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

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, August 19, 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). 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 9:00a.m. on the day of the meeting. Comments can be emailed to publiccomment@mountainline.az.gov and should reference if the comment is part of the general call to the public or in reference to a specific agenda item. Every email, if received by 9:00 a.m. on the day of the meeting, will be entered into the official record.
2. Virtual Comments: Members of the public can join the meeting virtually to deliver public comments. Those wishing to attend virtually must email publiccomment@mountainline.az.gov by 9:00 a.m. on the day of the meeting with their name and agenda item for which they wish to provide comment. The Clerk of the Board will provide a link to access the meeting via Zoom and will introduce those giving public comments at the appropriate time in the agenda.

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

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 104

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 6/17/2026 -pages 5-19
- **b.** Special Meeting 6/29/2026 -pages 20-22

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.

6. PERSONNEL POLICY MANUAL UPDATE -pages 23-24
-Jacki Lenners, Deputy General Manager of Administration
Staff recommend the Board of Directors approve the Personnel Policy Manual updates at a policy level.

DISCUSSION / ACTION ITEMS:

7. MOUNTAIN LINE METROPLAN MERGER -page 25
-Kate Morley, Interim CEO and General Manager
The Board may provide direction, but there is no recommendation from staff at this time.

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

8. CHIEF EXECUTIVE OFFICER (CEO) RECRUITMENT SCOPE OF WORK
-Kate Morley, Interim CEO and General Manager -pages 26-28
Staff recommend the Board approve the CEO Recruitment Scope of Work.

9. EXPECTATIONS AND ROLES OF THE CEO AND THE BOARD OF DIRECTORS
-Kate Morley, Interim CEO and General Manager -pages 29-35
Staff recommend the Board amend the Expectations and Roles of the CEO and the Board of Directors.

10. FY2026 FINANCIAL UPDATE -pages 36-45
-Megan Coons, Finance Director
The Board may provide direction, but there is no recommendation from staff at this time.

11. FY2026 END OF YEAR SCORECARD -pages 46-51
-Bizzy Collins, Strategic Performance Planner
The Board may provide direction, but there is no recommendation from staff at this time.

12. FY2026 WAVE 5 EMPLOYEE ENGAGEMENT SURVEY RESULTS -pages 52-53
-Sam Short, Safety and Training Director
The Board may provide direction, but there is no recommendation from staff at this time.

13. JULY DELEGATION OF AUTHORITY -pages 54-55
-Heather Higgins, Purchasing and Contracts Officer
The Board may provide direction, but there is no recommendation from staff at this time.

PROGRESS REPORTS:

14. LONE TREE ROUNDABOUT AND IMPACTS ON COCONINO COMMUNITY COLLEGE (CCC) STUDENTS -page 56
-Anne Dunno, Capital Development Manager

15. KASPAR WATER LINE -page 57
-Anne Dunno, Capital Development Manager

16. OPERATIONAL ASSESSMENT AND FIVE-YEAR PLAN UPDATE -page 58
-Bizzy Collins, Strategic Performance Planner

17. ANNUAL SAFETY REPORT -pages 59-61
-Sam Short, Safety and Training Director

18. ANNUAL FLEET REPORT -pages 62-63
-Marc Perla, Deputy General Manager of Operations

19. ANNUAL UPDATE ON THE BUS STOP REHABILITATION PROGRAM -pages 64-65
-Marc Perla, Deputy General Manager of Operations

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

ITEMS TO / FROM THE CEO AND THE BOARD OF DIRECTORS:

20. INQUIRY FOLLOW-UP
-Kate Morley, Interim CEO and General Manager

21. MILESTONE ANNIVERSARIES
-Kate Morley, Interim CEO and General Manager

22. SUMMARY OF CURRENT EVENTS
-Kate Morley, Interim CEO and General Manager

SCHEDULE FOR THE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS
September/October Working Agenda -page 66

The next Board meeting will be held on Wednesday, September 16, 2026 and it will be a hybrid in-person and Zoom meeting based in Flagstaff at the Flagstaff Aquaplex, 1702 North Fourth Street, Flagstaff, AZ 86004 at 10am. The public is invited to attend. June agenda items may include but not be limited to the Third Party Utility Claim, FY2026 Annual Report, Bus Stop Construction Job Order for Service Changes, Third Party Review of Financials, Transition Plan and Scope of Work, Mountain Express Future Service, FY2026 Year End Financial Report, Financial Plan Review, 5339 Grant Placeholder, Organizational Structure and Compensation Plan Financial Analysis, Adopt a New Scorecard, Delegation of Authority Updates, Five-Year Tech Plan, Economic Impact Report, Flagstaff Unified School District (FUSD) EcoPASS Report, Workforce Housing Update, Downtown Connection Center (DCC), Operational Assessment Update, and Quarterly Procurement Report. The September agenda will be available for review on Mountain Line's website and at Mountain Line's public posting places (listed on the Mountain Line website) at least 24 hours prior to the meeting and should be consulted for a list of items that will come before the Board.

23. ADJOURNMENT

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

Board of Directors Minutes for Wednesday, June 17, 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, June 17, 2026, at 8:00am 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), left at approximately 8:35am and returned at approximately 8:51am;
Miranda Sweet, (Vice Chair), Acting Chair of this Meeting, Vice Mayor, City of Flagstaff;
Tony Williams, Vice President of Student Services, CCC, designee;
Jeronimo Vasquez, Board of Supervisors, Coconino County, (Zoom);
Lori Matthews, Councilmember, City of Flagstaff
**Three of our five Board member seats must be present to constitute a quorum.*
***The City of Flagstaff holds two seats.*

BOARD MEMBERS EXCUSED:
None.

MOUNTAIN LINE STAFF IN ATTENDANCE:
Heather Dalmolin, CEO and General Manager;
Kate Morley, Interim CEO and General Manager;
Jacki Lenners, Deputy General Manager;
Marc Perla, Deputy General Manager of Operations, left at approximately 9:40am and returned at approximately 9:49am;
Sam Short, Workforce Director, left at approximately 9:40am;
Megan Coons, Finance Director, left at approximately 9:40am;
Anne Dunno, Capital Project Manager, left at approximately 9:40am;
Bizzy Collins, Strategic Performance Planner, (Zoom), left at approximately 9:40am and returned at approximately 9:49am;
LaReina Reyes, Associate Transit Planner, (Zoom), joined at approximately 8:24am, left at approximately 9:40am, returned at approximately 9:49am;
Sara Dechter, Planning Director, left at approximately 9:40am and returned at approximately 9:49am;
Jon Matthies, IT Manager, left at approximately 9:42am and returned at approximately 9:48am;
James Olson, IT Specialist, left at approximately 9:42am and returned at approximately 9:48am;
Rhonda Cashman, Executive Assistant and Clerk of the Board, left at approximately 9:42am and returned at approximately 9:48am;
Scott Holcomb, Mountain Line Attorney, (Zoom)

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

GUESTS PRESENT:
Judy Begay, Board of Supervisors, Coconino County, Alternate;
Jeff McKay, Vice President for Capital Planning and Campus Operations, NAU, Alternate, (Zoom);
Brandi Suda, City of Flagstaff, (Zoom), left at approximately 8:24am;
Karen Kruse, The Kruse Group, (Zoom), joined at approximately 10:03am

1. CALL TO ORDER -Vice Chair Sweet called the meeting to order at approximately 8:00am.

2. ROLL CALL

3. SAFETY MINUTE
-Sam Short, Workforce Director

Mr. Short reported on the summer season related to transportation; stay hydrated, take breaks, and focus on safety.

4. CALL TO THE PUBLIC

This item was skipped. There did not appear to be anyone in attendance interested in speaking. No public comments were received via email.

5. APPROVAL OF MINUTES:
a. Regular Meeting 5/21/2026
b. Special Meeting 5/28/2026

Director Matthews made a motion to approve the minutes for both meeting dates: May 21, 2026, and May 28, 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	
Jeronimo Vasquez	X	
Lori Matthews	X	

Acting Chair Sweet recommended moving up the Forensic Audit from item number 16 to item number 6 due to guest attendance which was supported by the other Board members.

DISCUSSION / ACTION ITEMS:

6. FORENSIC AUDIT
-Heather Dalmolin, CEO and General Manager

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

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

Ms. Dalmolin noted that there was a memo in the agenda packet regarding questions from the City of Flagstaff, and they are the same questions walked through with HeinfeldMeech previously. Director Matthews wanted to know what the City would recommend in this situation. Ms. Suda stated more sampling could be done to check for personal purchases and look to Mountain Line's auditors for their recommendation. Ms. Dalmolin shared that staff went back a full year to look for specific staff member fraud; she, Megan, and our HeinfeldMeech representative answered all questions last month. Vice Chair Sweet asked if a third party could look at the books; need to know the books are all clean for the transition. Ms. Dalmolin responded that a third-party review could be explored; staff need to figure out the scope, if directed. Director Matthews stated she feels like there is more out there since staff knew how to cover it up. Ms. Dalmolin stated that every vendor has an account, which is required, and all vendors are legitimate; PCard expenditures have several layers of approvals. She shared that staff are confident there are no further issues in those areas. Vice Chair Sweet stated she would like a third-party review, not a full forensic audit. Ms. Dalmolin recapped the request for a special review of our bookkeeping by a third party, she and Megan will develop a scope of work, with the approval of the Chair, Vice Chair, and Interim CEO with an assigned schedule and to be brought back to the Board upon its completion. Director Vasquez agreed to a third-party review; he knows the FY2026 audit is coming. Ms. Dalmolin stated she would take that direction. Ms. Dalmolin stated the proposed action is a scope of work to be developed for a third party to conduct a review prior to the FY2026 Audit to be approved by the Chair, Vice Chair, and Interim CEO. Director Matthews made the motion for the proposed action. 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 Mathews	X	

7. FISCAL YEAR 2027 BUDGET

-Megan Coons, Finance Director

Staff recommends the Board of Directors adopt the Fiscal Year 2027 Budget with a total budget of $51,031,322, including operating expenditures of $16,819,613 and capital expenditures of $34,211,709.

Ms. Coons stated there is no new information. She reviewed PowerPoint slides related to revenues and expenditures; specifically operating and capital expenditures. She shared a pie chart of the Total FY2027 Budget as a quick reference. Director Matthews asked how last month's discussion regarding the repayment of the duplicate Federal Transit Administration (FTA) drawn downs was captured and if that will be showing up this next year. Ms. Coons

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

stated that those items will be closed out in the current fiscal year. Director Matthews made a motion to approve the FY2027 Budget 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 Mathews	X	

8. CHIEF EXECUTIVE OFFICER (CEO) TRANSITION DECISIONS

-Heather Dalmolin, CEO and General Manager and Kate Morley, Interim CEO

Staff recommend the Board 1) identify members of the hiring committee, 2) determine if the Board would like to pursue a retreat in combination with the recruitment, 3) approve the scope of work for a recruitment firm and direct staff to solicit bids, 4) approve the updated CEO Transition Plan.

Ms. Morley shared that there are four main questions for the Board today regarding the CEO and General Manager transition and she will go through each. She said the first thing is to determine the hiring committee; the choices are to work with the five-member Board or form a subcommittee of not more than two members. She noted a Board Retreat is recommended ahead of hiring a new CEO and it would be an off-budget expense estimated to cost $10,000. She suggested getting three bids for the CEO recruitment and shared the Scope of Work. She also asked that the Board approve the Transition Plan in its updated form; there are two timelines depending on the hiring committee decision.

Vice Chair Sweet recommended going through the four decisions one by one.

Identify Members of the Hiring Committee

Ms. Morley noted the hiring committee could be all five board members; align with Board meeting schedule, and ensure the whole Board is supportive or a subcommittee of no more than two members offers more flexibility, but more meetings for those two members and some risk to having members not supportive. Mr. Holcomb confirmed that all meetings, related to either option, would need to be public meetings. Director Vasquez asked who else would be part of the subcommittee as he did not think it would be just two Board members. Ms. Morley replied it would be two Board members to direct staff and the recruiting firm to direct the process, then the full Board would do interviews and select the candidate; they would move the process forward outside of Board meetings. Director Vasquez asked if it would speed up the process. Ms. Morley replied that it would speed up the process by about two months. Chair Maher stated he would be in favor of the subcommittee option if it does not negate weigh in of the other Board members. Ms. Morley noted that the Board can decide what they want to empower the subcommittee to be able to do. Chair Maher communicated that he was in favor

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

of the subcommittee model. Ms. Dalmolin noted that the subcommittee would guide the process, but all Board members would be involved in outcomes. Vice Chair Sweet stated that the Board is not in a huge hurry to meet a November timeline, so she is in favor of using regular Board meetings for all Board members to have an equal opportunity to participate in the process. Director Vasquez was leaning toward the subcommittee but changed his mind; he stated he is neutral. Director Matthews agrees with having all five Board members collectively move through the process, so they are all on the same page. She recommended a special meeting to kick off the process. Ms. Morley stated she accepted the Interim CEO position without an end date, and she is prepared to serve. Director Williams shared that with the upcoming recess in July, they should be prepared to hit the ground running in August. Vice Chair Sweet concluded that the five-member Board would be the hiring committee.

Conduct a Board Retreat

Vice Chair Sweet stated she is wondering if the retreat should be before or after hiring the new CEO; she would like to have bonding time with the new CEO. Director Matthews thought the idea was to look for alignment in the Board prior to the hire of a new CEO. Ms. Morley stated she would defer to Ms. Dalmolin. Ms. Dalmolin shared that regardless of her retirement, she would recommend the retreat run concurrently with the CEO search. Vice Chair Sweet stated she thinks a new CEO may want to run things differently. Director Williams noted that he felt after the hire is critical. He said the Board has done a lot of work but asked if this Board is ready for this process. He proposed maybe there is more than one retreat; but he definitely supports a retreat within the first 45 days with the new CEO. Vice Chair Sweet likes that idea of two retreats if the budget can be figured out. Director Matthews is in favor of carving out some time to develop expectations and Board alignment, and then meeting with the new CEO on vision, etc. Vice Chair Sweet thought a mini retreat and then a full retreat makes sense. Ms. Morley asked the Board not to approve the action and give direction.

Scope of Work for Recruitment

Ms. Morley reviewed the criteria for the proposed scope of work and then mentioned potentially adding a bullet point to consider the merging of Mountain Line and MetroPlan since other agencies have done this. She noted there is a model where the Metropolitan Planning Organization (MPO) runs the transit agency, but there are lots of impacts, risks, pros and cons, and if this step is inserted it will extend the process. Director Matthews felt it was a good idea to take a look and consider if there was a merger, what that would look like; good to do now versus 10-20 years down the road. Mr. Holcomb stated that Valley Metro in Phoenix has one CEO and operates both organizations. Ms. Dalmolin stated that is for transit and rail. Vice Chair Sweet stated she would like more information on a potential merger. Ms. Dalmolin suggested tabling this item until August. Director Matthews asked about training for staff and leaders. Ms. Morley replied that she will bring the team along for the permanent CEO.

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

Transition Plan

Ms. Morley recommended tabling this item due to the timeline proposed; consider final two parts together in August.

Ms. Dalmolin recapped Board decisions for items one and two were that the full Board would serve as the hiring committee for this position, and Ms. Dalmolin and Ms. Morley would work together on developing the governance retreat format, and the other two decisions would be tabled due to consideration of a potential merger with MetroPlan. Director Matthews made the motion per Ms. Dalmolin's recap. 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 Mathews	X	

9. REQUEST FOR STATEMENT OF QUALIFICATION (RSOQ) 2022-400 DOWNTOWN CONNECTION CENTER (DCC) CIVIL ENGINEERING CHANGE ORDER CIVIC SPACE TASK ORDER NO. 6

-Anne Dunno, Capital Project Manger

Staff recommend the Board of Directors approve Task Order No.6 in amount of $94,749 for 60% design of the civic space under Contract No. RSOQ 2022-400 for Ardurra. Additionally, authorize the CEO and General Manager to execute Task Order No. 6.

Ms. Dunno stated she is looking for Board approval of the RSOQ 2022-400 DCC Civil Engineering Change Order Civic Space Task Order No. 6. There were no questions. Director Matthews made a motion to approve Task Order No. 6 under Contract No. RSOQ 2022-400 and authorize the CEO and General Manager to execute Task Order No. 6 as recommended. 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 Mathews	X	

10. REQUEST FOR PROPOSAL (RFP) 2024-100 KASPAR MAINTENANCE FACILITY CHANGE ORDER NO. 2 FOR LUMEN RELOCATION DELAY

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

-Anne Dunno, Capital Development Manager
Staff recommend the Board of Directors approve Change Order No.2 to GMP No. 1 in amount of $205,656.08 for the Lumen Relocation Delay under Contract No. RFP 2024-100 for Kinney Construction. Additionally, authorize the CEO and General Manager to execute Change Order No. 2.

Ms. Dunno informed the Board that the Lumen line is on the side adjacent to the Pep Boys and it was identified in 2024. She said the AT&T line was discovered in late March 2026, which is a sublease causing the delay. She noted the teams continued to work collaboratively and the work was completed on May 19. She shared there was an 18-day working delay, April 28-May 22, which did require resequencing subs, etc. She stated that Mountain Line may pursue a claim for recovery of costs. Director Williams made a motion to approve Change Order No. 2 to Guaranteed Maximum Price (GMP) No. 1 under Contract No. RFP2024-100 and authorize the CEO and General Manager to execute the change order 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	
Jeronimo Vasquez	X	
Lori Mathews	X	

11. <u>REQUEST FOR PROPOSAL (RFP) 2024-100 KASPAR MAINTENANCE FACILITY CHANGE ORDER NO. 1 INFORMATION TECHNOLOGY (IT) DATA, SECURITY ACCESS AND CAMERAS</u>
-Anne Dunno, Capital Development Manager
Staff recommend the Board of Directors approve Change Order No.1 to GMP No. 1 in amount of $386,960.24 for IT Data, Security Access and Cameras under Contract No. RFP 2024-100 for Kinney Construction. Additionally, authorize the CEO and General Manager to execute Change Order No. 1.

Director Matthews asked if staff knew this was going to be an expense. Ms. Dunno stated with the Construction Manager at Risk (CMAR) process, the GMP was set about six months before the City approved the plans. She shared that this expense was in the tracking project budget and a placeholder under the master due to a lot of technical feedback and cabling in the overall budget forecasting of expenses for the project. Director Matthews made a motion to approve Change Order No. 1 to GMP No. 1 under Contract No. RFP2024-100 and authorize the CEO and General Manager to execute the contract documents as presented. Director Williams seconded. There was no discussion. All approved, none opposed. Motion carried.

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

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

12. REQUEST FOR PROPOSALS (RFP) 2024-130 PEDESTRIAN AND BIKE FIRST MILE LAST MILE (FMLM) CONSTRUCTION MANAGER AT RISK (CMAR) CHANGE ORDER

-Anne Dunno, Capital Development Manager

Staff recommend the Board of Directors approve Change Order No.1 to GMP No. 2 in amount of $98,863 for a curb bump out under RFP 2024-130 for Kinney Construction. Additionally, authorize the CEO and General Manager to execute Change Order No. 1.

Ms. Dunno shared that the GMP was set before the City approved the plans. Director Williams made a motion to approve the Pedestrian and Bike FMLM CMAR Change Order No. 1 to GMP No. 2 and authorize the CEO and General Manager to execute Change Order No. 1 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	
Jeronimo Vasquez	X	
Lori Matthews	X	

13. REQUEST FOR STATEMENT OF QUALIFICATION (RSOQ) 2025-130 BUS STOP DESIGN HUNTINGTON GRANT CHANGE ORDER

-Anne Dunno, Capital Development Manager

Staff recommend the Board of Directors approve Change Order No. 1 to Task Order No. 2 in amount of $22,800 for bus stop design under Contract No. RSOQ 2025-130 for Ardurra. Additionally, authorize the CEO and General Manager to execute Change Order No. 1.

Director Matthews made a motion to approve Change Order No. 1 to Task Order No. 2 under Contract RSOQ 2025-130 and authorize the CEO and General Manager to execute the documents as presented. Director Williams seconded. There was no discussion. All approved, none opposed. Motion carried.

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

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

14. REQUEST FOR PROPOSALS (RFP) 2026-170, FARE COLLECTION SYSTEM

-Jon Matthies, Information Technology Manager -pages 74-76

Staff recommend the Board of Directors award RFP 2026-170, Fare Collection System to Masabi in an amount not to exceed $409,687. Additionally, authorize the CEO and General Manager to execute the contract upon confirmation from Mountain Line legal that the documents are approved as prepared.

Mr. Matthies shared that the current system has been used for 14 years, and a mobile solution was added five years ago. He explained there have been hardware failures, inconsistent fare-capping, slow QR Code scanning, limited data access, inflexible reporting tools which add to increased costs and decreased staff productivity. He said the RFP was issued in February and we received nine submissions. He noted two in-person demonstrations were done and Masabi was selected as the best value. He shared that Masabi offers consistent fare-capping across all fare products, faster scanning to reduce dwell time at stops, an open loop payment system (credit card payment on board the bus), and they offer strong third-party integration with other apps we already use such as the Transit app. He noted many vendors are moving away from day pass sales on the bus. He reported that staff will need to do a robust rider education campaign. He stated implementation is anticipated in the fourth quarter of FY2027. Director Williams asked if costs have gone up from the previous system. Mr. Matthies stated it is an expensive start up, but the annual cost will be less. Director Williams asked if there are other efficiencies offered by the system. Mr. Matthies stated a lot of work will go into setting up, but it will be quicker at boarding, as well as better reporting and access to data. Vice Chair Sweet stated she is a little worried about not accepting cash. Mr. Matthies responded that there will be 22 locations to purchase a transit pass and pay cash or you can use your mobile device to pay. Ms. Dalmolin commented that it is a benefit to the rider, the system will automatically initiate the fare capping solution. Mr. Matthies stated the system can also track fare capping monthly as well. Director Matthews made a motion to approve RFP 2026-170 and authorize the CEO and General Manager to execute the contract documents 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	

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

15. RESOLUTION 2026-100: FY2027 PROCUREMENT RESOLUTION

-Megan Coons, Finance Director

Staff recommends the Board of Directors approve Resolution 2026-100: FY2027 Procurement Resolution to authorize the CEO and General Manager to 1) approve and award procurements and 2) execute contracts that support projects that are within the approved fiscal year budget, the 5-year capital improvement plan, the financial plan, and which may be related to the approved annual Collective Grant Resolution.

Ms. Coons reported that the FY2027 Procurement Resolution has been revised from the previous resolution content that was in place for several years. She noted the prior resolution had a broad reach assigning the CEO and General Manger authority to procure for items in the procurement list attached to the annual resolution, for items in the current adopted budget, for items in the financial plan with secured funds for a future year, and for procurements supported by the annual Grant Resolution. For full language of the proposed FY2027 Procurement Resolution, please see the document in the agenda packet. She summarized the proposed document assigns the CEO authority for renewal of previously awarded contracts in annual amount of $100,000 or higher, no-cost extensions of awarded contracts, change orders to contracts with aggregate sums for each project contract under $100,000 annually, and issuance of procurements. She reported that new contracts of $100,000 or higher shall require Board approval, CEO may present additional delegation resolutions for special projects as budgets are approved, regular communication will be provided to the Board related to projects and contracts under $100,000, and the Board may request any item to be brought to the Board for presentation and/or approval. Director Matthews stated that she does like to receive updates on change orders and being in the know before it happens. Ms. Coons noted the benefits of the Procurement Resolution facilitate effective and efficient Board meetings focused on Board engagement on policy and transit program planning, allows the CEO to complete routine approvals and administrative oversight for the agency, and creates opportunity to be nimble in decision making and moving projects forward. She presented a few alternatives. Director Matthews asked if change orders were greater than $100,000, would they come to the Board. Ms. Coons responded that some do and some don't', depending on how it is written in the project contract. Director Matthews stated she likes to see the change orders; it is helpful to have conversations and understand what is happening with projects. Mr. Holcomb stated the CEO only has authority as designated per the resolution or it would go to the Board; he explained how the procurement resolution interacts with the purchasing policy. There was a brief discussion to clarify the limiting language in the resolution. Director Matthews made a motion to approve the FY2027 Procurement Resolution, 2026-100 as recommended. Director Williams seconded. Director Williams asked if the language on the screen is crystal clear on the CEO's authority. Mr. Holcomb replied that it is. All approved, none opposed. Motion carried.

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

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

16. RESOLUTION 2026-200: FY2027 COLLECTIVE GRANT RESOLUTION

-Jacki Lenners, Deputy General Manager

Staff recommend the Board of Directors adopt Resolution 2026-200: FY2027 Collective Grant Resolution for federal and state transit grant applications and subsequent contract executions as necessary to support transit programs within the 5-year capital improvement plan and 10-year financial plan.

Ms. Lenners explained that the Grant Resolution is brought back to the Board each year for approval to apply and execute grants from the Federal Transit Administration (FTA) or the Arizona Department of Transportation (ADOT). She noted grants often have tight timelines which may become tighter in the future. She noted every application that is submitted is captured in various documents, including the budget, the financial plan, the MetroPlan Transportation Improvement Plan (TIP), the Capital Improvement Plan, etc. She stated that the one-year grant resolution authorizes staff to apply for grant opportunities without coming back to the Board for approval of each individual grant application. Director Williams made a motion to approve the grant resolution 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	

17. FREE FARE CONSIDERATION

-Heather Dalmolin, CEO and General Manager

Staff recommend the Board of Directors cease activities to explore how to make Mountain Line fare free until such time as 1) there is reauthorization of federal transit funding with no change to fare requirements and 2) a source of sustainable, long-term funding to replace fares is identified through community or partner efforts.

Ms. Dalmolin communicated that the recommendation is on the screen and it is a result of last month's discussion. She offered to answer any questions. Director Matthews made a motion to cease discussions of Free Fare per the recommendation. Director Williams seconded. There was no discussion. All approved, none opposed. Motion carried.

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

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

18. DELEGATIONS OF AUTHORITY

-Heather Higgins, Purchasing and Contracts Officer

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

Ms. Dalmolin stated that a lease agreement was signed with Coconino County Elections Department for use of the Mountain Line Ponderosa Room during the upcoming elections.

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.

19. LINE OF CREDIT RENEWAL FROM WESTERN ALLIANCE BANK FOR $1,000,000

-Megan Coons, Finance Director -pages 98-99

Staff recommends the Board of Directors authorize the CEO and General Manager, or designee, to activate a Western Alliance Bank credit line of up to $1,000,000 to provide cash flow assistance, if necessary, to meet cash flow commitments during FY2027.

20. PUBLIC COMMENT PROCESS UPDATE -pages 100-104

-Rhonda Cashman, Executive Assistant and Clerk of the Board

Staff recommend the Board of Directors approve the proposed update to the Public Comment Process.

Director Matthews made a motion to approve Consent Agenda items 19 and 20 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	

At approximately 9:40am, Director Matthews made a motion to move into executive session. Director Williams seconded. There was no discussion. All approved, none opposed. Motion carried.

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

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

The Board convened an executive session for the below item on the agenda at approximately 9:42am.

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 purposes:

1. Discussions or consultations with Mountain Line's legal counsel for legal advice and with legal counsel and designated representatives regarding the purchase, sale, or lease of real property. ARS 38-431.03(A)(3), (4) & (7).

The executive session ended at approximately 9:48am and the Board reconvened the public meeting at approximately 9:49am.

PROGRESS REPORTS:

21. FY2027 BOARD MEETING DATES
-Rhonda Cashman, Executive Assistant and Clerk of the Board

22. ANNUAL INFORMATION TECHNOLOGY REPORT
-Jon Matthies, Information Technology Manager

ITEMS TO / FROM CEO AND BOARD OF DIRECTORS:

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

Ms. Dalmolin recognized the May, June, and July milestone anniversaries.

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

Ms. Dalmolin shared the following highlights:

- May, June, and July anniversaries were recognized.

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

- Introduction of new staff: Marc Perla, Deputy General Manager of Operations, is in his second week and Sara Dechter, Planning Director, is in her third day.
- Upcoming events Mountain Line has or is participating in – the Route 66 Centennial event, the Pride in the Pines Parade, Mountain Line will provide shuttle service for the Fourth of July drone show, the Fourth of July Parade, and Primary Election Voting.
- New Operator and Supervisor training – some already have their Commercial Driver's License (CDL).
- Second Employee Engagement Survey is underway; there were recommendations to complete a second survey in follow-up. There will be a report to the Board in August.
- There is another delay with the Kaspar Maintenance project due to a water line. Staff are working with the City of Flagstaff to resolve the issue. The water line does affect other nearby properties. There were a couple questions. Ms. Dunno is not available to provide answers. There is a meeting tomorrow to discuss the problem further. She committed to sending the Board a follow-up email very soon.

Vice Chair Sweet asked about going back to our mid-morning two-hour time slot. All Board members agreed. Ms. Morley stated she will work on amending the CEO and Board of Directors' Roles and Expectations document accordingly to bring back in August for approval. Ms. Dalmolin clarified that it would be two hours, plus the half hour buffer requested previously, so 10am-12:30pm for the calendar invitations. She said Ms. Cashman would update the meeting invitations as soon as possible.

Vice Chair Sweet stated this will be Ms. Dalmolin's last official Board meeting as the CEO. Some Board members offered their recognition of her work and words of thanks. Ms. Dalmolin shared a few comments and stated she will be watching the great things ahead for Mountain Line.

SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS
August/September Working Agenda

The next Board meeting will be held on Wednesday, August 19, 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. August agenda items may include but not be limited to the Personnel Policy Manual Update, Bus Stop Construction Job Order for Service Changes, Operational Assessment Update, Delegation of Authority Updates, Quarterly Scorecard Report, HR Assessment Tool Update, Five Year Tech Plan, Workforce Housing Update, Annual Safety Report, Annual Fleet Maintenance Report, Annual Facilities Maintenance Report, and the Bus Stop Rehabilitation Report. The August 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.

25. ADJOURNMENT -Vice Chair Sweet adjourned the meeting at approximately 10:19am.

_____
Josh Maher, Chair of the Mountain Line Board of Directors

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

ATTEST:

_____

Rhonda Cashman, Executive Assistant and Clerk of the Board

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

Board of Directors Minutes for Monday, June 29, 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, June 29, 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, (Zoom);
Miranda Sweet, (Vice Chair), Vice Mayor, City of Flagstaff, (Zoom);
Jeronimo Vasquez, Board of Supervisors, Coconino County, (Zoom);
Lori Matthews, City Councilor, City of Flagstaff, (Phone)
**Three of our five Board member seats must be present to constitute a quorum.*
***The City of Flagstaff holds two seats.*

BOARD MEMBERS EXCUSED:
Tony Williams, Vice President of Student Services, CCC, designee

MOUNTAIN LINE STAFF IN ATTENDANCE:
Heather Dalmolin, CEO and General Manager;
Sara Dechter, Planning Director;
Anne Dunno, Capital Development Manager;
James Olson, IT Specialist, left at approximately 1:33pm and returned at approximately 1:41pm;
Rhonda Cashman, Executive Assistant and Clerk of the Board, left at approximately 1:33pm and returned at approximately 1:41pm;
Scott Holcomb, Mountain Line Attorney, (Zoom)

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

1. CALL TO ORDER -Chair Maher called the meeting to order at approximately 1:30pm.

2. ROLL CALL

At approximately 1:32pm, Vice Chair Sweet made a motion to go into executive session. Director Matthews seconded. There was no discussion. All approved, none opposed. Motion carried.

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

NAME	YES VOTE	NO VOTE
Josh Maher	X	
Miranda Sweet	X	
Jeronimo Vasquez	X	
Lori Matthews	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 1:33pm:

1. Discussions or consultations with Mountain Line's legal counsel for legal advice and with legal counsel and designated representatives regarding the Kaspar construction contract with Kinney. ARS 38-431.03(A)(3), and (4).

Following the conclusion of the Executive Session, the Board reconvened the public meeting at approximately 1:42pm.

DISCUSSION / ACTION ITEMS:

3. <u>REQUEST FOR PROPOSALS (RFP) 2024-100 KASPAR MAINTENANCE FACILITY CHANGE ORDER NO. 3 FOR WATERLINE RELOCATION COSTS AND CONSTRUCTION DELAY COSTS</u>

-Anne Dunno, Capital Development Manager

Staff recommend the Board of Directors authorize the Interim CEO and General Manager to execute Change Order No. 3 to GMP No. 1 in amount not to exceed $794,900 for the waterline relocation costs and associated construction delay costs under Contract No. RFP 2024-100 for Kinney Construction.

Vice Chair Sweet made a motion to approve the RFP 2024-100 Kaspar Maintenance Facility Change Order No. 3 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	
Jeronimo Vasquez	X	
Lori Matthews	X	

ITEMS TO / FROM THE CEO AND BOARD OF DIRECTORS:

<u>SCHEDULE FOR THE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS</u>

August/September Working Agenda

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

The next Board meeting will be held on Wednesday, August 19, 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. August agenda items may include but not be limited to the Personnel Policy Manual Update, Bus Stop Construction Job Order for Service Changes, Update CEO and Board of Directors Roles and Expectations, Third Party Review of Financials, MPO Merge Study, Transition Plan and Scope of Work, Mountain Express Future Service, Operational Assessment Update, Delegation of Authority Update, Quarterly Scorecard Report, Human Resources (HR) Assessment Tool Update, Five Year Tech Plan, Workforce Housing Update, Organizational Structure and Compensation Plan Financial Analysis, Annual Safety Report, Annual Fleet Maintenance Report, Annual Facilities Maintenance Report, and Bus Stop Rehabilitation Report. The August 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.

4. ADJOURNMENT -Chair Maher adjourned the meeting at approximately 1:44pm.

_____
Josh Maher, Chair of the Mountain Line Board of Directors

ATTEST:

_____
Rhonda Cashman, Executive Assistant and Clerk of the Board

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

DATE PREPARED: August 4, 2026

DATE: August 19, 2026

TO: Honorable Chair and Members of the Board

FROM: Jacki Lenners, Deputy General Manager

SUBJECT: Personnel Policy Manual Update

RECOMMENDATION:

Staff recommend the Board of Directors approve the Personnel Policy Manual updates at a policy level.

RELATED STRATEGIC PLAN SUCCESS OUTCOMES

- Employee Investment
- Financial Stability

BACKGROUND:

Mountain Line has a Board-adopted Personnel Policy Manual to help create a transparent workplace with applicable policies to be followed by all team members. The Manual is updated annually to align procedures and policies with current operational practices. Below is a summary of the proposed revisions to the Personnel Policy Manual for FY2027:

- **Compensation and overtime:** Clarifies that overtime for non-exempt employees is paid at one and one-half times the regular hourly rate for hours worked over forty in the established workweek, removes double-time language, and confirms that paid leave and other paid absences do not count as hours worked for overtime calculations.
- **Benefits and employee support programs:** Updates benefit references, including the life insurance policy amount and Employee Assistance Program visit language, and reflects changes to retiree benefit availability and administration.
- **Attendance:** Revises call-in and notice expectations, including specific requirements for transit operators, trainees, and other employees, and clarifies manager notification responsibilities.
- **On-call and standby duty:** Updates who may dispatch or call employees to work, broadening references from specific job titles to current operational groups such as Operations Management, Maintenance positions, and the Executive Team.
- **Training and administration:** Updates references from individual HR titles to the Human Resources Department and modernizes administrative language throughout the manual.
- **Technology, security, and artificial intelligence:** Adds or updates requirements related to IT approval, artificial intelligence use, password standards, multi-factor authentication, device security, encryption, portable computers, internet forum use, and protection of Mountain Line systems and information.
- **Operational procedures:** Removes outdated radio 10-code language and updates other operational references to better reflect current practices.
- **Private Vehicle Use:** Clarifies that if an employee needs a vehicle for business purposes, they must

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

use a Mountain Line-owned vehicle. Only if a Mountain Line-owned vehicle is not available will they be reimbursed for mileage for using a private vehicle.

- **Annual Reviews:** Updates the timeframe when Annual Reviews are conducted from the anniversary date to July-August of each year.

FISCAL IMPACT:

There is no direct fiscal impact to updating Mountain Line's Personnel Policy Manual, outside of the positive impact of changing the overtime policy from double time to time and a half.

ALTERNATIVES:

1) Staff recommend the Board approve the Personnel Policy Manual update and authorize Staff to implement the manual as amended **(recommended):** Approving the update will allow Staff to roll the reviewed Policy out to staff and implement the necessary policies.

2) Do not approve the Personnel Policy Manual update **(not recommended):** The Board could direct Staff to make additional updates.

SUBMITTED BY:

Jacki Lenners
Jacki Lenners
Deputy General Manager

APPROVED:

Kate Morley
Kate Morley
Interim CEO and General Manager

ATTACHMENTS:

1. Personnel Policy Manual -separate attachment

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

DATE PREPARED: July 25, 2026

DATE: August 19, 2026

TO: Honorable Chair and Members of the Board

FROM: Kate Morley, Interim CEO and General Manager

SUBJECT: Mountain Line MetroPlan Merger

RECOMMENDATION:

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

RELATED STRATEGIC PLAN SUCCESS OUTCOMES

- Financial Stability
- Community Value

BACKGROUND:

At the June 2026 Board meeting, several Board members indicated that they would like to understand what a merger with MetroPlan, the Flagstaff Metropolitan Planning Organization, could look like. Because the Interim CEO and General Manager also currently serves as the MetroPlan Executive Director, there is, at minimum, a perceived conflict of interest in making a recommendation on this topic. Therefore, Mountain Line has hired Steve Hamelin with Transit Leadership Consulting to research this topic and present findings to the Board.

FISCAL IMPACT:

Transit Leadership Consulting conducted this work for less than $10,000 within the FY2027 budget. If the Board wishes to explore this topic further, the expense would likely be off budget.

ALTERNATIVES:

None. This item is for discussion only.

SUBMITTED BY:
Kate Morley
Kate Morley
Interim CEO and General Manager

ATTACHMENTS: None.

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

DATE PREPARED: July 25, 2026

DATE: August 19, 2026

TO: Honorable Chair and Members of the Board

FROM: Kate Morley, Interim CEO and General Manager

SUBJECT: Chief Executive Officer (CEO) Recruitment Scope of Work

RECOMMENDATION:

Staff recommend the Board approve the CEO Recruitment Scope of Work.

RELATED STRATEGIC PLAN SUCCESS OUTCOMES

- Financial Stability
- Community Value

BACKGROUND:

The Board has indicated that they would like to conduct a national search for a new CEO and General Manager and would like to see several proposals from firms to deliver recruiting services. The first step in the recruitment process is to develop a scope of work. Once approved, staff will seek responses and bring the proposal back to the Board for selection.

FISCAL IMPACT:

It is expected that a recruitment firm will cost up to 35% of the negotiated CEO wage. These expenses are not budgeted but are key to the success of Mountain Line in recruiting a new CEO in the coming months.

ALTERNATIVES:

1) CEO Recruitment Scope of Work **(recommended):** The action will allow staff to solicit firms to conduct the recruitment and bring responses back to the Board for section at a future meeting.

2) Do not approve CEO Recruitment Scope of Work **(not recommended):** The Board could provide staff with direction on the recruitment process.

SUBMITTED BY:

Kate Morley
Kate Morley
Interim CEO and General Manager

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

ATTACHMENTS:

1. CEO Recruitment Scope of Work -page 28

CEO and General Manager Executive Recruitment Scope of Work

Purpose

To facilitate a smooth, proactive, and opportunity-focused leadership transition to a new CEO and General Manager.

Approach:

- Conduct a critical assessment of organizational needs, skill sets, experiences and management style required for success.
- Develop job description and salary range.
- Engage the Board, partner leadership, and Mountain Line staff team in the recruitment and selection process.
- Rely on leadership from the Chair and Vice Chair of the Board of Directors to refine the process, initiate the effort, and see the process through to timely completion.
- Provide transition training to Mountain Line's Executive Leaders and Leadership Team so they can engage in and embrace the opportunity.
- Develop and execute a basic communication plan for staff, partners, and interested members of the community.
- Manage the recruitment and hiring process for the CEO & General Manager from the initial assessment through the signing of a CEO contract by all parties.

Timeframe:

- September 2026: Contract awarded.
- October 2026:
    - Conduct critical assessment of organizational needs.
    - Articulate and document qualities needed in the CEO role.
- November 2026: Work session with Board of Directors.
- January 2026: Present updated job description to the Board for approval.
- January 2026: Present recruitment material to the Board for approval.
- January 2027- February 2027: Conduct recruitment for 60 days.
- March- April 2027: Screen applicants, conduct interviews, and select finalists.
- May 2027: Make offer, negotiate contract, and schedule start date.

Terms:

- It is anticipated that this is a flat fee award to include all costs for recruitment and placement.
- It is expected that recruitment and placement be guaranteed for one year.

DRAFT

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

DATE PREPARED: July 25, 2026

DATE: August 19, 2026

TO: Honorable Chair and Members of the Board

FROM: Kate Morley, Interim CEO and General Manager

SUBJECT: Expectations and Roles of the CEO and the Board of Directors

RECOMMENDATION:

Staff recommend the Board amend the Expectations and Roles of the CEO and the Board of Directors.

RELATED STRATEGIC PLAN SUCCESS OUTCOMES

- Financial Stability
- Community Value

BACKGROUND:

In May 2026, the Board adopted the Expectations and Roles of the CEO and the Board of Directors document, which is designed to clarify expectations and define roles in improving communication and information sharing between the CEO and Board of Directors of Mountain Line.

At the June 2026 Board meeting, several Board members suggested the document be amended to remove the requirements associated with scheduling 4 hours for Board meetings on calendars. Staff have made the suggested changes in the redlined document and also reviewed the document for other changes that are either outdated, covered elsewhere, or, since adoption, have provided challenges to meet. None of the changes are intended to imply there will be lower standards around communicating issues of importance in a timely fashion to the Board or partners.

FISCAL IMPACT:

There is no direct impact. The cumulative changes to administrative processes continue to ensure the Board and partners are adequately and timely informed of the financial status of Mountain Line activities.

ALTERNATIVES:

1) Staff recommend the Board amend the Expectations and Roles of the CEO and the Board of Directors (**recommended):** This action will streamline administrative burden while ensuring strong communication and reporting.
2) Do not approve the amend the Expectations and Roles of the CEO and the Board of Directors **(not recommended):** The Board could direct staff to make additional changes and return at a future meeting.

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

SUBMITTED BY:

Kate Morley
Kate Morley
Interim CEO and General Manager

ATTACHMENTS:

1. Expectations and Roles of the CEO and the Board of Directors – redlines -pages 31-35

Expectations and Roles of the CEO and the Board of Directors

~~To be~~ Adopted: May 21, 2026

Amended, August 19, 2026

This plan is designed to clarify expectations and define roles in improving communication and information sharing between the CEO and Board of Directors of Mountain Line. In collaboration, the CEO and Board determined in a meeting on March 26, 2026, that developing and adopting this plan facilitates forward focus on the commitments needed to ensure Mountain Line's success by both the CEO and the Board of Directors.

~~1.~~ Timely completion and filing of Financial Audit Reports aligned with federal filing dates and further restricted by partner agreements. : ~~The FY2024 Financial Audit was not completed on time, and it was filed more than 9 months late. It is agreed that the audit is crucial to Mountain Line's success and timely completion ensures that financial issues are addressed timely with corrective action implemented to support future decisions and audits. It is expected that the CEO will ensure the audit is completed annually by the deadline as captured in the Amended IGA, no later than December 15 of each year. The CEO is committed to submitting monthly updates on the Audit schedule to the Board of Directors and Mountain Line's financial partners.~~

~~The audit prep schedule is attached to this plan.~~

~~2.~~1. Proactive and consistent communication on key issues: The CEO is responsible for timely reporting to the Board of Directors and Mountain Line's financial partners information on key issues, including financial updates, grant status, cash flow concerns, and compliance matters in a timely fashion. ~~Regular u~~Updates, issues or concerns related to any of the above items will be provided to the Board of Directors ~~and Mountain Line's financial partners in a quarterly report to the Board by the 15th of the month following the end of each quarter~~ at regularly established meetings. It is the responsibility of the Board of Directors to provide timely review of the report and request additional information as needed or to request when items require an executive session or to be discussed at a regular meeting.

~~The draft of the quarterly report is attached to this plan, demonstrating report areas to be included.~~

~~3.~~2. Timely, clear, and comprehensive responses to Board inquiries: The CEO is responsible for ensuring inquiries of the Board are acknowledged and fully understood by staff so that responses are made timely with clear and comprehensive information. This includes inquiries made of the Board during meetings, including requests issued during presentations and discussions. The CEO will summarize pending inquiries and action items at the conclusion of the meeting. It is the responsibility of the Board of Directors~~ions~~ to provide restated inquiries that might have been missed during meetings and to provide timely clarification on inquiries as needed in order for staff to respond.

~~4.~~3. Distribution of materials for Board Meetings and Executive Sessions: Mountain Line has an adopted Board Packet Procedure that requires the agenda, staff reports, and attachments be provided to the Board at least one week before the regularly scheduled meetings. The CEO is responsible for ensuring the completeness of the packets and for communicating with the Chair and Vice Chair when an exception to this procedure is needed. The Chair and Vice Chair will provide timely review and collaborate with the CEO to approve the exception or schedule a second or special meeting in the same period so that information can be sent to the Board of Directors in accordance with this procedure. The Board of Directors is responsible for timely review of the Board packet information and ensuring the recommendation of staff is understood fully the before taking action.

The Board Packet Procedure is attached as reference.

~~5.~~4. Board meetings will be scheduled in accordance with Arizona public meeting requirements and scheduled with enough time necessary for discussion and decision-making: The CEO is responsible for scheduling meetings and posting agendas for the public in accordance with public meeting requirements. The CEO will ensure meeting start time is published and set in the electronic meeting invitation as sent to the Board of Directors by the Clerk of the Board. The Board of Directors is responsible for prioritizing time and attendance to support the regular meetings of the Board as well as any called special meetings and executive sessions. Board members will provide timely review of the agenda packet and advise the CEO of schedule or time commitment conflicts that may prevent the ability to complete meetings.

Mountain Line meetings do not have posted end times however the electronic meeting invitation does include an anticipated end time in the interest of assisting

Board members with meeting other requirements of their time and roles~~. In order to address the underlying concern that enough time is not considered in setting the meeting times and to allow for adequate discussion, the electronic invitations for regularly reoccurring meeting will be expanded to be 4 hours in duration and special sessions or executive sessions automatically be set for 2 hours in duration.~~ It is the responsibility of the CEO to ensure staff are effective in presentations and efficient with time use. It is the responsibility of the Board of Directors to assist the CEO and staff with timely discussion by sending in advance of the scheduled meeting any questions they wish to be addressed and to clarify information shared in the staff report to facilitate timely discussion in Board meetings on the recommendation and or presentation.

~~6.~~5. Incorporate a recurring "To/From" communication item into the monthly Board agenda to enhance transparency and information flow: The CEO and General Manager will ensure a reoccurring 'To/From' communication item is placed on all agendas and specifically called out in the meeting. The CEO will use this time to summarize pending inquiries (see #3 above) and additionally is responsible for seeking from the Board of Directors updates or items not previously recognized for future agenda. The Board of Directors is responsible for identifying follow-up items to be addressed by the CEO and staff as well as asking for future agenda items.

~~7.~~6. Strong and consistent oversight of staff, including clear protocols for addressing performance or conduct issues: The CEO is responsible for staff oversight. This includes ensuring staff receive timely feedback, coaching and~~/~~or discipline as necessary to improve performance, setting clear deadlines and defined improvement plans as triggered by failure to correct performance concerns, and additional actions to remove failing staff from their role as directed by Mountain Line policies.

The CEO will ensure timely communication to the Board of Directors on employee performance that results in a risk to reputation, that threatens agency funding, or that creates a liability concern. ~~Regular staffing updates will be provided to the Board of Directors in a quarterly report to the Board by the 15th of the month following the end of each quarter. The Board of Directors will provide timely review and communicate to the CEO when additional information is needed.~~

Mountain Line Policies Section 5 regarding performance and discipline are attached.

~~8.~~7. Regular presence and availability in the office to support staff and provide program oversight: The CEO is responsible for staff oversight and performance and presence in the office is a significant measure of success. Additionally, the CEO is crucial to community relationships and needs to be regularly accessible to the Board. The CEO is responsible for demonstrating a balanced schedule and working with the Chair and Vice Chair to schedule time out of the office for work related events, time off, and remote work (when desired or needed). The CEO will provide timely notice to the Chair and Vice Chair regarding schedule needs and changes, in accordance with Mountain Line policies.

~~9.~~8. Work-related travel schedule to be set and submitted annually for review and approval: The CEO is responsible for developing a schedule of anticipated travel and expenses as part of the annual budget setting process. At all times and in all iterations of the financial software and accounting system, the CEO travel budget will be easily identified for both budget approval and expense monitoring. Additionally, the CEO will submit the schedule to the Chair and Vice Chair for review and approval before expenses are incurred and the schedule will be used by the Finance Director to review and approve travel claims along with Mountain Line policies. Any additional travel needs will be reviewed as needed before costs are incurred throughout the year and written approval will be attached to any claims. The Chair and Vice Chair are responsible for timely review of the schedule and for seeking clarification as needed.

~~The CEO will include a travel report that summarizes benefits of participation and identify successful meetings/interactions, with the quarterly report to the Board of Directors by the 15th of the month following the end of each quarter. The Board of Directors will provide timely review and communicate to the CEO when additional information is needed.~~

~~10.~~9. Monthly meetings with the Chair and Vice Chair to include a report on financial oversight and organizational performance: The CEO will schedule a monthly meeting with the Chair and Vice Chair to review the prior month financial reports and organizational performance. The Chair and Vice Chair will prioritize this meeting and make themselves available for discussion and feedback on shared information. The meetings will be in person and be set for at least one hour monthly. The CEO is responsible for extending meeting times as needed.

~~11.~~10. Establish regular coordination with Partner finance teams to review financial reports, including cash flow and status of grant fundings, to strengthen fiscal alignment: The CEO is responsible for establishing a reoccurring meeting, if desired by the partner agency, to include the CEO, Mountain Line's Finance Director, and parter finance team members as identified by the partner. The frequency of the meeting will be as agreed as necessary by the partner. ~~The Finance Director will establish agendas and review material with the CEO. The packet will be made available to the Board of Directors upon request, and the meeting summary will be included in the quarterly report to the Board of Directors by the 15th of the month following the end of each quarter. The Board of Directors will provide timely review and communicate to the CEO when additional information is needed~~.

This plan will guide actions and communication of the CEO and the Board of Directors. This document is hereby formally adopted by the Board of Directors and acknowledged and agreed to by the CEO.

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

DATE PREPARED: August 5, 2026

DATE: August 19, 2026

TO: Honorable Chair and Members of the Board

FROM: Megan Coons, Finance Director

SUBJECT: FY2026 Financial Update

RECOMMENDATION:

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

RELATED STRATEGIC PLAN SUCCESS OUTCOMES

- Financial Stability

BACKGROUND:

In May 2026, the Board adopted the Expectations and Roles of the CEO and the Board of Directors document, requiring timely reporting to the Board of Directors on key issues, including financial updates, grant status, cash flow concerns, and compliance matters in a timely fashion. Updates are to be provided to the Board by the 15th of the month following the end of each quarter. This presentation is to review preliminary year-end FY2026 revenue and expenditure totals, including budget to actual variances.

FISCAL IMPACT:

No fiscal impact. Discussion item only.

ALTERNATIVES:

No action is recommended; however, the Board may provide direction to staff.

SUBMITTED BY:

Megan Coons

Megan Coons
Finance Director

APPROVED BY:

Kate Morley

Kate Morley
Interim CEO and General Manager

ATTACHMENTS:

1. FY2026 Budget to Actual Summary -pages 37-45

Mountain Line FY2026 Budget to Actual Overview

Mountain Line's available financial resources serve as the foundation for setting spending limits and priorities in the budget. It ensures that all planned expenditures have corresponding funding sources. Some financial resources may be restricted to specific uses. For example, Federal grant awards may only be spent on designated projects or operating programs.

Summary of Operating Financial Resources

	FY2026 Operating Budget	FY2026 Actuals	FY2026 Variance
Fares	$ 1,006,316	$ 885,554	$ (120,762)
City of Flagstaff	$ 7,642,552	$ 7,642,552	$ -
Coconino County	$ 32,025	$ 23,913	$ (8,112)
Northern Arizona University	$ 642,429	$ 642,429	$ -
Other Local	$ 130,000	$ 135,840	$ 5,840
Total Local Sources	**$ 9,453,322**	**$ 9,330,288**	**$ (123,034)**
Federal Transit Administration	$ 4,400,508	$ 5,969,252	$ 1,568,744
ADOT Federal Pass Through	$ 353,062	$ 789,204	$ 436,142
Total Federal Sources	**$ 4,753,570**	**$ 6,758,456**	**$ 2,004,886**
Total Operating Revenues	**$ 14,206,892**	**$ 16,088,744**	**$ 1,881,852**

Summary of Capital Financial Resources

	FY2026 Capital Budget	FY2026 Actuals	FY2026 Variance
City of Flagstaff	$ 7,917,626	$ 2,111,253	$ (5,806,373)
Other Local	$ 3,287,142	$ 7,319	$ (3,279,823)
Total Local Sources	**$ 11,204,768**	**$ 2,118,572**	**$ (9,086,196)**
Federal Transit Administration	$ 31,714,869	$ 8,731,767	$ (22,983,102)
Federal/Other	$ 3,000,000	$ 131,224	$ (2,868,776)
Total Federal Sources	**$ 34,714,869**	**$ 8,862,991**	**$ (25,851,878)**
Total Capital Revenues	**$ 45,919,637**	**$ 10,981,562**	**$ (34,938,075)**

Mountain Line's operating programs include the services and functions the agency is obligated to perform by intergovernmental agreements, local service contracts, or as required by Department of Transportation and Federal Transit Administration statutes. A cost allocation has been prepared to ensure only those costs utilized by or benefitting each program are charged to the program.

Salaries & Benefits Expenditures by Program

	Program	FY2026 Salaries & Benefits Budget	FY2026 Actuals	FY2026 Variance
Fixed Route	**100**	$ 8,794,435	$ 10,194,675	$ (1,400,240)
Paratransit	**210**	$ 527,576	$ 836,454	$ (308,878)
City Taxi	**240**	$ 35,048	$ 40,947	$ (5,899)
Planning	**300**	$ 149,506	$ 158,001	$ (8,495)
Mobility Management	**310**	$ 130,621	$ 91,423	$ 39,198
Vanpool	**320**	$ 14,987	$ 23,398	$ (8,411)
Total All Programs		**$ 9,652,173**	**$ 11,344,900**	**$ (1,692,727)**

Operations & Maintenance Expenditures by Program

	Program	FY2026 Operations & Maintenance Budget	FY2026 Actuals	FY2026 Variance
Fixed Route	**100**	$ 3,988,563	$ 4,058,053	$ (69,490)
Paratransit	**210**	$ 344,246	$ 298,209	$ 46,037
County Taxi	**230**	$ 15,025	$ 15,245	$ (220)
City Taxi	**240**	$ 85,115	$ 82,186	$ 2,929
Planning	**300**	$ -	$ 2,726	$ (2,726)
Mobility Management	**310**	$ 29,220	$ 35,911	$ (6,691)
Vanpool	**320**	$ 92,550	$ 77,809	$ 14,741
Total All Programs		**$ 4,554,719**	**$ 4,570,141**	**$ (15,422)**

Mountain Line's costs have been allocated acknowledging the utilization of administration and support services (indirect) may vary by operating program. Indirect costs are allocated to operating programs based on the number of service hours each transit program performs.

Summary of Indirect and Direct Costs

	FY2026 Budget	FY2026 Actuals	FY2026 Variance
Indirect Salaries and Benefits	$ 998,423	$ 1,097,262	$ (98,839)
Indirect Overhead Expenses	$ 922,110	$ 1,006,074	$ (83,964)
Total Indirect Expeditures	**$ 1,920,533**	**$ 2,103,336**	**$ (182,803)**
Direct Wages and Benefits	$ 8,653,750	$ 10,247,638	$ (1,593,888)
Direct Operating Expenses	$ 3,632,609	$ 3,564,067	$ 68,542
Total Direct Expenditures	**$ 12,286,359**	**$ 13,811,704**	**$ (1,525,345)**
Total Operating Expenditures	**$ 14,206,892**	**$ 15,915,040**	**$ (1,708,149)**

Mountain Line develops a Capital Improvement Plan as part of a multi-year financial plan. Consideration of current and future capital needs helps guide prioritization of projects, as well as planning for any financial resources necessary to fund them.

Summary of Capital Expenditures

	FY2026 Capital Budget	FY2026 Actuals	FY2026 Variance
Planning, Admin, Special Projects	$ 574,000	$ 823,500	$ (249,500)
Asset Mgmt, Fare System	$ 550,000	$ -	$ 550,000
Vehicles, Charging, Rehabilitation	$ 3,550,619	$ 794,271	$ 2,756,348
Kaspar Facility Expansion and Repair	$ 28,109,793	$ 6,366,646	$ 21,743,147
Downtown Connection Center	$ 3,330,000	$ 1,994,948	$ 1,335,052
New Bus Stops and Rehabilitation	$ 3,593,266	$ 509,837	$ 3,083,429
City of Flagstaff Bike & Ped Projects	$ 6,211,959	$ 2,477,593	$ 3,734,366
Total All Projects	**$ 45,919,637**	**$ 12,966,796**	**$ 32,952,841**

Mountain Line - FY 2026 Budget

	Accounts	FY2026 Budget	FY2026 Actuals	Variance	Division	Program
Expenditures						
Indirect Management Salaries and Benefits						
Indirect Salaries		**$ 750,662**	**$ 836,909**	**$ (86,247)**		
Indirect Benefits		**$ 247,761**	**$ 260,353**	**$ (12,592)**		
Indirect Management Salaries & Benefits Total		**$ 998,423**	**$ 1,097,262**	**$ (98,839)**		
Direct Operations Wages and Benefits						
Direct Wages		**$ 6,296,100**	**$ 7,711,396**	**$ (1,415,296)**		
Direct Benefits		**$ 2,357,650**	**$ 2,536,242**	**$ (178,592)**		
Direct Wages and Benefits Total		**$ 8,653,750**	**$ 10,247,638**	**$ (1,593,888)**		
Indirect Overhead Expenses						
Insurance - Liability	**61001**	$ 281,686	$ 291,115	$ (9,429)	Workforce & Risk Management	Fixed Route
Insurance - Liability	**61001**	$ 27,859	$ 27,290	$ 569	Workforce & Risk Management	Paratransit
Board Expenses	**61002**	$ 2,738	$ 3,694	$ (956)	Administration	Fixed Route
Board Expenses	**61002**	$ 263	$ 183	$ 80	Administration	Paratransit
Utility - Facilities - Electricity (Non-Vehicle)	**61004**	$ 100,758	$ 79,577	$ 21,181	Facilities	Fixed Route
Utility - Facilities - Electricity (Non-Vehicle)	**61004**	$ 9,891	$ 7,711	$ 2,180	Facilities	Paratransit
Utility - Mobile Phone Service & Equipment - Indirect	**61005**	$ 7,622	$ 5,255	$ 2,367	Information Technology	Fixed Route
Utility - Mobile Phone Service & Equipment - Indirect	**61005**	$ 731	$ 460	$ 271	Information Technology	Paratransit
Utility - Mobile Phone Service & Equipment - Indirect	**61005**	$ -	$ 22	$ (22)	Information Technology	Vanpool
Utility - Facilities - Natural Gas	**61006**	$ 15,098	$ 11,287	$ 3,811	Facilities	Fixed Route
Utility - Facilities - Natural Gas	**61006**	$ 1,449	$ 1,163	$ 286	Facilities	Paratransit
Utility - Telephone/Internet Service	**61007**	$ 43,134	$ 24,314	$ 18,820	Information Technology	Fixed Route
Utility - Telephone/Internet Service	**61007**	$ 4,140	$ 2,714	$ 1,426	Information Technology	Paratransit
Utility - Telephone/Internet Service	**61007**	$ -	$ 52	$ (52)	Information Technology	Planning
Utility - Facilities - Water Sewer Wastewater	**61008**	$ 36,710	$ 22,317	$ 14,393	Facilities	Fixed Route
Utility - Facilities - Water Sewer Wastewater	**61008**	$ 3,631	$ 1,898	$ 1,733	Facilities	Paratransit
Professional Services - Human Resources	**61009**	$ 60,537	$ 91,265	$ (30,728)	Workforce & Risk Management	Fixed Route
Professional Services - Human Resources	**61009**	$ 5,863	$ 6,257	$ (394)	Workforce & Risk Management	Paratransit
Professional Services - Legal	**61010**	$ 69,888	$ 109,770	$ (39,882)	Administration	Fixed Route
Professional Services - Legal	**61010**	$ 6,912	$ 10,215	$ (3,303)	Administration	Paratransit
Professional Services - Information Technology	**61011**	$ 3,467	$ 29,156	$ (25,689)	Information Technology	Fixed Route
Professional Services - Information Technology	**61011**	$ 333	$ 2,481	$ (2,148)	Information Technology	Paratransit
Professional Services - Finance	**61012**	$ -	$ 41,232	$ (41,232)	Administration	Fixed Route
Professional Services - Finance	**61012**	$ -	$ 4,078	$ (4,078)	Administration	Paratransit
Professional Services - Audit Services	**61014**	$ 22,750	$ 59,413	$ (36,663)	Administration	Fixed Route
Professional Services - Audit Services	**61014**	$ 2,250	$ 4,895	$ (2,645)	Administration	Paratransit
Computer Replacement	**61015**	$ 29,120	$ 15,430	$ 13,690	Information Technology	Fixed Route

	Accounts	FY2026 Budget	FY2026 Actuals	Variance	Division	Program
Computer Replacement	**61015**	$ 2,880	$ 1,526	$ 1,354	Information Technology	Paratransit
Professional Services - Legislative Liaison	**61016**	$ 178,800	$ 146,253	$ 32,547	Administration	Fixed Route
Wellness Incentives	**61017**	$ 3,285	$ 4,526	$ (1,241)	Administration	Fixed Route
Wellness Incentives	**61017**	$ 315	$ 525	$ (210)	Administration	Paratransit
Indirect Overhead Expenses Total		**$ 922,110**	**$ 1,006,074**	**$ (83,964)**		
Direct Operating Expenses						
10002 - Administrative						
Food & Beverage	**62001**	$ 2,737	$ 4,555	$ (1,818)	Administration	Fixed Route
Food & Beverage	**62001**	$ 263	$ 421	$ (158)	Administration	Paratransit
Memberships - Mountain Line Agency	**62002**	$ 31,935	$ 66,630	$ (34,695)	Administration	Fixed Route
Memberships - Mountain Line Agency	**62002**	$ 3,065	$ 7,031	$ (3,966)	Administration	Paratransit
Fees - Banking	**62011**	$ 15,000	$ 36,012	$ (21,012)	Administration	Fixed Route
Supplies - Office	**62014**	$ 11,223	$ 16,351	$ (5,128)	Administration	Fixed Route
Supplies - Office	**62014**	$ 1,077	$ 1,613	$ (536)	Administration	Paratransit
Printing	**62017**	$ -	$ 5,997	$ (5,997)	Administration	Fixed Route
Printing	**62017**	$ -	$ 20	$ (20)	Administration	Paratransit
Fees - Postage	**62016**	$ 1,755	$ 5,296	$ (3,541)	Administration	Fixed Route
Fees - Postage	**62016**	$ 168	$ 1,252	$ (1,084)	Administration	Paratransit
Fees - Postage	**62016**	$ 115	$ 56	$ 59	Administration	City Taxi
Fees - Postage	**62016**	$ 25	$ 5	$ 20	Administration	County Taxi
Temporary Staffing Services	**62028**	$ -	$ 9,620	$ (9,620)	Administration	Fixed Route
Miscellaneous	**62032**	$ -	$ 4,294	$ (4,294)	Administration	Fixed Route
Advertising - Legal Notices	**62036**	$ 4,000	$ 3,229	$ 771	Administration	Fixed Route
Memberships - Individual Professional-Trade Association	**62033**	$ 1,343	$ 843	$ 500	Administration	Fixed Route
Memberships - Individual Professional-Trade Association	**62033**	$ 129	$ 106	$ 23	Administration	Paratransit
Weather Lodging	**64001**	$ -	$ 75	$ (75)	Administration	Fixed Route
Administrative Total		**$ 72,835**	**$ 163,406**	**$ (90,571)**		
10003 - Facilities						
Contracted Services - Janitorial	**62007**	$ 130,570	$ 73,671	$ 56,899	Facilities	Fixed Route
Contracted Services - Janitorial	**62007**	$ 12,532	$ 6,675	$ 5,857	Facilities	Paratransit
Printing - Facilites-Signage	**62034**	$ 3,000	$ 666	$ 2,334	Facilities	Fixed Route
Maintenance - Buildings & Grounds	**62021**	$ 112,337	$ 57,017	$ 55,320	Facilities	Fixed Route
Maintenance - Buildings & Grounds	**62021**	$ 7,025	$ 4,723	$ 2,302	Facilities	Paratransit
Temporary Staffing Services - Facilities	**62028**	$ 20,093	$ 4,101	$ 15,992	Facilities	Fixed Route
Temporary Staffing Services - Facilities	**62028**	$ 1,929	$ 406	$ 1,523	Facilities	Paratransit
Facilities Equipment - Fuel & Tax	**64032**	$ 6,787	$ -	$ 6,787	Facilities	Fixed Route
Facilities - Misc. Supplies	**64011**	$ 4,865	$ 2,130	$ 2,735	Facilities	Fixed Route
Facilities - Misc. Supplies	**64011**	$ 467	$ 181	$ 286	Facilities	Paratransit
Uniforms	**64013**	$ 4,792	$ 640	$ 4,152	Facilities	Fixed Route
Facilites - Janitorial Supplies	**64018**	$ 6,112	$ 6,402	$ (290)	Facilities	Fixed Route

	Accounts	FY2026 Budget	FY2026 Actuals	Variance	Division	Program
Facilites - Janitorial Supplies	**64018**	$ 587	$ 633	$ (46)	Facilities	Paratransit
Software & Hardware Maintenance	**64021**	$ -	$ 19,595	$ (19,595)	Facilities	Fixed Route
Software & Hardware Maintenance	**64021**	$ -	$ 1,938	$ (1,938)	Facilities	Paratransit
Communication - Cell/Radio	**64022**	$ 900	$ 2,119	$ (1,219)	Facilities	Fixed Route
Facilities - Building Management Systems	**64023**	$ 7,258	$ 5,629	$ 1,629	Facilities	Fixed Route
Facilities - Building Management Systems	**64023**	$ 557	$ 367	$ 190	Facilities	Paratransit
Facilities - Bus Stop Maintenance	**64024**	$ 24,242	$ 14,070	$ 10,172	Facilities	Fixed Route
Facilities Total		**$ 344,053**	**$ 200,963**	**$ 143,090**		
10004 - Vehicle Maintenance						
Revenue Vehicle - Electricity	**63001**	$ 71,752	$ 51,804	$ 19,948	Vehicle Maintenance	Fixed Route
Revenue Vehicle - Tax on Gas & Oil	**63002**	$ 95,609	$ 47,646	$ 47,963	Vehicle Maintenance	Fixed Route
Revenue Vehicle - Tax on Gas & Oil	**63002**	$ 9,456	$ 6,025	$ 3,431	Vehicle Maintenance	Paratransit
Revenue Vehicle - Oil & Other Fluids	**63003**	$ 25,990	$ 27,662	$ (1,672)	Vehicle Maintenance	Fixed Route
Revenue Vehicle - Oil & Other Fluids	**63003**	$ 2,570	$ 1,125	$ 1,445	Vehicle Maintenance	Paratransit
Revenue Vehicle - Fuel	**63004**	$ 665,153	$ 766,471	$ (101,318)	Vehicle Maintenance	Fixed Route
Revenue Vehicle - Fuel	**63004**	$ 36,299	$ 53,223	$ (16,924)	Vehicle Maintenance	Paratransit
Revenue Vehicle - Tires	**63005**	$ 117,091	$ 122,062	$ (4,971)	Vehicle Maintenance	Fixed Route
Revenue Vehicle - Tires	**63005**	$ 11,580	$ 6,028	$ 5,552	Vehicle Maintenance	Paratransit
Revenue Vehicle - Parts & Supplies	**63006**	$ 464,782	$ 409,990	$ 54,792	Vehicle Maintenance	Fixed Route
Revenue Vehicle - Parts & Supplies	**63006**	$ 44,052	$ 15,032	$ 29,020	Vehicle Maintenance	Paratransit
Route Expansion	**63007**	$ 15,009	$ -	$ 15,009	Vehicle Maintenance	Fixed Route
Revenue Vehicle - Contracted Services - Janitorial	**63008**	$ 88,628	$ 95,531	$ (6,903)	Vehicle Maintenance	Fixed Route
Revenue Vehicle - Contracted Services - Repairs	**63009**	$ 25,886	$ 238,125	$ (212,239)	Vehicle Maintenance	Fixed Route
Revenue Vehicle - Contracted Services - Repairs	**63009**	$ 2,560	$ 1,737	$ 823	Vehicle Maintenance	Paratransit
Non Revenue Vehicle - Tax on Fuel & Oil	**64007**	$ 5,241	$ 1,960	$ 3,281	Vehicle Maintenance	Fixed Route
Non Revenue Vehicle - Fuel	**64008**	$ 35,075	$ 11,750	$ 23,325	Vehicle Maintenance	Fixed Route
Non Revenue Vehicle - Tires	**64009**	$ 3,198	$ 2,422	$ 776	Vehicle Maintenance	Fixed Route
Fleet - Misc. Shop Supplies	**64010**	$ 21,552	$ 12,843	$ 8,709	Vehicle Maintenance	Fixed Route
Fleet - Misc. Shop Supplies	**64010**	$ 2,068	$ 2,018	$ 50	Vehicle Maintenance	Paratransit
Skilled Trade Tool Allowance	**64012**	$ 5,940	$ 3,206	$ 2,734	Vehicle Maintenance	Fixed Route
Uniforms	**64013**	$ 17,036	$ 14,586	$ 2,450	Vehicle Maintenance	Fixed Route
Uniforms	**64013**	$ 1,635	$ 1,572	$ 63	Vehicle Maintenance	Paratransit
Non Revenue Vehicle - Contracted Services - Repairs	**64015**	$ 13,750	$ 5,779	$ 7,971	Vehicle Maintenance	Fixed Route
Software & Hardware Maintenance	**64021**	$ -	$ 1,039	$ (1,039)	Vehicle Maintenance	Fixed Route
Communication - Cell/Radio	**64022**	$ -	$ 14,412	$ (14,412)	Vehicle Maintenance	Fixed Route
Licenses and Support - Fleet Applications	**64047**	$ 7,428	$ 3,654	$ 3,774	Vehicle Maintenance	Fixed Route
Licenses and Support - Fleet Applications	**64047**	$ 735	$ 272	$ 462	Vehicle Maintenance	Paratransit
Vehicle Maintenance Total		**$ 1,790,075**	**$ 1,917,974**	**$ (127,899)**		
10006 - Information Technology						
Supplies - Computer & Phone	**62006**	$ 5,303	$ 17,133	$ (11,830)	Information Technology	Fixed Route
Supplies - Computer & Phone	**62006**	$ 525	$ 1,283	$ (758)	Information Technology	Paratransit

	Accounts	FY2026 Budget	FY2026 Actuals	Variance	Division	Program
Utility - Mobile Phone Service & Equipment - Direct	**62009**	$ 13,700	$ 11,814	$ 1,886	Information Technology	Fixed Route
Utility - Mobile Phone Service & Equipment - Direct	**62009**	$ 1,352	$ 1,950	$ (598)	Information Technology	Paratransit
Utility - Mobile Phone Service & Equipment - Direct	**62009**	$ -	$ 37	$ (37)	Information Technology	Mobility Management
Printing - Copier-Printers	**62018**	$ 7,893	$ 5,622	$ 2,271	Information Technology	Fixed Route
Printing - Copier-Printers	**62018**	$ 757	$ 556	$ 201	Information Technology	Paratransit
Professional Services - Administrative Systems Maintenance	**62027**	$ -	$ 50,651	$ (50,651)	Information Technology	Fixed Route
Communication - Cell/Radio	**64022**	$ -	$ 160	$ (160)	Information Technology	Mobility Management
Licenses and Support - IT Security, Network Services, Storage	**64045**	$ 13,000	$ 31,284	$ (18,284)	Information Technology	Fixed Route
Licenses and Support - IT Security, Network Services, Storage	**64045**	$ 1,170	$ 3,109	$ (1,939)	Information Technology	Paratransit
Licenses and Support - IT Applications	**64046**	$ 36,433	$ 42,019	$ (5,586)	Information Technology	Fixed Route
Licenses and Support - IT Applications	**64046**	$ 3,496	$ 4,055	$ (559)	Information Technology	Paratransit
Information Technology Total		**$ 83,629**	**$ 169,674**	**$ (86,045)**		
10007 - Marketing						
Events - Marketing Outreach	**62004**	$ 3,500	$ 2,076	$ 1,424	Marketing	Fixed Route
Printing - Marketing Materials	**62035**	$ 27,716	$ 43,140	$ (15,424)	Marketing	Fixed Route
Printing - Marketing Materials	**62035**	$ 2,660	$ 3,849	$ (1,189)	Marketing	Paratransit
Printing - Marketing Materials	**62035**	$ -	$ 231	$ (231)	Marketing	Mobility Management
Advertising - Marketing	**62019**	$ 40,000	$ 9,968	$ 30,032	Marketing	Fixed Route
Professional Services - Marketing	**62022**	$ 72,800	$ 59,156	$ 13,644	Marketing	Fixed Route
Professional Services - Marketing	**62022**	$ 7,200	$ 5,851	$ 1,349	Marketing	Paratransit
Professional Services - Marketing	**62022**	$ -	$ 75	$ (75)	Marketing	Mobility Management
Professional Services - Marketing	**62022**	$ 1,250	$ -	$ 1,250	Marketing	Vanpool
Professional Services - Marketing Media	**62024**	$ 9,467	$ 1,269	$ 8,198	Marketing	Fixed Route
Professional Services - Marketing Media	**62024**	$ 909	$ 126	$ 783	Marketing	Paratransit
Professional Services - Marketing Website	**62025**	$ 32,848	$ 10,257	$ 22,591	Marketing	Fixed Route
Professional Services - Marketing Website	**62025**	$ 3,152	$ 975	$ 2,177	Marketing	Paratransit
Professional Services - Market Research	**62029**	$ 17,108		$ 17,108	Marketing	Fixed Route
Communication - Cell/Radio	**64022**	$ 1,020	$ 376	$ 644	Marketing	Mobility Management
Licenses and Support - MM, Planning, & Reporting	**64044**	$ 22,000	$ 33,916	$ (11,916)	Marketing	Mobility Management
Marketing Total		**$ 241,630**	**$ 171,265**	**$ 70,365**		
10009 - Operations						
Contracted Services - Vanpool-Rideshare	**63010**	$ 91,300	$ 77,112	$ 14,188	Operations	Vanpool
Uniforms	**64013**	$ 21,610	$ 18,187	$ 3,423	Operations	Fixed Route
Uniforms	**64013**	$ 2,074	$ 1,825	$ 249	Operations	Paratransit
Communication - Cell/Radio	**64022**	$ 36,304	$ 12,123	$ 24,181	Operations	Fixed Route
Communication - Cell/Radio	**64022**	$ 3,368	$ 4,310	$ (942)	Operations	Paratransit
Contracted Services - Taxi Program Allowances	**64030**	$ 85,000	$ 82,130	$ 2,870	Operations	City Taxi
Contracted Services - Taxi Program Allowances	**64030**	$ 15,000	$ 15,240	$ (240)	Operations	County Taxi
Licenses and Support - Operations - Fixed Route	**64041**	$ 52,444	$ 96,073	$ (43,629)	Operations	Fixed Route
Licenses and Support - Operations - Paratransit	**64041**	$ 52,444	$ 13,767	$ 38,677	Operations	Paratransit
Licenses and Support - Passenger Reporting	**64042**	$ 19,000	$ 42,761	$ (23,761)	Operations	Fixed Route

	Accounts	FY2026 Budget	FY2026 Actuals	Variance	Division	Program
Licenses and Support - Fare Collections	**64043**	$ -	$ 329	$ (329)	Operations	Fixed Route
Licenses and Support - Facilities Applications	**64048**	$ 28,358	$ -	$ 28,358	Operations	Fixed Route
Licenses and Support - Facilities Applications	**64048**	$ 2,722	$ -	$ 2,722	Operations	Fixed Route
Operations Total		**$ 409,624**	**$ 363,859**	**$ 45,765**		
10011 - Workforce & Risk Management						
Trophies-Prizes-Gifts	**62003**	$ 11,040	$ 19,285	$ (8,245)	Workforce & Risk Management	Fixed Route
Trophies-Prizes-Gifts	**62003**	$ 1,060	$ 1,963	$ (903)	Workforce & Risk Management	Paratransit
Events - Employee Appreciation	**62005**	$ 10,338	$ 8,807	$ 1,531	Workforce & Risk Management	Fixed Route
Events - Employee Appreciation	**62005**	$ 992	$ 877	$ 115	Workforce & Risk Management	Paratransit
Insurance - Vehicle	**64002**	$ 456,464	$ 341,020	$ 115,444	Workforce & Risk Management	Fixed Route
Insurance - Vehicle	**64002**	$ 45,144	$ 33,727	$ 11,417	Workforce & Risk Management	Paratransit
Uninsured Losses	**64003**	$ -	$ 19,025	$ (19,025)	Workforce & Risk Management	Fixed Route
Workforce - Recruitment	**64005**	$ 31,935	$ 26,811	$ 5,124	Workforce & Risk Management	Fixed Route
Workforce - Recruitment	**64005**	$ 3,065	$ 2,071	$ 994	Workforce & Risk Management	Paratransit
Workforce - Testing & Clinic Fees	**64006**	$ 5,336	$ 8,640	$ (3,304)	Workforce & Risk Management	Fixed Route
Workforce - Testing & Clinic Fees	**64006**	$ 220	$ 751	$ (531)	Workforce & Risk Management	Paratransit
Workforce - Safety Supplies	**64014**	$ -	$ 4,680	$ (4,680)	Workforce & Risk Management	Fixed Route
Workforce - Safety Supplies	**64014**	$ -	$ 463	$ (463)	Workforce & Risk Management	Paratransit
Workforce - Orientation Food & Supplies	**64016**	$ 1,825	$ 37	$ 1,788	Workforce & Risk Management	Fixed Route
Workforce - Orientation Food & Supplies	**64016**	$ 175	$ 4	$ 171	Workforce & Risk Management	Paratransit
Workforce - Education Supplies	**64019**	$ 9,489	$ 400	$ 9,089	Workforce & Risk Management	Fixed Route
Workforce - Education Supplies	**64019**	$ 911	$ 38	$ 873	Workforce & Risk Management	Paratransit
Professional Services - Security Patrol	**64028**	$ 14,169	$ 12,000	$ 2,169	Workforce & Risk Management	Fixed Route
Workforce - Safety Committee	**64029**	$ 3,285	$ 2,789	$ 496	Workforce & Risk Management	Fixed Route
Workforce - Safety Committee	**64029**	$ 315	$ 276	$ 39	Workforce & Risk Management	Paratransit
Workforce Total		**$ 595,763**	**$ 483,664**	**$ 112,099**		
Travel & Training						
Travel & Training	**71000**	$ 11,830	$ 19,733	$ (7,903)	Operations	Fixed Route
Travel & Training	**71000**	$ 1,170	$ 1,716	$ (546)	Operations	Paratransit
Travel & Training	**71000**	$ 6,825	$ -	$ 6,825	Vehicle Maintenance	Fixed Route
Travel & Training	**71000**	$ 675	$ -	$ 675	Vehicle Maintenance	Paratransit
Travel & Training	**71000**	$ 2,275	$ -	$ 2,275	Facilities	Fixed Route
Travel & Training	**71000**	$ 225	$ -	$ 225	Facilities	Paratransit
Travel & Training	**71000**	$ 30,485	$ 26,072	$ 4,413	Administration	Fixed Route
Travel & Training	**71000**	$ 3,015	$ 3,494	$ (479)	Administration	Paratransit
Travel & Training	**71000**	$ 17,062	$ 19,810	$ (2,748)	Administration	Fixed Route
Travel & Training	**71000**	$ 1,688	$ 2,739	$ (1,051)	Administration	Paratransit
Travel & Training	**71000**	$ 6,200	$ 808	$ 5,392	Marketing	Mobility Management
Travel & Training	**71000**	$ 3,685	$ 3,191	$ 494	Information Technology	Fixed Route
Travel & Training	**71000**	$ 365	$ 311	$ 54	Information Technology	Paratransit
Travel & Training	**71000**	$ 2,737	$ 5,248	$ (2,511)	Marketing	Fixed Route

	Accounts	FY2026 Budget	FY2026 Actuals	Variance	Division	Program
Travel & Training	**71000**	$ 263	$ 1,038	$ (775)	Marketing	Paratransit
Travel & Training	**71000**	$ 5,915	$ 8,867	$ (2,952)	Workforce & Risk Management	Fixed Route
Travel & Training	**71000**	$ 585	$ 234	$ 351	Workforce & Risk Management	Paratransit
Travel & Training Total		**$ 95,000**	**$ 93,261**	**$ 1,739**		
Direct Operating Expenses Total		**$ 3,632,609**	**$ 3,564,067**	**$ 68,542**		
Operating Expenses Total		**$ 14,206,892**	**$ 15,915,040**	**$ (1,708,149)**		
Capital Expenses and Fixed Assets						
Planning Studies	**80001**	$ 200,000	$ 42,731	$ 157,269	Marketing	Planning
MetroPlan Studies	**80003**	$ 34,000	$ 15,029	$ 18,971	Administration	Planning
Administrative Services	**80004**	$ 100,000	$ 179,878	$ (79,878)	Administration	Fixed route
Software Purchase and Implementation	**80006**	$ 550,000		$ 550,000	Facilities	Fixed route
Facility Maintenance & Improvements	**80008**	$ 50,000		$ 50,000	Facilities	Fixed route
Capital Planning 5305e Grant	**80013**	$ -	$ 101,870	$ (101,870)	Administration	Fixed route
Capital Planning CoF Code Study	**80020**	$ -	$ 22,868	$ (22,868)	Administration	Fixed route
Capital Planning Transit Access Study	**80022**	$ -	$ 3,494	$ (3,494)	Administration	Fixed route
IT Replacement	**90001**	$ -	$ 20,403	$ (20,403)	Information Technology	Fixed route
Vehicle Passengers	**90002**	$ 3,312,667		$ 3,312,667	Vehicle Maintenance	Fixed route
CIP DCC	**90007**	$ 3,330,000	$ 1,994,948	$ 1,335,052	Facilities	Fixed route
CIP New Bus Stops, Accessibility, Upgrades	**90009**	$ 3,428,266	$ 347,417	$ 3,080,849	Facilities	Fixed route
Construction in Progress Campus Storage	**90010**	$ -	$ 659,765	$ (659,765)	Facilities	Fixed route
CIP Ped/Bike/Tran	**90011**	$ 6,211,959	$ 2,477,593	$ 3,734,366	Facilities	Planning
Vehicle Rehab Improvements	**90012**	$ 237,952	$ 134,506	$ 103,446	Vehicle Maintenance	Fixed route
Shelter Rehab	**90013**	$ 165,000	$ 162,420	$ 2,580	Facilities	Fixed route
Land - Linda Vista	**90014**	$ 240,000	$ 437,228	$ (197,228)	Administration	Fixed route
CIP Kaspar Maintenance Facility	**90016**	$ 28,059,793	$ 6,366,646	$ 21,693,147	Facilities	Fixed route
Capital Expenses and Fixed Assets Totals		**$ 45,919,637**	**$ 12,966,796**	**$ 32,952,841**		
Total Expenditures		**$ 60,126,529**	**$ 28,881,836**	**$ 31,244,692**		
Total Revenues		**$ 60,126,529**	**$ 27,070,307**	**$ 33,056,222**		
Total Expenditures		**$ (60,126,529)**	**$ (28,881,836)**	**$ (31,244,693)**		
Budget Balance		**$ (0)**	**$ (1,811,529)**	**$ (1,811,529)**		

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

DATE PREPARED: July 31, 2026

MEETING DATE: August 19, 2026

TO: Honorable Chair and Members of the Board

FROM: Bizzy Collins, Strategic Performance Planner

SUBJECT: FY2026 End of Year Scorecard

RECOMMENDATION:

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

RELATED STRATEGIC PLAN SUCCESS OUTCOMES

- All Goals and Objectives are related to this topic.

BACKGROUND:

As part of Mountain Line's regular review of financial and service data, staff have prepared the FY2026 End of Year Performance Report for the period of July 2025 through June 2026. The Financial and Service Performance Report includes benchmarks first approved in 2015 by Mountain Line's Transit Advisory Committee and Board of Directors and compares current performance to prior years and projections for future years. To broaden our definition of success and tell Mountain Line's story and community value, Mountain Line Board of Directors adopted additional Key Performance Indicators (KPI). 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:

Sara Dechter
Planning Director

ATTACHMENTS:

1. Financial and Service Performance Benchmarks -pages 47-51

Mountain Line - Financial and Service Performance Benchmarks

End of Year FY2026

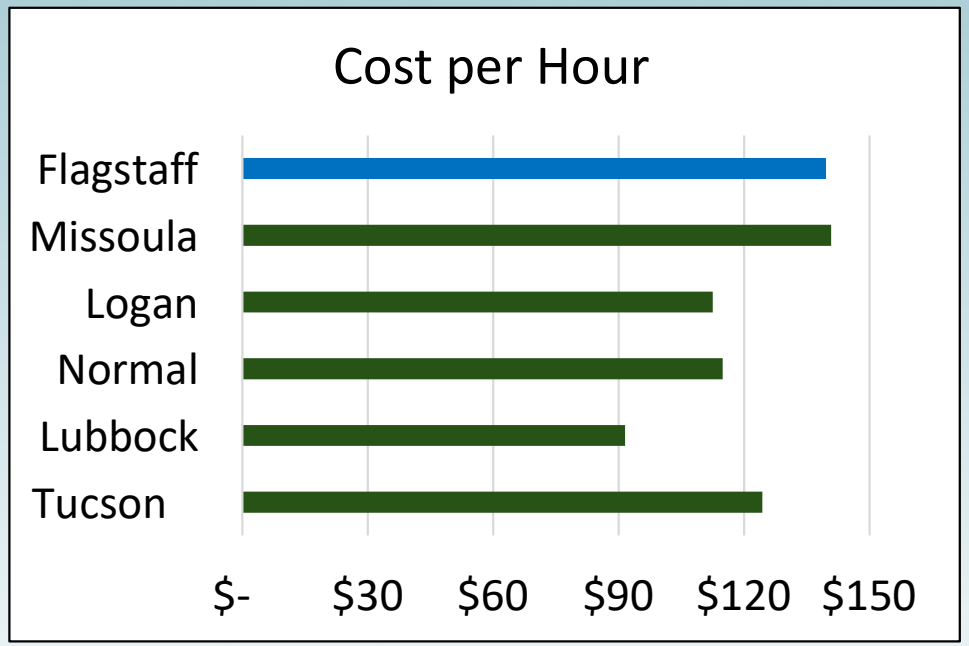
	2023 Actual	2024 Actual	FY2025 Actual	**FY2026 Actual**	**FY2026 Goal**	**FY2027 Goal**	FY2030 Goal	FY2034 Goal
Fixed Route - Bus								
Total Trips	1,569,968	1,630,830	1,805,479	**1,735,561**	**2,088,092**	**1,771,638**	2,050,331	2,240,452
Cost per Trip	$ 6.36	$ 6.53	$ 8.00	**$ 8.58**	**$ 6.06**	**$ 8.91**	$ 9.28	$ 9.28
Cost per Hour	$ 137.10	$ 147.55	$ 174.54	**$ 167.78**	**$ 158.39**	**$ 164.37**	$ 154.22	$ 154.22
Trips per Hour	21.57	22.61	21.83	**19.56**	**26.16**	**18.45**	16.62	16.62
Demand Response - Paratransit								
Trips Per Hour	1.97	1.97	2.20	**2.18**	**2.32**	**2.27**	2.37	2.39
Cost per Trip	$ 53.97	$ 75.57	$ 54.28	**$ 73.56**	**$ 56.02**	**$ 55.71**	$ 48.96	$ 44.72
Cost per Hour	$ 106.26	$ 148.83	$ 119.40	**$ 160.20**	**$ 129.80**	**$ 126.36**	$ 116.12	$ 106.71
Demand Response - Microtransit								
Cost per Trip	$ 28.19	$ 16.94	$ 54.05	**$ 22.49**	**$ 28.77**	**$ 16.85**		
Total Trips	1,306	1,019	3,866	**5,812**	**4,200**	**6,000**		
Taxi Program - City								
Cost per Trip	$ 19.60	$ 19.03	$ 16.94	**$ 17.28**	**$ 14.49**	**$ 17.28**		
Total Trips/Vouchers	6,383	8,404	7,659	**7,039**	**8,500**	**7,180**		
Taxi Program - County								
Cost per Trip	$ 28.63	$ 33.03	$ 31.70	**$ 21.90**	**$ 33.39**	**$ 21.90**		
Total Trips/Vouchers	454	437	421	**696**	**710**	**710**		
Vanpool Program - County								
Cost per Trip	$ 3.63	$ 2.91	$ 2.59	**$ 2.71**	**$ 3.37**	**$ 2.71**		
Total Trips	14,972	19,309	27,977	**35,022**	**27,000**	**35,722**		

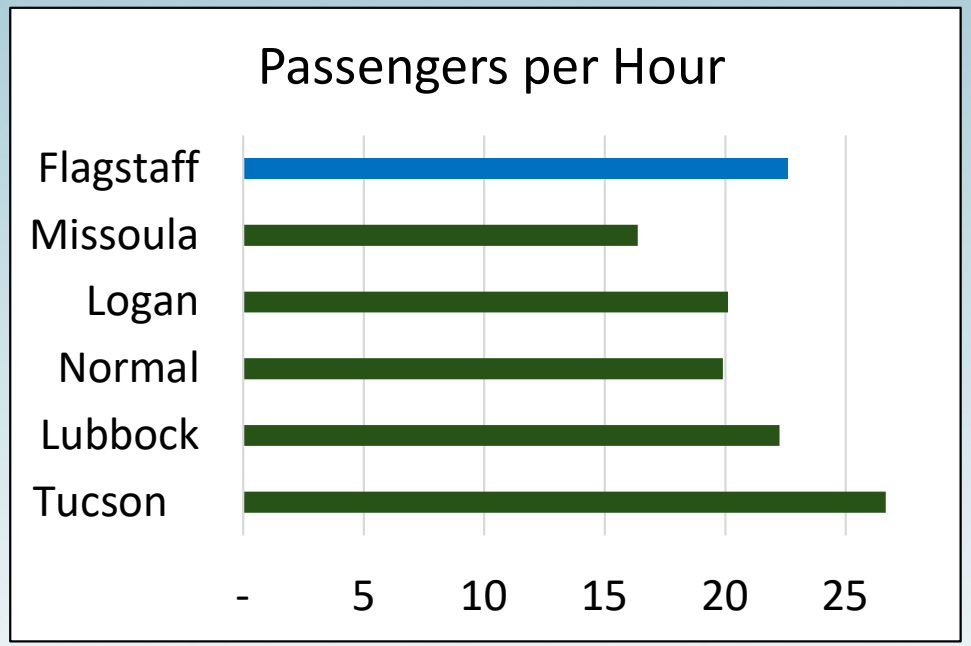
End of Year Scorecard

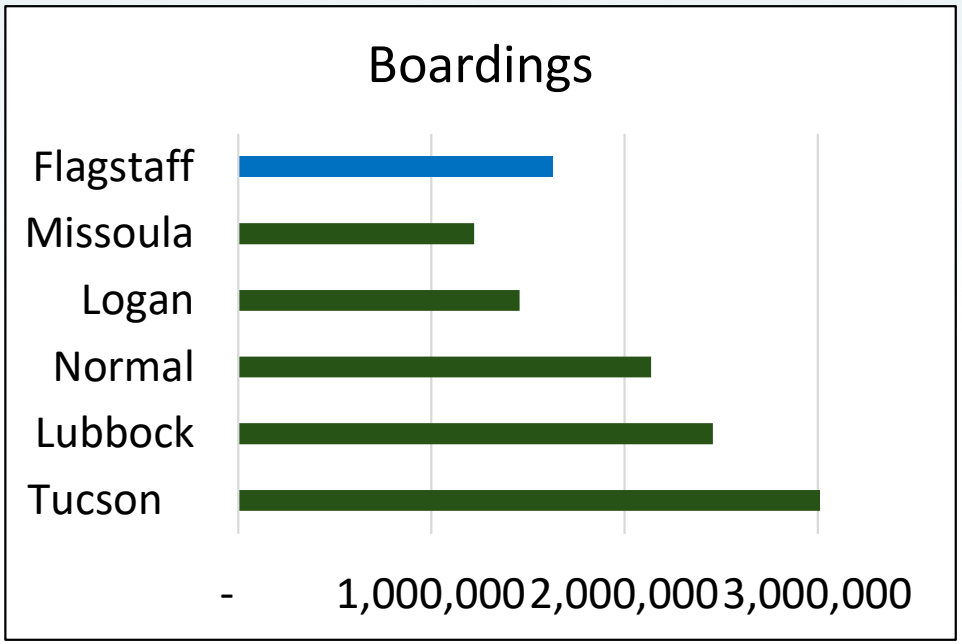
Strategic Plan	Key Performance Indicator	FY24	FY25	FY26	*FY26 Goal*
Service Excellence	**On-time performance** **Bus** **Paratransit** **GO!**	95% 92% 92%	92% 91% 95%	**93%** **95%** **96%**	***95%***
Stewardship of Resources	**Mountain Line's emissions**	-58	-71	***-72*** *tons GHG*	***-77***
Investing in Mountain Line Workforce	**Employee engagement score**	77%	76%	**71%**	***80%***
Enhanced Safety Culture	**Vehicle accidents that were preventable**	49%	45%	**67%**	***40%***
Community Engagement	**Community value of Mountain Line services**	93.1% (FY19)	93.1% (FY19)	**93.1%** (FY19)	***93.1%*** *(FY27)*
Financial Health	**Non-federal dollars spent on Operations**	65%	68%	**58%**	***67%***

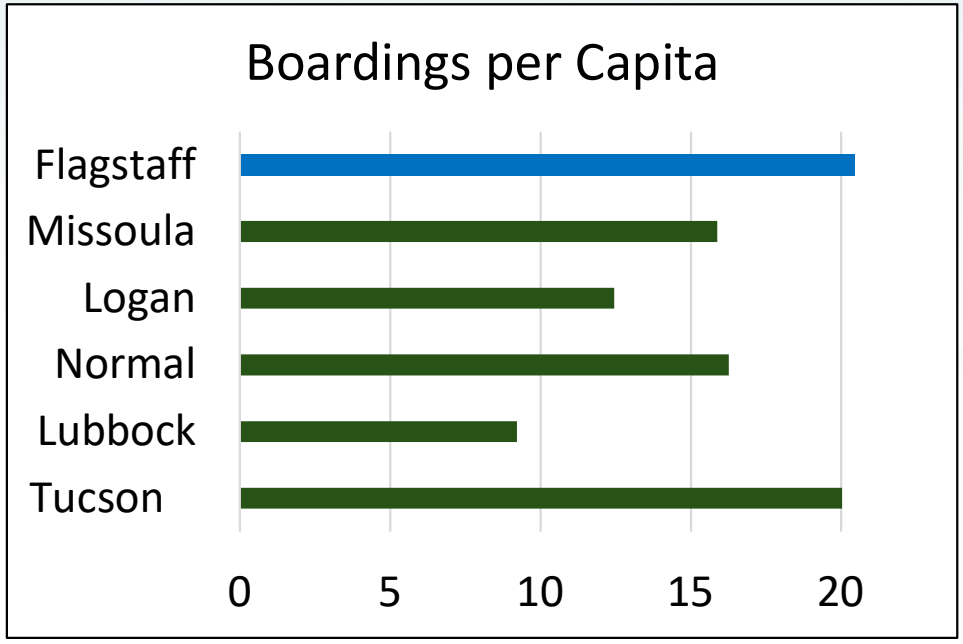
Green indicates we met our goal.

Bus FY2024

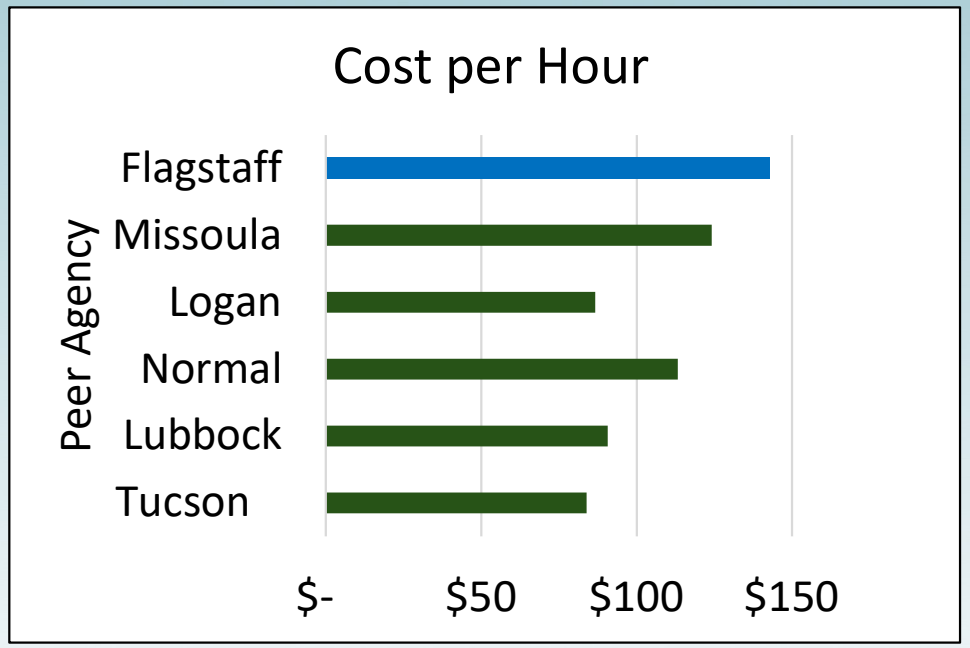

Cost per Hour
Flagstaff
Missoula
Logan
Normal
Lubbock
Tucson
$-
$30
$60
$90
$120
$150

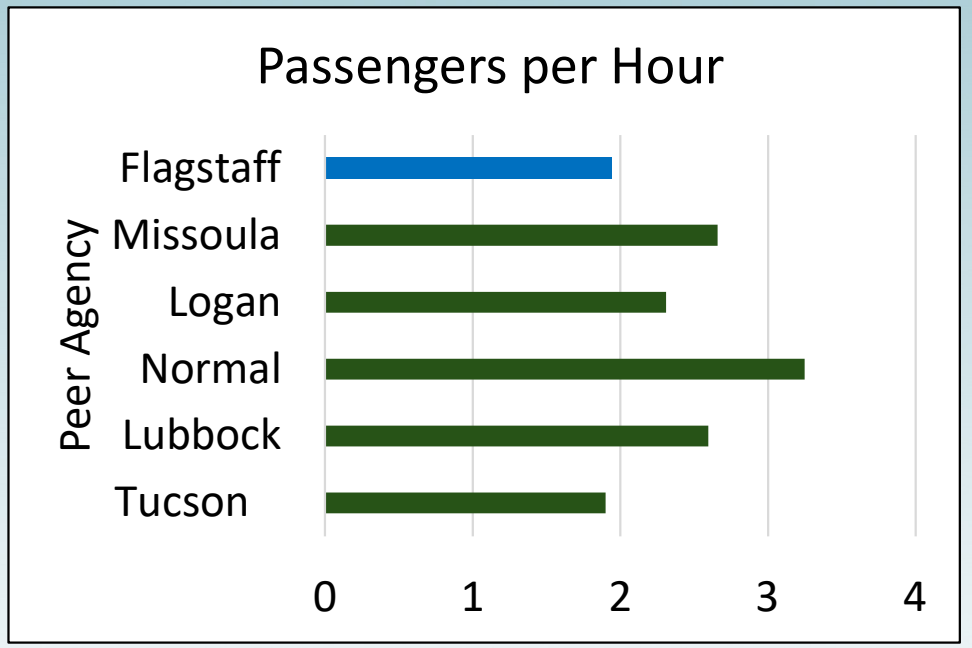

Passengers per Hour
Flagstaff
Missoula
Logan
Normal
Lubbock
Tucson
-
5
10
15
20
25

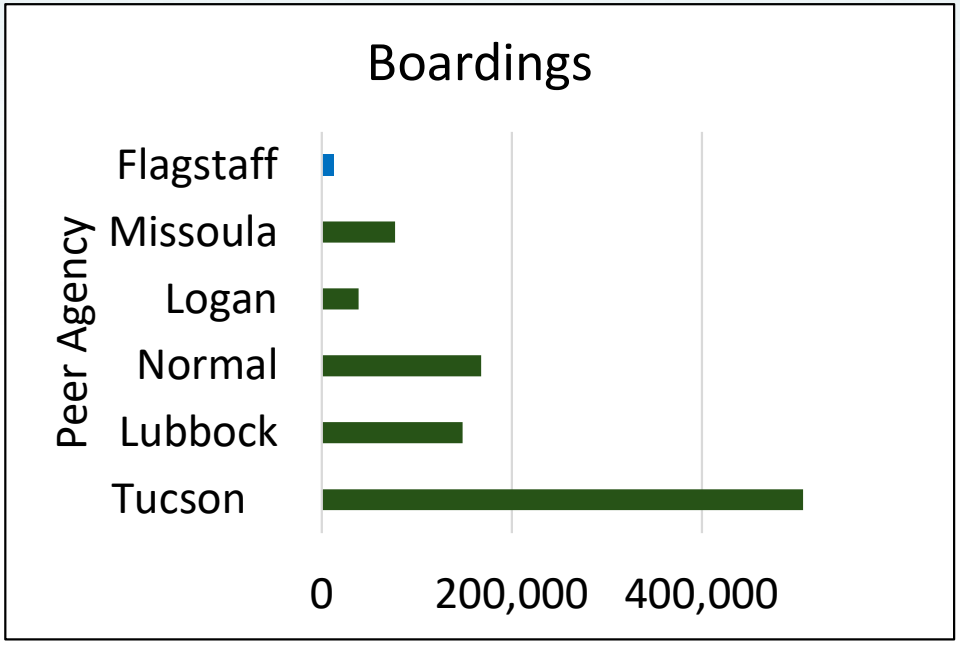

Boardings
Flagstaff
Missoula
Logan
Normal
Lubbock
Tucson
-
1,000,000
2,000,000
3,000,000

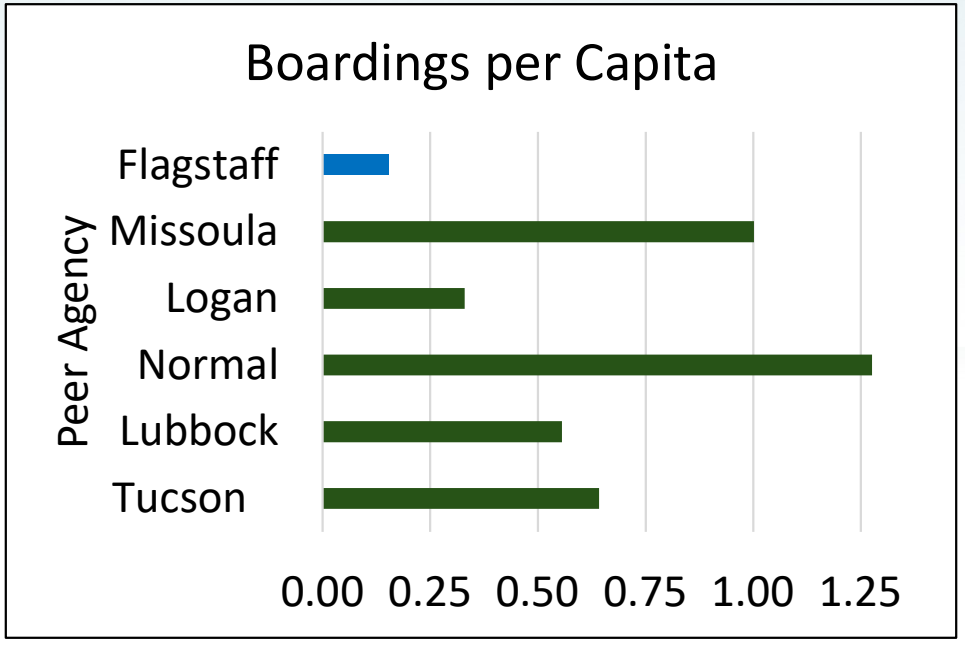

Boardings per Capita
Flagstaff
Missoula
Logan
Normal
Lubbock
Tucson
0
5
10
15
20

Demand Response FY2024

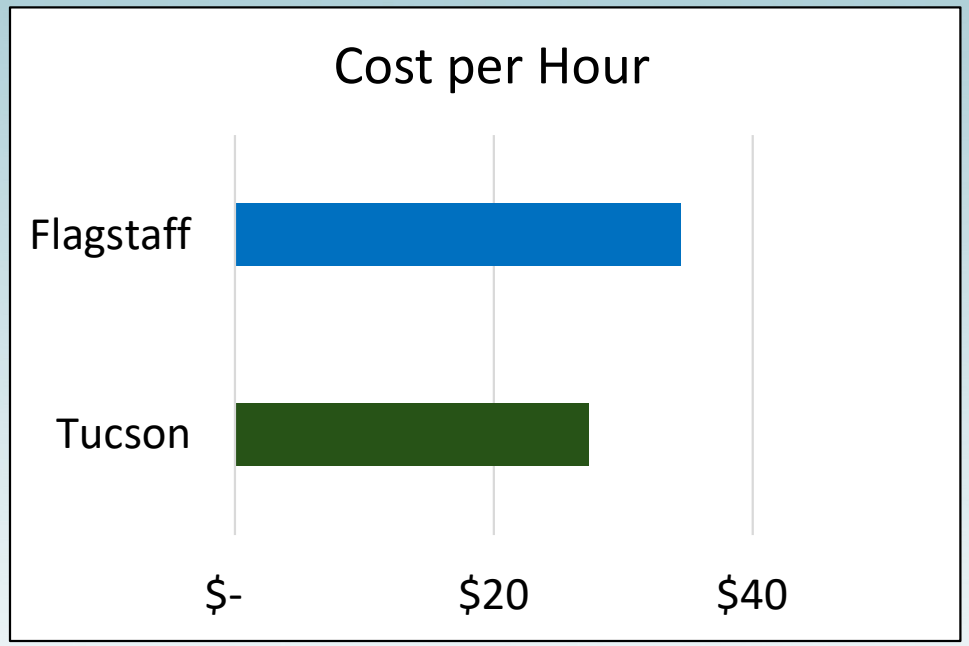


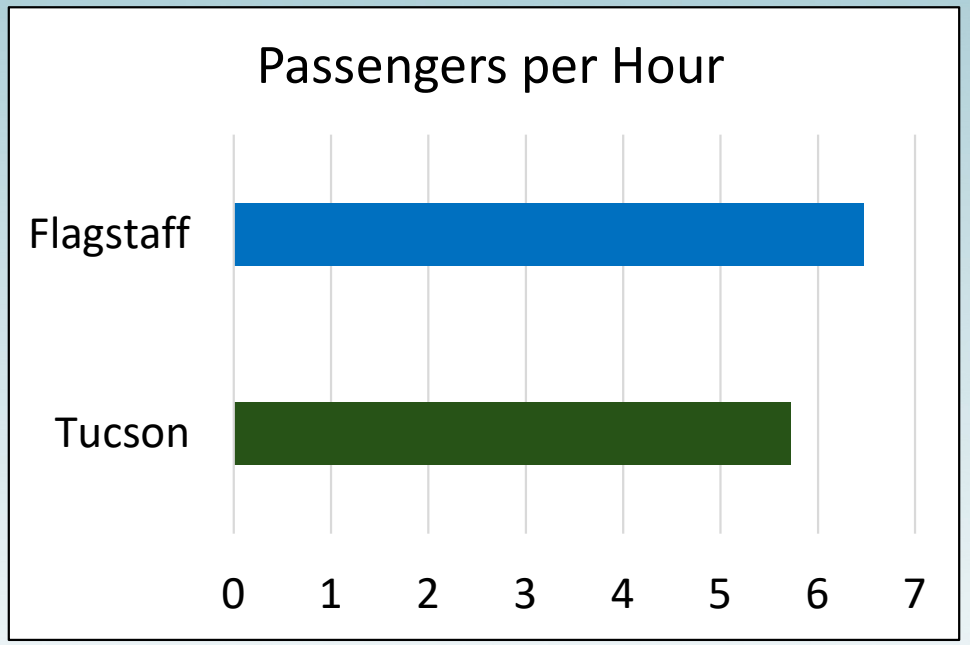


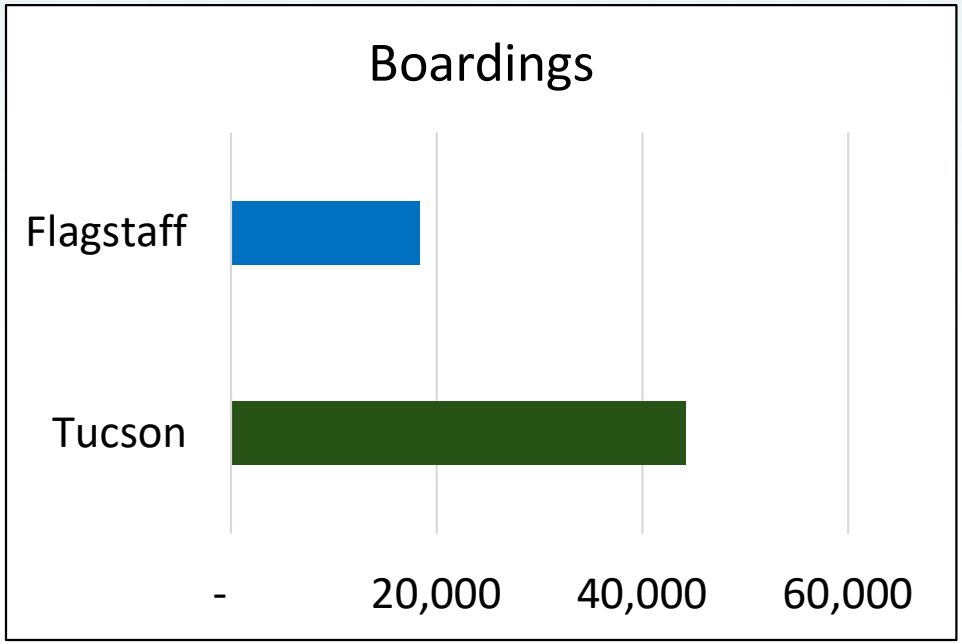


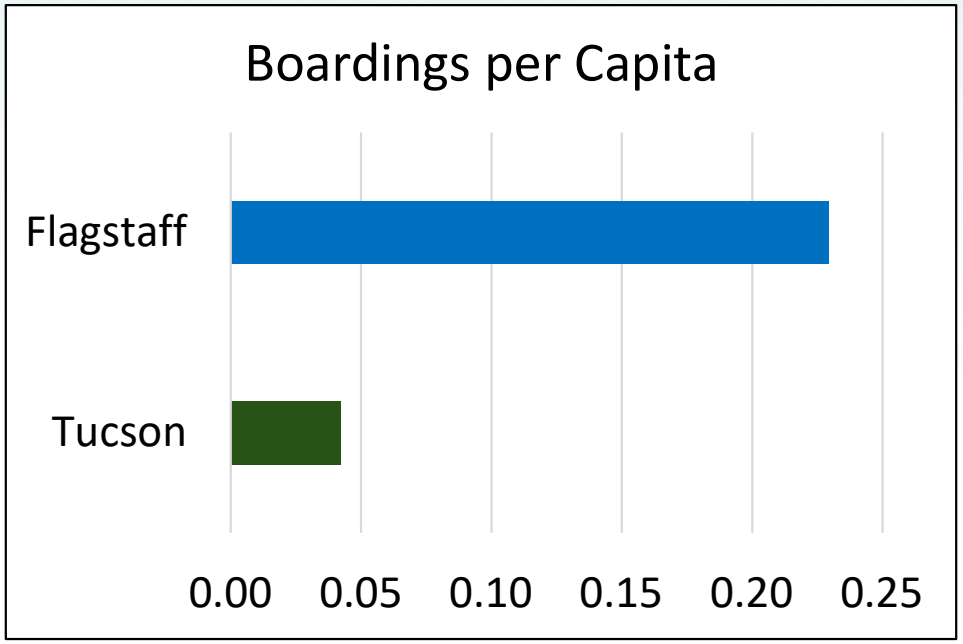


Vanpool FY2024









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

DATE PREPARED: August 4, 2026

DATE: August 19, 2026

TO: Honorable Chair and Members of the Board

FROM: Sam Short, Safety and Training Director

SUBJECT: FY2026 Wave 5 Employee Engagement Survey Results

RECOMMENDATION:

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

RELATED STRATEGIC PLAN SUCCESS OUTCOMES

- Employee Investment

BACKGROUND:

At the request of the Board, Mountain Line conducted an additional FY2026 Employee Engagement survey in June 2026. The survey was administered through an online tool developed in conjunction with our contractor, TransPro, and updated to reflect the agency's new Vision and Core Values. Historically, we have conducted an employee survey at least once annually since 2002. The survey has proven to be an excellent tool for measuring overall satisfaction and gaining feedback via employee comments. The survey is based on a procedure that ensures anonymity and confidentiality. Specifically, employees do not sign their name, and surveys are conducted and tabulated by a third party. The Mountain Line Leadership team will review the results and comments for trends and specific comments to identify opportunities to enhance the existing work environment. Lastly, the survey results and a message about next steps will be shared with all staff.

TransPro and staff will present the survey results to the Board of Directors in August 2026.

FISCAL IMPACT:

The survey was included in the FY2026 budget and there is no fiscal impact related to the survey results. Changes in employee initiatives and programs as a result of survey results could have financial consequences in future years.

ALTERNATIVES:

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

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

SUBMITTED BY:
Samuel Short

Sam Short
Workforce Director

APPROVED BY:
Jacki Lenners

Jacki Lenners
Deputy General Manager

ATTACHMENTS:

1. FY2026 Wave 5 Employee Engagement Survey Results -separate attachment

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

DATE PREPARED: August 6, 2026

DATE: August 19, 2026

TO: Honorable Chair and Members of the Board

FROM: Heather Higgins, Purchasing and Contracts Officer

SUBJECT: July Delegation of Authority

RECOMMENDATION:

No recommended action at this time.

RELATED STRATEGIC PLAN SUCCESS OUTCOMES

- Financial Stability
- Community Value

BACKGROUND:

Mountain Line Snowbowl Service Agreement 2025-2026 Season EXECUTED 2025-12-01
Since the 2015-2016 season, Mountain Line has maintained agreements with Snowbowl to provide shuttle service between Flagstaff and the Snowbowl ski resort. For the 2025-2026 season, Snowbowl funded 63% of the service costs, while Mountain Line contributed the remaining 37% as a one-time funding option. This contribution does not represent an ongoing commitment to fund the service in future seasons. Fees were established based on Mountain Line's adopted budget and the Strategic Investment Plan. Although the agreement's effective date is December 1, 2026, it was not fully executed until July due to legal edits, delayed reviews, and administrative coordination challenges.

FISCAL IMPACT:

Snowbowl funded 63% of the service costs, while Mountain Line contributed the remaining 37% as a one-time funding option

BACKGROUND:

IGA-2016-121-AG9 EXECUTED 2026-07-01
Mountain Line has provided public transportation service within the City of Flagstaff since 2006 with support from the City and has engaged in significant planning to prepare for the implementation of enhancements to these services. At the general election held on November 5, 2024, the City (acting through its City Council) sought and received the approval of the qualified electors to levy an additional Transaction Privilege Tax (Sales Tax) of 0.500% the actual amount of the additional tax to be determined by City Council. This Transit

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

Service IGA sets out the terms and conditions pursuant to which Mountain Line will provide fixed route services, paratransit services, vanpool, and other transit services to the City.

FISCAL IMPACT:

An additional Transaction Privilege Tax of 0.500% in funding.

ALTERNATIVES:

None.

SUBMITTED BY:

Heather Higgins
Heather Higgins
Purchasing and Contracts Officer

APPROVED BY:

Megan Coons
Megan Coons
Finance Director

ATTACHMENTS:

1. Mountain Line Snowbowl Service Agreement 2025-2026 Season EXECUTED 2025-12-01 -available upon request
2. City of Flagstaff Service Agreement IGA -2016-121-AG9 EXECUTED 2026-07-01 -available upon request

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

MOUNTAIN LINE MEMORANDUM

DATE: August 19, 2026

TO: Honorable Chair and Members of the Board

FROM: Anne Dunno, Capital Development Manager

SUBJECT: Lone Tree Roundabout and Impacts on Coconino Community College (CCC) Students

Flagstaff Unified School District (FUSD) is constructing a roundabout on Lone Tree near Coconino Community College (CCC) to support access to new location of the Kinsey Elementary School.

The new roundabout will be constructed at the location of the existing CCC bus stops. Mountain Line was included as a stakeholder during design development to review the roundabout design and to identify the permanent relocations of the CCC bus stops. The new CCC bus stops will also serve the new Kinsey Elementary School.

The permanent *northbound* CCC bus stop will be located in a bus pullout 125' north of the roundabout but south of the ADOT Highway Bridge. The *southbound* bus stop will be located in a bus pullout 125' south of the roundabout. There will be ADA access from the bus stops to/from CCC via pedestrian crosswalks at the roundabout and access to CCC via the Flagstaff Urban Trail (FUTS). As part of coordination with the roundabout construction, Mountain Line removed and temporarily stored the bus shelters. Mountain Line will reinstall the bus shelters at the permanent new CCC bus stops upon completion of roundabout construction.

Construction of the roundabout is anticipated to start in early August with completion in approximately 9 months. During construction, Mountain Line will have two temporary CCC bus stops located *north* of the ADOT Highway Bridge. The temporary bus stops will be located in the paved road shoulders. There will be a striped pedestrian crossing with a temporary pedestrian signal. The CCC bus stop, located on the east side of Lone Tree, will be connected to the FUTS to access CCC.

Per Mountain Line's Reasonable Accommodations Policy, Mountain Line will provide paratransit service for eligible riders that cannot access CCC from the temporary bus stops during construction.

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

MOUNTAIN LINE MEMORANDUM

DATE: August 19, 2026

TO: Honorable Chair and Members of the Board

FROM: Anne Dunno, Capital Development Manager

SUBJECT: Kaspar Water Line Update

The following is a report to update the Board of Directors on the status of the water line construction for the Kaspar Maintenance Project.

In a Special Meeting on June 29, the Board of Directors authorized the CEO & General Manager to execute Change Order #3 for the water line in an amount not to exceed $794,900.

Since the June BOD meeting, the water line design was finalized by HDR, the Design Professional, and expedited for review and approval by the City and Arizona Department of Environmental Quality. Subsequently, Kinney Construction submitted Change Order No. 3, in the amount of $578,820.35, for the water line, which covers costs related to construction and schedule delay for relocating and constructing a new 12-inch City water line along the Mountain Line and Pep Boys property line.

The scope of work includes Kinney project management and subcontractors for labor and materials for the installation of the main waterline, the Pep Boys water service line, repaving Pep Boys driveway, temporary adjustments to Mountain Line's fire monitoring system during the planned water shutdown, and a city review fee. The Change Order includes the extension of the new ornamental fence (will match the existing black iron fencing onsite) along the property line for $19,000; this is one item that is not related to the relocation of the water line. The original GMP did not include this section of fencing as a cost because design showed the existing fencing staying in place, but for practical ability to construct the garage ramp, the existing fencing was removed.

Change Order No. 3 modifies the critical path schedule by 53 Days with substantial completion by August 10, 2027, and final completion by October 12, 2027.

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

MOUNTAIN LINE MEMORANDUM

DATE: August 19, 2026

TO: Honorable Chair and Members of the Board

FROM: Bizzy Collins, Strategic Performance Planner

SUBJECT: Operational Assessment and Five-Year Plan Update

Mountain Line kicked off an Operational Assessment in January 2026. This effort is focused on what needs to be fixed or improved and delivery of Proposition 488 enhancements in the next year (implementation Summer 2027). The consultants visited Flagstaff in July and were able to see challenges firsthand, meet with staff to understand preliminary analysis results, and gauge interest in possible changes. Staff presented the project outline and timeline to the TAC at the August meeting.

The team anticipates completing the analysis phase in August, holding workshops with staff and partners in October, having draft recommendations in November, and having final recommendations in January 2027. Staff will seek Board guidance at these milestones.

Following the Operational Assessment, consultants will detail phased growth for years 1-5 as part of the Five-Year Transit Plan update. Mountain Line has budgeted for the OA in FY2027 and received a 5305e grant at an 80/20 split to pay for the project. A portion of the Five-Year Plan is in the FY2027 budget, with most of the costs occurring in FY2028. Staff hope to secure grant funding to offset local costs.

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

MOUNTAIN LINE MEMORANDUM

DATE: August 19, 2026

TO: Honorable Chair and Members of the Board

FROM: Samuel Short, Safety and Training Director

SUBJECT: Annual Safety Report

Mountain Line's annual Safety Report for Fiscal Year (FY) 2026 outlines Mountain Line's motor vehicle collisions, motor vehicle collision near misses, and workplace injuries.

During FY2026 Mountain Line motor vehicles were involved in the following:

- Mountain Line had 76 motor vehicle collisions, while traveling approximately 1,176,979 service miles. This equates to a collision every 15,486 miles traveled.
    - 51 of these collisions were classified as "preventable" which is a collision in which the operator of the vehicle could have done something to prevent the collision, or when we are culpable in the collision. We experienced a preventable collision every 23,078 service miles traveled on average.
    - 25 of these collisions were classified as "non-preventable" which is a collision in which the operator of the vehicle did everything they could to prevent the collision, or when we are not culpable in the collision. We have a non-preventable collision every 47,079 service miles traveled.
    - All of the 76 collisions were considered minor and were not reportable to the Federal Transit Administration (FTA) as they did not meet the FTA reporting thresholds. Most of these collisions consisted of circumstances such as a side mirror striking a sign or minor bumper contact. These collisions are a combination of preventable and non-preventable events.
- Collision numbers decreased slightly this year, but the percentage of preventable accidents increased significantly. Staff believe this is due to several reasons: the increase in the number of new Transit Operators in their first year of employment, the significant increase in construction on most transit routes, and an increase in service miles driven this fiscal year.
- Mountain Line received four additional near-miss reports during FY2026. While near-miss events have the potential to become collisions, an increase in reporting may also

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

indicate improved employee engagement and a stronger safety culture, where employees are more willing to identify and report hazards before an accident occurs.

During FY2026 Mountain Line received 9 workplace injury reports:

- Eight of the nine reported workplace injuries were minor in nature and resulted in little or no lost work time.
- Injuries included: 1 back/neck strain from being a passenger on a bus and falling when the bus had to brake hard to avoid a collision, this injury received lengthy rehabilitation treatment, but the claim was eventually denied due to the employee refusing to allow another doctor to provide a second opinion; as well as 2 minor back strains, 1 minor knee strain, 4 pinched hand or fingers, and 1 insect bite.

Overall, Mountain Line maintained a strong safety performance during FY2026. All reported vehicle collisions were minor in nature, no collision met Federal Transit Administration reporting thresholds, workplace injuries remained relatively low, and employees continued to identify and report near-miss events. While preventable collisions remain an area of concern, the organization is well positioned to address those trends through targeted training, enhanced reporting tools, and increased employee engagement in FY2027.

In FY2027 Risk Management staff will focus on recurring training for all staff, including post-collision training for staff involved in preventable collisions. Recurring training has been limited due to staffing shortages in Operations.

To further improve organizational safety performance, Safety and Training staff will focus on the following initiatives during FY2027:

- Monthly safety meetings with staff to promote a more inclusive and responsible safety culture.
- Recruit and train Transit Operator staff as Behind the Wheel trainers, who can assist the Training Department, increasing their effective capabilities and allowing new operators to spend more time with employees who do provide transit service on a regular basis.
- Hold more Behind the Wheel trainings to ensure each Transit Operator is given the opportunity to refresh their skill set of former trainings and to update them on new policies and practices.
- Implement Safety Performance dashboards to provide monthly reporting on accidents, claims, training metrics, and corrective actions.

In FY2027, Mountain Line will transition to tracking both total collisions and preventable collisions per 100,000 service miles operated. This methodology aligns more closely with transit

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

industry best practices and will provide a more meaningful measure of safety performance by accounting for annual fluctuations in service levels and vehicle mileage.

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

MOUNTAIN LINE MEMORANDUM

DATE: August 19, 2026

TO: Honorable Chair and Members of the Board

FROM: Marc Perla, Deputy General Manager of Operations

SUBJECT: Annual Fleet Report

Mountain Line's Fleet Division is responsible for ensuring the safety, reliability, appearance, and proper utilization of the agency's vehicles and equipment. During FY2026, the division consisted of a Maintenance Superintendent, Fleet Supervisor, five Mechanics, and a Maintenance Assistant. The department operated for most of the fiscal year with one vacant Mechanic position.

Fleet staff provide maintenance and oversight for all revenue, service, and support vehicles. Mountain Line's fixed-route fleet consists of twenty-eight hybrid-electric buses and two battery-electric buses, including twenty-three 35-foot Gillig buses, one 35-foot New Flyer bus, and six 60-foot articulated New Flyer buses. The paratransit fleet consists of seven cutaway vehicles, and staff also maintain seventeen support vehicles. Daily cleaning and sanitization of revenue vehicles continued through Mountain Line's contracted janitorial services provider.

During FY2026, Mountain Line's hybrid-electric bus fleet logged 1,062,422 miles and consumed 255,691 gallons of fuel. Average fuel economy was 5.2 miles per gallon for 35-foot buses and 3.5 miles per gallon for 60-foot articulated buses.

The battery-electric fleet logged 40,468 miles and consumed 74,168 kilowatt-hours of electricity, achieving an average efficiency of 0.5 miles per kilowatt-hour.

The average age of the fixed-route fleet is 12 years. The oldest vehicle in service is 18 years old, while the newest is 3 years old. The average lifetime maintenance cost for fixed-route vehicles is $0.30 per mile, excluding fuel and tire expenses. The highest maintenance cost is $0.47 per mile, attributable to the oldest vehicle in the fleet, while the lowest maintenance cost is $0.10 per mile.

Paratransit and microtransit cutaway vehicles logged 100,344 miles during FY2026 and consumed 15,453 gallons of fuel, achieving an average fuel economy of 6.5 miles per gallon.

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

The average age of the paratransit fleet is 10 years, with the oldest vehicle being 13 years old and the newest 5 years old. The average lifetime maintenance cost for the paratransit fleet is $0.10 per mile, excluding fuel and tire expenses. The highest maintenance cost is $0.16 per mile, attributable to the oldest vehicle in the fleet, while the lowest maintenance cost is $0.04 per mile.

Overall, the FY2026 fleet continued to provide reliable service while operating with an aging vehicle inventory and reduced maintenance staffing levels. Staff remain focused on maintaining fleet safety, reliability, and asset performance while maximizing the useful life of Mountain Line's vehicles through proactive maintenance and asset management practices.

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

MOUNTAIN LINE MEMORANDUM

DATE: August 19, 2026

TO: Honorable Chair and Members of the Board

FROM: Marc Perla, Deputy General Manager of Operations

SUBJECT: Annual Update on the Bus Stop Rehabilitation Program

---

Mountain Line's Bus Stop Rehabilitation Program supports the agency's Transit Asset Management (TAM) Plan by ensuring passenger amenities remain safe, functional, accessible, and in a state of good repair. Bus shelters are assigned an eight-year useful life and undergo a condition assessment at the end of that lifecycle.

Based on the assessment, shelters are either rehabilitated to extend their useful life, replaced if they have reached the end of their service life, or retained with annual inspections if they remain in good condition. This systematic approach allows Mountain Line to maximize the value of its assets while maintaining a high-quality customer experience.

For reference, inbound (IB) indicates a stop served by buses traveling toward the Downtown Connection Center, while outbound (OB) indicates a stop served by buses traveling away from the Downtown Connection Center.

During FY2026, staff focused on replacing aging bus stop infrastructure identified through asset condition assessments and lifecycle replacement planning. The program budget totaled $165,000.

Five shelter locations were selected for replacement:

- Cedar / Gemini IB
- Cedar / Gemini OB
- Huntington Drive IB (Walmart Supercenter)
- Milton Road / Butler IB
- Sixth Avenue / West Street IB

Each project included removal of the existing shelter and installation of a new standard shelter, bench, bike rack, and trash can.

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

The total FY2026 program cost was $160,787.24**,** completing the work within the approved budget. While most construction activities were completed during FY2026, remaining project elements are scheduled for completion in August 2026.

Based on the most recent asset condition assessments, staff have identified five shelters for replacement during FY2027:

- Route 66 / Smokerise
- Route 66 / Fanning OB
- Route 66 / 4th Street IB
- Route 66 / Woodlands Village
- Aspen Avenue (City Hall)

The scope of work at each location is expected to include removal of existing infrastructure and installation of a new standard shelter, bench, bike rack, and trash can.

Staff are currently finalizing project scopes and vendor pricing; however, the FY2027 program is projected to cost approximately $165,000, consistent with prior-year funding levels.

Funding for the FY2027 Bus Stop Rehabilitation Program is included within Mountain Line's Capital Improvement Plan and will be programmed through the FY2027 Capital Budget. No additional fiscal impact is anticipated beyond currently planned capital expenditures.

September Board Meeting is Wed, 9/16

ITEMS:	WHO & WHAT:
Safety Minute	Sam S
3rd Party Utility Claim (e-session)	Anne/Kate
3rd Party Utility Claim	Anne - D/A
FY2026 Annual Report	Bizzy - D/A
All Procurements Placeholder	
Bus Stop Construction Job Order for Service Changes	Anne - D/A
Third Party Review of Financials	Kate/Megan - D/A
Transition Plan and Scope of Work	Kate - D/A
Mountain Express Future Service	Bizzy - D/A
FY2026 Year End Financial Report	Megan - D/A
Financial Plan Review	Megan - D
5339 Grant Placeholder	Jacki/Sara - D/A
Org Structure and Comp Plan Financial Analysis	Kate - D/A
Adopt a New Scorecard	Bizzy - D
Delegation of Authority Update – Grants and Agreements: Public Art	Heather H - D
5 Year Tech Plan	Jon - D
Economic Impact Report	Bizzy - D
FUSD EcoPASS Report	Jacki - D
Workforce Housing Update	Jacki/Kate - D
DCC Update	Anne - D
Operational Assessment Update	Bizzy - D
Quarterly Procurement Report	Heather H – D
Updates To/From CEO and Board + Inquiry Follow-Up	
Milestone Anniversaries	Kate
Current Events	Kate
October/November Working Agenda	

October Board Retreat is Wed, 10/21

ITEMS:	WHO & WHAT:
Safety Minute	Sam S
Board Retreat – CEO Recruitment Preparation	Scott Bogren - CTAA Exec Dir
November/January Working Agenda	

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