency of 30 minutes.
 - a. **Comments:** All comments received on this proposed change were positive.
 - b. **Recommendation:** Staff recommend implementing the service change as proposed.
- 3) **Route 5:** Addition of a westbound bus stop on Highway 180 and Whiting Rd., near the Starpoint Apartments. This bus stop is in conjunction with the development of a Highway 180 crosswalk near Anderson Road.
 - a. **Comments:** All comments received on this proposed service change were positive. We received one comment with a request for a crosswalk near the Museum of Northern AZ, which we shared with City staff.
 - b. **Recommendation:** Staff recommend implementing the service change as proposed.
- 4) **Route 8:** Route 8 will extend service on the W. Route 66 corridor, by making a full loop from Woody Mountain Rd. to McAllister Ranch Road and Alvan Clark Blvd. before returning to W. Route 66. New bus stops are proposed at:
 - o McAllister and Charon
 - o Alvan Clark Blvd. (Adora at Timber Sky)
 - o Alvan Clark Blvd. (Woody Mountain Apartments)
 - o W. Route 66/Woody Mountain Rd. (LivTimber)
 - o W. Route 66/Thompson St. (eastbound)With the extended service on W. Route 66, it is proposed that Route 8 no longer serves the Thompson St. / University Ave. / Woodlands Village Blvd. loop, impacting service to the following stops:
 - o Stop 10 on Thompson St., south of W. Route 66– this stop would be removed. Riders who use this stop will be able to access the new stop on W. Route 66 and Thompson St.
 - o Stop 11 on University Ave. and Forest Meadows St. – this bus stop is also served by Route 10 and will not be removed.
 - o Stop 12 at Woodlands Village and University – this stop would be removed.
 - a. **Comments:** There were several comments about the proposed changes, both positive and negative. Staff followed up on all negative comments to get further information about where riders are traveling to/from to determine if they will have reasonable alternatives. If a rider responded to us, those notes are in the attached comments. The majority of riders seem to have a reasonable alternative, although it might not be their preferred routing.
 - b. **Recommendation:** Staff recommend implementing the service change as proposed.
- 5) **Route 66:** Increased weekday peak frequency (approx. 6 a.m. – 6 p.m.) to 20 minutes from the current peak frequency of 30 minutes. Addition of a bus stop on eastbound Hwy 89 and E. Trails End Dr., offering more convenient transit access to the Sacred Peaks Health Center.
 - a. **Comments:** All comments received on this proposed change were positive.
 - b. **Recommendation:** Staff recommend implementing the service change as proposed.

FISCAL IMPACT:

These service enhancements are included in Flagstaff in Motion and were therefore part of the tax increase initiated with Proposition 488. The enhancements prioritized for August 2026 can be

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accommodated in the Fiscal Year 2027 budget without the need for accruing funding to build/purchase new capital infrastructure.

ALTERNATIVES:

1. Conduct a public hearing and close the public comment period for the proposed August 2026 service enhancements, and approve the recommended service changes for implementation in August 2026. **(recommended)**: Closing a public comment period that has been open for a minimum of 30 days is required to comply with Mountain Line's Title VI policy regarding service changes. Approving the recommended service changes will begin the implementation of projects outlined in Proposition 488, and allow Staff adequate time to prepare for and implement the changes on August 2, 2026.
2. Conduct a public hearing and close the public comment period for the proposed August 2026 service enhancements, and approve the recommended service changes with the exception of modifying Route 8 to keep the Thompson loop in addition to adding the Alvan Clark loop for implementation in August 2026. **(not recommended)**: Staff are testing the route timing of completing both loops and will have this data to present at the Board meeting on this alternative. Closing a public comment period that has been open for a minimum of 30 days is required to comply with Mountain Line's Title VI policy regarding service changes. Approving the recommended service changes will begin the implementation of projects outlined in Proposition 488, and allow Staff adequate time to prepare for and implement the changes on August 2, 2026.
3. Do not approve the recommended service changes for implementation in August 2026. **(not recommended)**: Not approving the recommended service changes would prevent Mountain Line from implementing projects outlined in Proposition 488.

SUBMITTED BY:

Jacki Lenners

Jacki Lenners

Deputy General Manager

APPROVED:

Heather Dalmolin

CEO and General Manager

ATTACHMENTS:

1. Service Changes Comments

-pages 19-22

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Date	Format	Route(s)	Comment
3/23/2026	Email	8	Please do not close Route 8's 10-12th stop! I use it to get to work from the Woodlands loop area and with the closures, it would make my commute about 45 minutes longer. My boyfriend recently lost his car in an accident so we are down to one car, and sometimes the bus is my only option. I am highly encouraging you to reconsider! Thank you for the space to comment.
3/23/2026	Email	All	I wanted to comment that I'm in support of the proposed changes for routes 2, 3, 5, 8, and 66. I think increasing the frequency of routes and installing more stops is exactly what our public transport needs to make it more accessible and appealing for the public to actually use the bus. Thank you for proposing these changes. Also, the stops for routes 4, 14 on Lake Mary and Mohawk really needs a crosswalk. I know the city is aware of this, but I get really anxious seeing kids using these stop and having to cross a road with a speed limit that's too high now.
3/20/2026	Voice mail	8	I'm calling about the proposed route change on the route 8. I work full time and I take the 12 bus stop every single day. If y'all were to close that stop i would have no way to get to work. It would be extremely inconvenient for me. I don't think that it's a good idea.
3/18/2026	Voice mail	5	He supports the Starpoint bus stop as he lives in those apartments, He shared that he has found it very challenging over the years to rely on Forest/180 stop. He is grateful and hopes to see more connectivity along that corridor.
3/17/2026	Email	8	Route 8 changes OK

While I do not frequent the neighborhoods where new stops are requested, I do ride the routes 66 and 3. I think that having the busses on a 20 minute interval is a great idea. Route 66 has enough ridership that the change would have a real benefit. On the other hand route 3 is the most busy with travelers going to school and work from 6am to 9am and returning from 3pm to 6 pm. The middle of the day is fairly slow. To me it would make sense to revert back to a 1/2 hour interval from 9am to 3pm. Perhaps drivers hired for the route 3 shift could fill in for lunches on routes that are on a 1/2 hour schedule. Such at the 5, 14, 4 and 7. I have been stranded more that once during the lunch hour when drivers have called in sick or there has been a lunch meeting. I would also like to see the Lucky Lane stop moved down the street - closer to McDonalds. And I think a stop on the south side of route 66 at the Trails End drive would invite ridership from those folks that live down that cul de sac. Keep up the good work.

3/16/2026 Email 3, 66

I am writing to formally request that you save Route 8, Stop 12 (Woodlands Village Blvd / University Ave). I use this stop regularly and am concerned that your upcoming proposed changes to Route 8 will close this location. This change would significantly impact my ability to have fast, easy access to the Downtown Connection Center and NAU. While Route 10 is an alternative, it often takes much longer as it travels through campus at low speeds and is frequently delayed due to the heavy volume of buses. Because Route 10 is often behind schedule, it makes catching my connecting buses downtown very difficult and hectic. I rarely face these timing issues with Route 8. I kindly ask that you do not eliminate Stop 12 on Route 8 so that I can continue to rely on this efficient service. Thank you for your time and for considering my feedback.

3/13/2026 Email 8

While I do not reside in the Flagstaff area, I submit my comments for Mountain Line's August 2026 service changes as a prospective visitor. Route 2 (additional stops, with a question): These additional stops, particularly the one at the Veterans' Home, bring transit closer to people with different mobility needs. But could you make both directions serve Gemini Drive? That will make the service simpler for people to understand. Route 3 (frequency increase): Wholeheartedly endorse. Route 5 (additional stops): The additional stops will make transit more accessible for more people. Route 8 (route change): While I endorse the extension to serve more people, I'm concerned about the health services that will lose direct service due to the termination of the loop. Will efforts be made to improve the area's pedestrian infrastructure? Route 66 (frequency increase and additional stop): Support both elements.

3/12/2026 Email All

I applaud Mountain Line's approach to continuous improvement. I am pleased to see the additional stop on Highway 180. I would request an additional improvement be considered in future, and that is an additional crosswalk further up Highway 180 to encourage ridership of MountainLine buses to the Museum of Northern Arizona, and also to allow residents of the Peaks to safely cross the road to use the transit stop heading into town.

3/11/2026 Email All

I am writing to comment on the proposed device changes. I agree with the stated changes for both service expansion and service frequency changes for the routes stated. I also agree with the addition stops proposed.

3/11/2026 Email All

I had to do a double-take, but when I realized that the Thompson St. stop was merely moved a short distance, I'm now totally OK with the change.

3/9/2026 Email All

Note

Staff emailed with this rider and based on where she lives and where she is traveling to, there are other reasonable alternatives in Routes 10 or 4/14.

Staff left two voice mails and did not receive a return call.



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DATE PREPARED: March 31, 2026

DATE: April 15, 2026

TO: Honorable Chair and Members of the Board

FROM: Heather Dalmolin, CEO and General Manager

SUBJECT: Review of Internal Controls

RECOMMENDATION:

No action is recommended; the Board may direct staff to take additional actions to bring updated information for future action.

RELATED STRATEGIC PLAN SUCCESS OUTCOMES

- ❖ Financial Stability
- ❖ Community Value

BACKGROUND:

The Board of Directors identified a need for a Financial Management Plan (the Policy) in 2009 to capture in one place and inform the Board of Mountain Lines financial practices. The Policy was developed by staff and incorporated a combination of industry peer and local agency input on best practices. The primary goals of the Policy were to ensure Mountain Line is safeguarding against financial risks while creating organizational transparency for decision making. The Board of Directors adopted the updated policies and supporting procedures in 2020 to add the following:

- Addition of Internal Control Policies as Appendix A and as reference in Section 9: Accounting, Auditing, and Financial Reporting.
- Addition of City of Flagstaff Recession Plan as Appendix B and as reference in Section 10: Risk Management.
- Modification to Section 10: Risk Management to recognize a retained fund balance of 10% in financial plans for operating and capital and 20% fund balance when considering service changes.

During the FY2024 and FY2025 audit preparation processes and in the related reports, several internal controls issues were identified. This resulted in a review and update of the supporting procedures. Staff will present on the areas proposed for update for discussion with the Board of Directors.

FISCAL IMPACT:

There is no financial impact to updating our Internal Controls and policies; however, improving our controls will mitigate financial management risks and strengthen our good standing for federal funding in the future.

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ALTERNATIVES:

No action is recommended; staff will take direction from the discussion and bring back updated documents for adoption in a future meeting.

SUBMITTED BY:



Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

- | | |
|-------------------------------------------------------------------------|----------------------|
| 1) Internal Control Procedures | -separate attachment |
| 2) Internal Control Policies, Appendix A of Financial Management Policy | -separate attachment |
| 3) Financial Management Policy | -separate attachment |





DATE PREPARED: March 30, 2026

DATE: April 15, 2026

TO: Honorable Chair and Members of the Board

FROM: Megan Coons, Finance Director

SUBJECT: FY2027 Operating Budget

RECOMMENDATION:

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

RELATED STRATEGIC PLAN SUCCESS OUTCOMES:

- ❖ FY2027 budget supports all aspects of the Strategic Plan

BACKGROUND:

Staff will present information on the operating portion of the FY2027 budget, excluding workforce expenditures. Our overall operating budget request represents an FY2027 increase of \$2.6 million, or 18% over FY2026, from \$14.2 million to \$16.8 million.

As presented with the workforce budget, approximately \$1.1 million of the increase is an important investment in our workforce.

The most significant portion of the budget increase is a \$1,375,000 allocation that is set aside for service expansion.

The remaining operating budget increase after the workforce is \$173,642.

- The budget for indirect overhead expenses has been increased by approximately \$66,000.
 - Expenses for payroll processing services have increased in tandem with higher staffing levels.
 - The fixed monthly fee for legal services will be increasing in FY2027
 - This budget increase aligns the budget for audit services with the contracted amount.
 - Budget allocation for all-staff cyber security training has been added.
- The budget for administrative expenses includes a \$25,000 increase for banking fees, which were previously reported net of revenue. This increase is for reporting only and will be offset by higher reported fare revenue.
- The budget for vehicle maintenance has increased by \$57,000 due to higher usage of outside repair services resulting from an aging fleet.
- A \$15,000 budget increase for printed marketing materials has been added for FY2027 to allow capacity for printed materials needed to communicate upcoming service changes and print new ride guides.





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- FY2027 includes a \$5,000 increase for computer and phone supplies needed to support multiple locations and a greater variety of equipment.
- The liability insurance budget is not changing for FY2027. Although Mountain Line's current broker has quoted a minor decrease, final contract amounts are pending and are expected to be close to current budgeted amounts.

FISCAL IMPACT:

There is no fiscal impact currently associated with this FY2027 budget discussion. The items discussed will impact the final FY2027 budget proposed at the June 2026 meeting.

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.





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DATE PREPARED: March 30, 2026

MEETING DATE: April 15, 2026

TO: Honorable Chair and Members of the Board

FROM: Megan Coons, Finance Director

SUBJECT: FY2027 Capital Budget

RECOMMENDATION:

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

RELATED STRATEGIC PLAN SUCCESS OUTCOMES

❖ FY2027 budget supports all aspects of the Strategic Plan

BACKGROUND:

The FY2027 capital budget is \$34,211,709. This capital budget includes \$27,742,667 of FY2026 continuing projects with all funding previously approved. New projects in the FY2026 capital budget were identified and evaluated through a Capital Improvement Plan process by staff for urgency of need, feasibility of achieving project outcomes, financial capacity, and funding options. Projects are ranked on a 5-year timeline, and projects and funding sources for future years serve as a guide for future planning and are subject to further review and modification. The FY2026 budget includes the following items:

- Administrative Projects including professional services for the workforce housing project (locally funded).
- Downtown Connection Center Phase 2 planning and design (80% federally funded).
- Construction of Kaspar Maintenance Facility expansion to allow maintenance of new vehicle types and facility size appropriate to accommodate maintenance without exposure to weather for comfort and safety of vehicle maintenance staff (80% federally funded).
- Bus stop improvement design costs, including a Huntington Drive protected pedestrian crossing and a left turn off Pine Cliff (80% federal funded).
- Bus fleet rehabilitation for two buses at end of federally mandated useful life (80% federally funded).
- New bus stops for Route 8 extension of service to neighborhoods on West Route 66 (locally funded).
- Various bus stop accessibility upgrades and additions (locally funded).

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FISCAL IMPACT:

There is no fiscal impact currently associated with this FY2027 Budget discussion. The items discussed will impact the final FY2027 budget proposed at the June 2026 Board meeting, which will be delivered to the Board in May 2026 for review.

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:

A handwritten signature in black ink, appearing to read "Heather Dalmolin".

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

None.

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DATE PREPARED: April 9, 2026

MEETING DATE: April 15, 2026

TO: Honorable Chair and Members of the Board

FROM: Heather Dalmolin, CEO and General Manager

SUBJECT: Apply for two (2) hybrid diesel-electric buses and approve purchase

RECOMMENDATION:

Staff recommend the Board of Directors 1) direct staff to cease the attempt to obligate federal funds for no emission vehicles and modify application for low emission vehicles and 2) approve the purchase of two (2) 35 foot hybrid diesel-electric GILLIG buses using the 2025 award of federal funding obligation application (the 'grant application') for replacement low-no emission buses.

RELATED STRATEGIC PLAN SUCCESS OUTCOMES

- ❖ Service Excellence
- ❖ Financial Stability
- ❖ Community Value

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.

In January 2026, staff presented and received support from the Board for proceeding with an obligation attempt for battery-electric buses versus hybrid buses. As presented at the time, there continues to be a risk that obligation of funds for electric buses will face challenges during the application process, but that the funds are not at risk of expiring this calendar year providing us with the time to make this obligation attempt. Our goal is to secure the funds by the end of June and 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.





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We were recently advised by the Federal Transit Administration that FTA is supportive of applications for standard propulsion buses. We have used that information, as well as the challenges we faced with our Kaspar Maintenance Facility grant, to alter our course. We believe by altering our application to hybrid vehicles, we can still obligate the funding by June making the order of buses by July 1 possible.

We would like to move forward with both steps, in parallel path to secure our place in line as delivery timelines are growing. If approved, we would submit a letter of intent as the first step to order the buses. We would have 12 months to withdraw the intent without penalty if we have challenges with our obligation grant.

The vehicles procurement is possible through the Washington State cooperative procurement contract. The anticipated cost of each vehicle is \$1.3 million dollars as per our just confirmed order with cost escalation anticipated over the next three years.

FISCAL IMPACT:

The grant and purchase are recognized in Mountain Line's financial plan. The actual would take place in FY2029 (upon delivery).

ALTERNATIVES:

1. Direct staff to develop the grant application for two battery-electric buses (not recommended): While this effort is supported by the 2025 award of funds and is supportive of Mountain Line's transition plan, the uncertainty of ability to obligation can create delays to purchase and delivery of the needed replacement buses.
2. Direct staff to proceed with grant but don't approve bus purchase (not recommended): This action would separate the recommended action into two steps. This action would ensure grant obligation is complete before the bus order but issuing the letter of intent is low risk and does not involve commitment to pay. This letter is crucial to get in line for the bus build 24-30 months from now.

SUBMITTED BY:

Heather Dalmolin
CEO and General Manager

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DATE PREPARED: April 1, 2026

DATE: April 15, 2026

TO: Honorable Chair and Members of the Board

FROM: Anne Dunno, Capital Development Manager

SUBJECT: Approve amending Contract No. 2024-130 Pedestrian and Bicycle Infrastructure Upgrades Construction Manager at Risk Services (CMAR) to include Guaranteed Maximum Price (GMP) No. 2.

RECOMMENDATION:

Staff recommend the Board of Directors approve amending Contract No. 2024-130 Pedestrian and Bicycle Infrastructure Upgrades Construction Manager at Risk Services (CMAR) to include Guaranteed Maximum Price (GMP) No. 2 in amount not to exceed \$2,784,858.

RELATED STRATEGIC PLAN OBJECTIVES

- ❖ Goal: Service Excellence
 - ❖ Objective: Invest in capital to improve efficiencies and infrastructure to enhance service delivery.
 - ❖ Objective: Develop and improve community partnerships and interagency relationships to enhance transit and improve our ability to meet community needs and deliver public transit services.

BACKGROUND:

In February 2024, Mountain Line approved the award of RFP 2024-130 for Pedestrian and Bicycle Infrastructure Upgrades CMAR for pre-construction services in the amount of \$81,266. The purpose of the award was to provide construction services to support the grant funded First Mile Last Mile (FMLM) partnership project with the City of Flagstaff to improve pedestrian and bicycle infrastructure along transit routes.

In June 2025, Mountain Line approved the contract amendment for GMP No. 1 for the Fanning / Huntington Sidewalk Project in the amount of \$2,053,872 and subsequently one change order for additional asphalt in the amount of \$127,185.41. The project was substantially completed in March 2026. Final completion of hydroseeding and final invoicing are anticipated in May 2026.

The scope of GMP No. 2 is to construct three pedestrian crossings on Highway 180 and five pedestrian crossings on Soliere Avenue in an amount not to exceed \$2,784,858. The City of Flagstaff provided a cost verification analysis of the GMP with comparison to recent City horizontal construction projects and found the GMP cost to be fair and reasonable. See attached memo for a summary of the review.





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The construction schedule is for approximately 34 weeks, with substantial completion by November 30, 2026, and final completion by December 7, 2026.

FISCAL IMPACT:

The adopted FY2026 Mountain Line budget includes capacity to cover the GMP No. 2. 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 Grant: ADOT FTA 5307/5339 Grants valued at \$5,674,478 (\$4,539,582 federal/\$1,134,896 local). Approximately \$3.9M of the total grant is for pedestrian construction and \$1.7M for bicycle construction.

ALTERNATIVES:

- 1) Approve amending Contract No. 2024-130 Pedestrian and Bicycle Infrastructure Upgrades CMAR to include GMP No. 2. (**recommended**): Approval will allow Mountain Line and the City of Flagstaff to complete construction in calendar year 2026.
- 2) Do not approve amending Contract No. 2024-130 Pedestrian and Bicycle Infrastructure Upgrades CMAR to include GMP No. 2. (**not recommended**): Without approval, Mountain Line and the City of Flagstaff may not complete construction in calendar year 2026.

SUBMITTED BY:

Anne Dunno

Anne Dunno
Capital Development Manager

REVIEWED BY:

Heather Higgins

Heather Higgins
Purchasing and Contracts Officer

REVIEWED BY:

Megan Coons

Megan Coons
Finance Director

REVIEWED BY:

Jacki Lenner

Jacki Lenner
Deputy General Manager

APPROVED BY:

Heather Dalmolin
CEO and General Manager





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ATTACHMENTS:

1. Memo City Cost Verification -pages 34-37
2. KCS GMP FMLM Proposal dated March 3, 2026 -separate attachment
3. RFP 2024-130 Pedestrian & Bicycle Infrastructure Upgrade Contract Amendment (Draft) -pages 38-40
4. RFP 2024-130 Pedestrian & Bicycle Infrastructure Upgrade Contract Execute -separate attachment
5. RFP 2024-130 Pedestrian & Bicycle Infrastructure Upgrade Award to Kinney Construction Services -separate attachment
CMAR Staff Report Approved

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City of Flagstaff

First Mile Last Mile “Crossings”- Cost Review

Dear Mountain Line,

The city has performed an in-depth cost review of Kinny Construction Services Guaranteed Maximum Price for the First Mile Last Mile “Crossings” Project located within the city limits of Flagstaff, Arizona. This guaranteed maximum price is \$2,784,858. This review process compared Kinny Construction Services unit price per line item to two recent projects being delivered by the City of Flagstaff. This review took into consideration not only the cost, but also the contract delivery method and quantity of work being performed.

During the preliminary guaranteed maximum price review the City of Flagstaff provided feedback to Kinney Construction Services that was incorporated in the Final GMP. Some of the Provided comments are attached as a separate document. Resolutions to the comments are also attached. The city finds the responses to be acceptable and reasonable.

The first project used to compare was the Beulah roundabout project, this is a CMAR delivered projects with a GMP approved in November 2022. As expected, costs were lower across all line items for the Beulah project. This was expected due to the cost escalation of materials and labor over the past few years. Another contributing factor in the Beulah project’s unit costs being lower is due to the quantity of work being performed. The total contract price for this project based off the final GMP is around \$19,300,000. The price difference between unit costs seems reasonable based on project size and GMP approval date.

The second project used to compare unit cost is the NAU Replacement Project, this is a JOC delivered project, with a completion date that was near the end of 2025. Overall, Kinny Construction Services unit costs are lower than the NAU meter replacement project. This is what the city would expect to see due to the First Mile Last Mile project being a larger project and delivered as a CMAR. The NAU Meter Replacement has a construction cost around \$1,300,000.

First Mile Last Mile Projects’ unit costs consistently fall between both projects’ unit cost, which is a good indication that we are receiving fair and reasonable costs.

Project cost comparison

Projects Used to compare Guaranteed Maximum Price unit costs:

1. Project name: Beulah Blvd. Extension and University Realignment
Project Delivery: Construction Manager at Risk
Contractor: Egale Mountain Construction
Total Approved GMP: \$19,309,333
Date of GMP Approval: November 2022
2. Project Name: NAU Meter Replacement
Project Delivery: Job Order Contract
Contractor: Egale Mountain Construction
Total Approved Contract: \$1,340,220.81
Date Approved: May 2025

First Mile Last Mile GMP= \$2,784,858.00

Explanation:

Alec Latino with the City of Flagstaff Reviewed the First Mile Last Mile “Crossings” Project unit costs provided by Kinney Construction Services. This review Compared the First Mile Last Mile “Crossings” Project to two other city civil/horizontal construction projects. This project was compared to The Beulah Blvd Extension project, and the NAU Meter Replacement Project. Additional details are provided above.

This review took into consideration quantity of work, project delivery method, and date of approved GMP/contract.

The common trend among most line items has Kinney construction services being our median price per unit cost.

This is the trend expected.

The Beulha project unit costs are lower across the board. This is a much larger project with much higher quantities per line item. Higher quantity tends to correlate to a lower price. This was consistent during the review process. Another contributing factor to seeing consistently lower costs across the board is due to when the GMP was approved. The GMP was approved in November 2022, cost escalations on material and labor are another major contributing factor.

The NAU Meter replacement Project unit costs were nearly higher across the board. This is a smaller project with lower quantities per line item. This project was delivered as a JOC which tends to be more expensive.

Other contributing factors considered, how profit and other items are carried differently between contract types. Means and methods and the area where work is taking place are also contributing factors to cost differences.

Sidewalk correlation to quantity:

	Beulah	FMLM	NAU Meter
Quantity of Sidewalk SF	16,146	540	196
Price Per SF	\$9.00	\$ 24.15	\$35.00

Comparison Examples:

FMLM-KCS GMP Cost Review						
Line Item FMLM	FMLM Unit Cost	Unit	Beulah Unit Cost	Unit	NAU Meter replacement Unit Cost	Unit
Type A Vertical Curb and Gutter	\$ 68.72	LF	\$ 25.00	LF	\$ 55.00	LF
Sidewalk 4" on 3" AB	\$ 24.15	SF	\$ 9.00	SF	\$ 35.00	SF
Asphalt Patching on 6" AB	LS due to logistics of paving	x	\$ 75.00	SY	\$ 315.00	SY
Superintendent	\$ 21,320.00	MO	\$ 9,750.00	MO	NA not Listed on JOC	x
MAG 223 Median Nose	\$2490.00	EA	\$750.00	EA	NA	x

Full cost information available upon request for other projects

Comment Resolution for Final GMP

The City of Flagstaff did in in-depth review of the Kinney Construction Services preliminary GMP and Reviewed the Final GMP that is now being submitted. Upon preliminary review the team generated comments and ensured they were captured prior to submitting the final GMP. Below is a table of important comments we addressed during the preliminary and final review.

Important Comments and Resolution	
Comment	Resolution
Traffic control cost explanation	Comment resolution was made during discussions with KCS. Total cost was determined based off a percentage of project cost
Request for Unit cost on paving items	Due to how the paving is phased for construction it was agreed that LS unit is appropriate to simplify making payments. Unit cost per area seems appropriate due to having to pave multiple times
Unit mislabels	Contractor updated mislabeled units
Concerns about excluding Unsuitable material/ Rock excavation allowance for CRFB	Allowance added is based off expected conditions.
Concerns about additional traffic control requirements from ADOT. How will we address this concern?	Allowance included in GMP for additional traffic control needs. Price to be negotiated based off any additional requirements.
Include list of unresponsive subcontractors	Included at end of GMP
Unit cost increase on concrete and asphalt	Cost increases due to multiple factors. One being general price escalation of materials and material transportation. The second larger reason is because of the sequencing of construction. Work will have to be completed in smaller sections rather than all at once due to space restrictions.

**NORTHERN ARIZONA INTERGOVERNMENTAL PUBLIC TRANSPORTATION
AUTHORITY,
a political subdivision of the State of Arizona (“Mountain Line”)**

**ACCEPTED GUARANTEED MAXIMUM PRICE (“GMP”) PROPOSAL
EXHIBIT B.2 to the CMAR Contract No. 2024-130 (“GMP Amendment”)
Project Name: Pedestrian and Bicycle Infrastructure Upgrades Construction Manager at
Risk Services**

The attached GPM Proposal dated March 3, 2026, submitted by the "CMAR" designated below to the Northern Arizona Intergovernmental Public Transportation Authority, a political subdivision and corporate body of the State of Arizona (“Mountain Line”) is hereby accepted by Mountain Line this 15th day of June 2025 pursuant to, and incorporates herein, the terms and provisions of the Construction Manager at Risk Contract, dated May 1st, 2024, between Mountain Line and CMAR (“CMAR Contract”). Upon full execution of this GMP Amendment this GMP Amendment, together with the GMP Proposal attached as Exhibit B, shall be the Accepted GMP Proposal, Exhibit B.2, to the Contract. If the Project is being constructed in phases separate GMP Proposals may be submitted and agreed to by the Parties.

Mountain Line and CMAR agree as follows:

ARTICLE 1 – PARTICIPANTS AND PROJECT

MOUNTAIN LINE:

Mountain Line
Project Manager: Anne Dunno
216 W. Pheonix Ave.
Flagstaff, AZ 86001
Telephone: 928-679-8947
E-mail: adunno@mountainline.az.gov

CITY OF FLAGSTAFF:

City of Flagstaff
Project Manager: Alec Latino
211 W. Aspen Ave
Flagstaff, AZ 86001
Telephone: 928-853-3628
E-mail: Alec.Latino@flagstaffaz.gov

CMAR:

Kinney Construction
Services 121 E. Birch Ave.,
Ste 500
Flagstaff, AZ 86001
Federal Tax ID No: 86-0951847 CMAR
Representative: Mike Thomas
Telephone: 928-779-2820
E-mail: mt@kinneyconstruction.net

DESIGN PROFESSIONAL:

Ardurra Group, Inc. 110
West Dale Avenue
Flagstaff, AZ 86001
Federal Tax ID No.: 59-1782900
Professional Representative: Guillermo Cortes
Telephone: 928-773-0354
E-mail: gcortes@swiaz.com

GMP AMOUNT as set forth in the GMP PROPOSAL: \$2,784,858.00.

SCOPE OF WORK as set forth in the GMP PROPOSAL: Construction of three pedestrian crossings on Highway 180 and five pedestrian crossings on Soliere Avenue.

SCHEDULE/DURATION as set forth in the GMP PROPOSAL: The construction schedule is for approximately 34 weeks, with substantial completion by November 30, 2026, and final completion by December 7, 2026.

LIQUIDATED DAMAGES (IF ANY): [Check any that apply]

<input type="checkbox"/>	Substantial Completion Amount \$ _____/day
<input type="checkbox"/>	Final Completion Amount \$ _____/day
<input checked="" type="checkbox"/>	Pursuant to MAG § 108.9

INSURANCE AND/OR BOND REQUIREMENTS (if different than Contract Exhibit B):

Attached Exhibit B or as set forth in the GMP Proposal

COMPLIANCE WITH GOVERNMENT PROVISIONS (if different than Contract Exhibit C):

Attached Exhibit C or as set forth in the GMP Proposal

PROJECT SPECIFIC CONDITIONS (if different than Contract Exhibit D):

Attached Exhibit D or as set forth in the GMP Proposal

PROJECT PLANS AND SPECIFICATIONS (if different than Contract Exhibit E):

Attached Exhibit E or as set forth in the GMP Proposal

OTHER PROVISIONS:

In witness whereof, the parties hereto have executed and caused to be signed by their duly authorized representatives, on the date(s) set forth below.

MOUNTAIN LINE:

**NORTHERN ARIZONA INTERGOVERNMENTAL
PUBLIC TRANSPORTATION AUTHORITY,**
a political subdivision of the State of Arizona

By: Heather Dalmolin
Its: CEO and General Manager

Date

**APPROVED TO AS TO FORM
DICKINSON WRIGHT, PLC**

By: Scott Holcomb
Its: General Counsel

KINNEY CONSTRUCTION

By: Michael Thomas
Its: President

Date



Mountain Line

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DATE PREPARED: March 31, 2026

DATE: April 15, 2026

TO: Honorable Chair and Members of the Board

FROM: Sam Short, Workforce Director

SUBJECT: Drug and Alcohol Program Compliance Corrective Action Plan

RECOMMENDATION:

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

RELATED STRATEGIC PLAN SUCCESS OUTCOMES

- ❖ 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:

During the January 21, 2026, Board meeting, staff advised the Board that Mountain Line had recently undergone a Federal Transit Administration (FTA) Drug and Alcohol Program Compliance Audit, which was conducted by the FTA Drug and Alcohol Program Compliance staff. During the audit Mountain Line was found to have deficiencies in the following categories:

- **Policy Manual Review Interview** – Mountain Line was required to amend the DOT/FTA Drug and Alcohol Policy, by adding or deleting items outlined by the auditor.
- **Drug and Alcohol Program Manager Interview** – Staff were required to document that we understood certain FTA Drug and Alcohol regulations, as outlined by the auditor, and sign documentation, affirming understanding.
- **Records Management Interviews** – DOT Urine Collectors were required to read and sign documentation affirming that they understood certain FTA Drug and Alcohol regulations, as outlined by the auditor, and that they agree to abide by these regulations.
- **Breath Alcohol Technician Interviews** - DOT Breath Alcohol Technicians were required to read and sign documentation affirming that they understood certain FTA Drug and Alcohol regulations, as outlined by the auditor, and that they agreed to abide by these regulations.

Since the audit, Mountain Line staff have worked diligently to correct all deficiencies outlined by the auditor and have corrected all that are within our control. There are 3 deficiencies that are still being addressed by staff, those are:

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- NextCare Urgent Care, who provides DOT Drug and Alcohol Testing for Mountain Line, has not returned the documents issued to them, which requires their DOT Drug and Alcohol Collectors to read and sign documentation that affirms they understand and will abide by FTA Drug and Alcohol procedures. Staff are continuing to reach out to NextCare staff in an effort to collect these documents. The FTA Drug and Alcohol Compliance auditors have also advised that they would contact NextCare to stress the importance of returning these signed documents
- Mountain Line has been unable to locate anyone in the Flagstaff area that conducts DOT Drug and Alcohol Testing during all times that Mountain Line services are rendered. This rule requires that there is DOT Drug and Alcohol Testing available from 5am to 11pm. Mountain Line is sending 2 staff members to become certified DOT Drug and Alcohol Collectors in the near future.

FISCAL IMPACT:

There is no fiscal impact currently related to this update.


ALTERNATIVES:

No action is required as this is an update only; however, the Board may provide direction or ask for additional information as needed.

SUBMITTED BY:

Samuel L. Short
Sam Short
Workforce Director

APPROVED:


Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

None

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DATE PREPARED: April 1, 2026

MEETING DATE: April 15, 2026

TO: Honorable Chair and Members of the Board

FROM: Anne Dunno, Capital Development Manager

SUBJECT: Downtown Connection Center (DCC) 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 partnerships and interagency relationships to enhance transit and improve our ability to meet community needs and deliver transit services.

BACKGROUND:

The Downtown Connection Center (DCC) is a major grant funded capital project supporting Mountain Line’s long-term growth to deliver transit services in the community. In 2023, Mountain Line and the City of Flagstaff executed an Intergovernmental Agreement (IGA) outlining the long term DCC lease boundary on the City property and the commitment to coordinate construction of the DCC around the requirements of the Rio de Flag (RDF) Project.

Mountain Line phased the DCC Project to coordinate with the RDF Project. Phase 1 building construction was completed and Mountain Line moved into the new facility in June 2025. For Phase 2 development, Mountain Line meets regularly with the City and the Army Corps of Engineers (Army Corps) to status on the RDF construction schedule and technical design coordination. The Army Corps is currently pursuing additional funds for the project to close the funding gap. If the Army Corps is able to obtain the funds, the construction of the RDF project would begin (in the area of Phoenix Avenue) in 2027. The Army Corps estimates the RDF contractor would complete the flood control infrastructure on the DCC/Phoenix Avenue property from 2027-2030. The Army Corps requires a duration of three years to be onsite at the Phoenix Avenue property to use as construction staging area for the RDF project. Mountain Line anticipates construction of DCC Phase 2 operations hub and civic space in 2030-2031.





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The following is an update on the status of DCC Phase 2 for design and construction of the Operations Hub and Civic Space.

DCC Phase 2 Update:

Phase 2a Interim Operations Hub:

Mountain Line completed design of the temporary Ops Hub needed in order to provide transit service at this location during RDF construction. In spring 2026, Mountain Line will relocate the overhead APS lines along Phoenix Avenue to be underground in preparation for the temporary Ops Hub. Mountain Line will not demolish and construct the temporary hub until there is a confirmed start date for the RDF Project. The “temporary” Ops Hub would be in use for approximately three years during RDF construction.

Phase 2b Operations Hub (ultimate):

Mountain Line has developed 15% design of the future hub and bus canopies and is working with City for informal reviews. Mountain Line will complete 30% design and submit to the Army Corps to formally initiate review with goal of reaching 60% design by December 2026. Mountain Line plans to pause design development at 60% design since there is no confirmed RDF construction schedule. Final design would reconvene in 2028/2029 assuming there is a confirmed RDF timeline.

Phase 2b Civic Space:

Mountain Line is working with City of Flagstaff Parks and Recreation and Community Investment on the civic space located to the east of the long-term Operations Hub space. Flagstaff City Council adopted a “bubble diagram” concept for the civic space that includes a splash pad, public art, outdoor amenities, and restroom. Mountain Line and the City will develop 60% design by December 2026. Similar to Phase 2b, Mountain Line and the City will pause design development at 60% design since there is no confirmed RDF construction schedule. Final design would reconvene in 2028/2029 assuming there is a confirmed RDF timeline.

FISCAL IMPACT:

Mountain Line has funding to complete DCC Phase 2b final design and construction (in current dollars) for the operations hub and the portion of the civic space associated with transit. The City of Flagstaff will fund the City’s portion of the civic space components including the splash pad, restroom, and public art. Since construction is not anticipated until 2030 or beyond, additional funds may be needed to close the gap for future construction of Phase 2b, which will be included in Mountain Line’s grant strategy.

SUBMITTED BY:

Anne Duuno
Anne Dunno
Capital Development Manager

APPROVED BY:

Jacki Lenners
Jacki Lenners
Deputy General Manager

ATTACHMENTS: None.

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DATE PREPARED: March 31, 2026

MEETING DATE: April 15, 2026

TO: Honorable Chair and Members of the Board

FROM: Bizzy Collins, Strategic Performance Planner

SUBJECT: Operational Assessment and Five-Year Plan 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: Mountain Line will deliver excellent service to our riders, community, and funding partners.

BACKGROUND:

Mountain Line opened a competitive procurement for an Operational Assessment and Five-Year Plan update on September 8 and closed on October 24, 2025, with seven proposals. An evaluation committee reviewed the proposals as per the criteria and conducted interviews with the three top scoring teams. Mountain Line awarded the contract to Transpo Group in December, and the project kicked off in January 2026.

The Operational Assessment will focus on known system challenges and performance concerns, identified system gaps, and most efficient ways to achieve Proposition 488 improvements and nearly double service over the next five years. Staff anticipate completing the analysis phase in August, having draft short-term (6-12 month) recommendations in October, and final recommendations in January 2027. Staff will seek Board guidance at these and other project milestones.

Following the Operational Assessment, consultants will detail phased growth for years 2-5 as part of the Five-Year Transit Plan update. While this task is scoped in the current contract, it is not funded. Mountain Line has budgeted the Five-Year Plan in FY2027 in hopes of securing another round of 5305e grant funding to offset local costs.

FISCAL IMPACT:

The total contract cost for the Operational Assessment task order is \$299,677. Mountain Line was awarded \$235,750 in 5305e federal funds for the Operational Assessment through a competitive grant





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administered by ADOT. The remaining \$63,927 will be paid for by the Flagstaff transit sales tax. The Operational Assessment and Five-Year Transit Plan update was included in the adopted FY2026 and FY2027 budgets.

SUBMITTED BY:

Bizzy Collins
Strategic Performance Planner

APPROVED BY:

Jacki Lenners

Jacki Lenners
Deputy General Manager

ATTACHMENTS:

None.

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DATE PREPARED: March 31, 2026

MEETING DATE: April 15, 2026

TO: Honorable Chair and Members of the Board

FROM: Bizzy Collins, Strategic Performance Planner

SUBJECT: Mountain Express Performance Report

RECOMMENDATION:

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

RELATED STRATEGIC PLAN OBJECTIVE

- ❖ Goal: Service Excellence
 - ❖ Objective: Mountain Line will deliver excellent service to our riders, community, and funding partners.

BACKGROUND:

Mountain Express service, Mountain Line's seasonal route serving the Arizona Snowbowl, has completed its 11th season of service. Details of the Mountain Express service included:

- Service every day during holiday break (from December 26-January 5) and Saturdays and Sundays in January, February, and March.
- First bus left the Downtown Connection Center at 7:30am and last bus departed Snowbowl at 5:30pm.
- Service every 23 minutes.
- Free to ride.
- Arizona Snowbowl paid 63% of the actual costs associated with the route, and Mountain Line's advertising revenue covered the remaining 37%. Please see the fiscal impact section for more information.

The 2025-26 season had a 41% increase in ridership compared to last winter. All other factors being the same, the ridership increase is likely due to the increased frequency and days of service that Mountain Line committed advertising revenue to achieve. This was a one-time contribution to allow staff and consultants to analyze the impact of frequency, March weekend service, and marketing improvements when determining the future service model through the Operational Assessment. The Operational Assessment is looking at performance data and passenger survey results and will bring Mountain Express service recommendations and funding strategies to the Board later this year.





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One of the main reasons why Mountain Express was created in 2015 was to assist with reduction of congestion on US 180. The 6,975 trips taken on Mountain Express service represents a possible 103 additional cars on US 180. Mountain Express saved 40 metrics tons of carbon dioxide from entering Flagstaff's air, the equivalent to removing almost nine cars from the road for one year.

FISCAL IMPACT:

Arizona Snowbowl paid \$135,935.41, or 63% of the actual costs associated with the Mountain Express route, and Mountain Line's advertising revenue covered the remaining \$78,570.38, or 37%. With Board guidance, Mountain Line committed advertising revenue as a one-time contribution to allow staff and consultants to analyze the impact of frequency and marketing improvements when determining the future service model through the Operational Assessment. The advertising revenue is the only discretionary funding source available to Mountain Line for this program, and the budgeted advertising revenue had capacity for this expense.

SUBMITTED BY:

Bizzy Collins
Strategic Performance Planner

APPROVED BY:

Jacki Lenners

Jacki Lenners
Deputy General Manager

ATTACHMENTS:

- Mountain Express Survey Results

-page 49-51


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Responses Overview Active


Responses

69



Average Time


22:46



Duration

116

Days



1. Have you taken the Mountain Express bus to Snowbowl before?



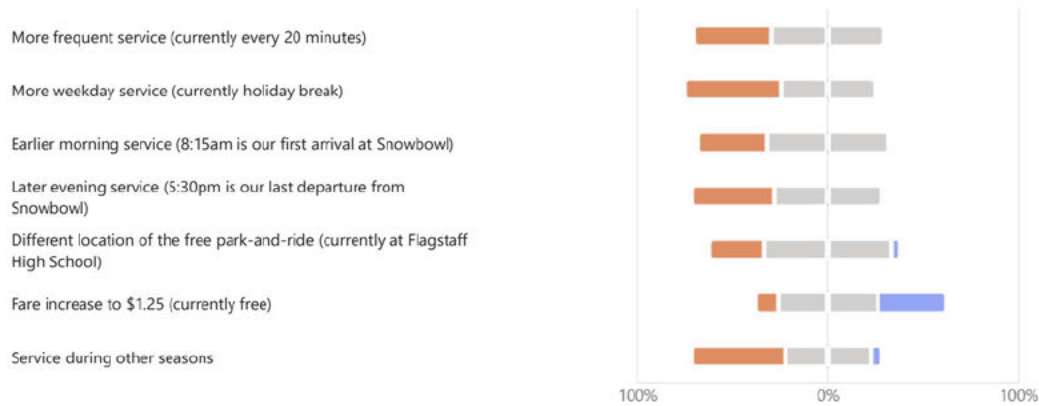
2. Please rate Mountain Express service in each of the following categories

● Satisfied ● Somewhat satisfied ● Neutral ● Somewhat dissatisfied ● Dissatisfied



3. What impact would the following have on how often you ride Mountain Express?

● I would ride more often ● No change in my usage ● I would ride less often



4. Are there any other changes that would encourage you to ride Mountain Express more often?

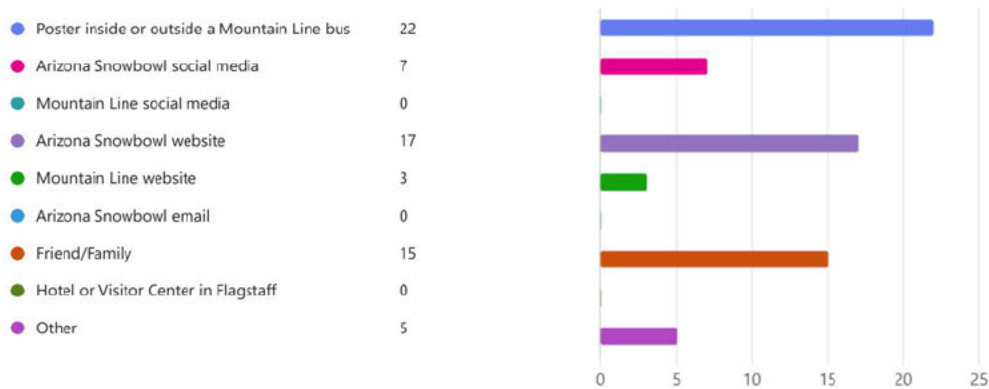
47
Responses

Latest Responses
"Simply more availability on weekdays as someone who works weekends primarily..."
"No"
...

12 respondents (26%) answered bus for this question.



5. How did you hear about Mountain Express service?



6. What is the zip code of your permanent (full-time) residence?

69
Responses

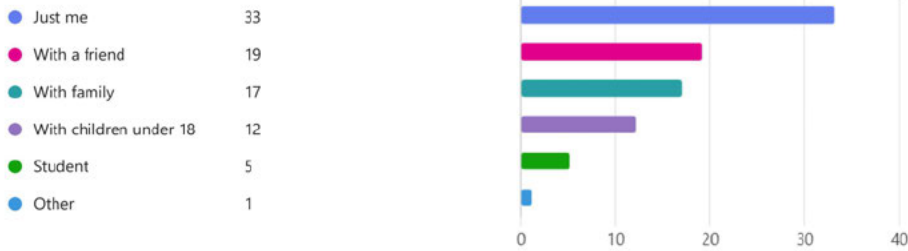
Latest Responses

"86004"
"86005"
"86001"
...

17 respondents (25%) answered 86001 for this question.



7. Which of the following best reflects your travel party today? (select all that apply)



8. For a chance to win a 2026-27 Arizona Snowbowl Power Pass and to stay updated on future considerations for Mountain Express service, please provide your email address. We will not use your email for any other purpose.

69
Responses

Latest Responses



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

ITEMS:	WHO & WHAT:
Safety Minute	Sam S
Procurement Resolution	Heather D - D
Fare Collection Procurement Award	Jon - D/A
Adoption of Roles and Expectations of the CEO and Board of Directors	Heather D/Josh - D/A
Financial Plan Review	Megan - D
Budget Presentation	Megan - D
Fare Free Discussion	Heather D - D
Bus Stop Improvement Program	Anne - D/A
Operational Assessment Update	Bizzy - D
Delegation of Authority Update – Grants and Agreements	Heather H - D
Workforce Utilization Report	Codi - PR
Milestone Anniversaries	Heather D
June/August Working Agenda	

June: No TAC Meeting Board Meeting is Wed, 6/17

ITEMS:	WHO & WHAT:
Safety Minute	Sam S
Budget Adoption	Megan - D/A
Grant Resolution	Jacki - D/A
Comprehensive Route Alignment	Bizzy - D/A
Mountain Express Future Service	Bizzy - D/A
Operational Assessment Update	Bizzy - D
Delegation of Authority Update – Grants and Agreements	Heather H - D
Procurement Resolution	Megan - C
Line of Credit	Megan - C
Personnel Policy Manual Update	Codi - C
Meeting Calendar Review	Rhonda - PR
Annual Cybersecurity Report	Jon - PR
Milestone Anniversaries	Heather D
August/September Working Agenda	

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