



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, September 16, 2026

10:00am

Flagstaff Aquaplex

1702 North Fourth Street

Community Room A

Flagstaff, AZ 86004

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.

Getting you where you want to go





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 1-4

1. CALL TO ORDER

2. ROLL CALL

3. SAFETY MINUTE

-Sam Short, Safety and Training 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 8/19/2026

-pages 5-13

DISCUSSION / ACTION ITEMS:

6. WORKFORCE HOUSING UPDATE

-pages 14-15

-Kate Morley, Interim CEO and General Manager

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

EXECUTIVE SESSION

Executive sessions are closed to the public.

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

1. 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).

Getting you where you want to go





Mountain Line

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

2. Discussions or consultations with Mountain Line's legal counsel for legal advice and with legal counsel and designated representatives regarding information related to an ongoing criminal case. ARS § 38-431.03(A)(2) and (3).

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

DISCUSSION / ACTION ITEMS:

7. FY2027 PROPOSED PAY TABLE -pages 16-18
-Kate Morley, Interim CEO and General Manager
Staff recommend the Board of Directors adopt the Fiscal Year 2027 Proposed Pay Table.
8. FY2026 ANNUAL REPORT -pages 19-20
-Bizzy Collins, Strategic Performance Planner
Staff recommends the Board of Directors approve the FY2026 Annual Report and authorize staff to submit the report to the State of Arizona and partner agencies as required in the Master IGA.
9. AWARD JOB ORDER NO. 4 UNDER REQUEST FOR PROPOSAL 2023-1110 HORIZONTAL JOB ORDER CONTRACTING (JOC) FOR 2026 SERVICE CHANGES NEW BUS STOPS
-Anne Dunno, Capital Development Manager -pages 21-31
Staff recommend the Board of Directors award Job Order No. 4 to Kinney Construction in amount of \$105,302 for construction of new bus stops associated with 2026 service changes under RFP 2023-1110 Horizontal Job Order Contracting.
10. MOUNTAIN EXPRESS -pages 32-33
-Bizzy Collins, Strategic Performance Planner
Staff recommend the Board of Directors continue Mountain Express service for the 2026-2027 winter season.
11. FIVE-YEAR STRATEGIC TECHNOLOGY PLAN -pages 34-35
-Jon Matthies, IT Manager
Staff recommend the Board of Directors approve the Five-Year Strategic Technology Plan.
12. MOUNTAIN LINE FY2025 ECONOMIC CONTRIBUTION AND IMPACT ANALYSIS
-Bizzy Collins, Strategic Performance Planner -pages 36-38
The Board may provide direction, but there is no recommendation from staff at this time.
13. FLAGSTAFF UNIFIED SCHOOL DISTRICT (FUSD) ECOPASS REPORT
-Jacki Lenners, Deputy General Manager of Administration -pages 39-42
The Board may provide direction, but there is no recommendation from staff at this time.
14. OPERATIONAL ASSESSMENT ANALYSIS RESULTS -pages 43-44
-Bizzy Collins, Strategic Performance Planner
The Board may provide direction, but there is no recommendation from staff at this time.

Getting you where you want to go





Mountain Line

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

Board Agenda Packet
9/16/2026 - Page 4 of 46

PROGRESS REPORTS:

15. DELEGATION OF AUTHORITY UPDATES -page 45
-Heather Higgins, Purchasing and Contracts Officer

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

16. INQUIRY FOLLOW-UP
-Kate Morley, Interim CEO and General Manager
17. MILESTONE ANNIVERSARIES
-Kate Morley, Interim CEO and General Manager
18. SUMMARY OF CURRENT EVENTS
-Kate Morley, Interim CEO and General Manager

SCHEDULE FOR THE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

October/November Working Agenda -page 46

The Board Retreat will be held on Wednesday, October 21, 2026 and it will be a hybrid in-person and Zoom meeting based in Flagstaff at the Mountain Line Ponderosa Room, 216 W. Phoenix Ave., Flagstaff, AZ 86001 at 10am. The public is invited to attend. October agenda items may include but not be limited to the Board Retreat - Board Roles and Expectations and Board Business Meeting - Spare Contract, Transit Asset Management (TAM) Update, Financial Plan Review, and Delegation of Authority Updates. The October agenda will be available for review on Mountain Line's website and at Mountain Line's public posting places (listed on the Mountain Line website) at least 24 hours prior to the meeting and should be consulted for a list of items that will come before the Board.

19. ADJOURNMENT

Getting you where you want to go





Board of Directors Minutes for Wednesday, August 19, 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, August 19, 2026, at 10:00am in the Mountain Line Ponderosa Room, 216 W. Phoenix Ave., Flagstaff, AZ 86001. This was a WEB BASED meeting. Members of the Board and Mountain Line staff attended in person, by internet conferencing, or by telephone. The public was invited to attend.

BOARD MEMBERS PRESENT:

Josh Maher, (Chair), Associate VP for Community Relations, NAU, designee;
Miranda Sweet, (Vice Chair), Vice Mayor, City of Flagstaff, (Zoom), left at approximately 11:16am;
Tony Williams, Vice President of Student Services, CCC, designee;
Jeronimo Vasquez, Board of Supervisors, Coconino County;
David Spence, City Council, City of Flagstaff, alternate
**Three of our five Board member seats must be present to constitute a quorum.*
***The City of Flagstaff holds two seats.*

BOARD MEMBERS EXCUSED:

Lori Matthews, Councilmember, City of Flagstaff

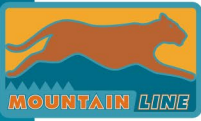
MOUNTAIN LINE STAFF IN ATTENDANCE:

Kate Morley, Interim CEO and General Manager;
Jacki Lenners, Deputy General Manager;
Marc Perla, Deputy General Manager of Operations, (Zoom);
Sam Short, Safety and Training Director;
Megan Coons, Finance Director;
Sara Dechter, Planning Director;
Anne Dunno, Capital Project Manager;
Bizzy Collins, Strategic Performance Planner;
Heather Higgins, Purchasing and Contracts Officer;
Don Palmer, Transit Superintendent;
Diamond Tayah, On-Demand Transit Coordinator, left at approximately 11:54am;
Jon Matthies, IT Manager;
Rhonda Cashman, Executive Assistant and Clerk of the Board;
Scott Holcomb, Mountain Line Attorney, (Zoom)

GUESTS PRESENT:

Jeff McKay, Vice President Capital Planning and Campus Operations, NAU, alternate, (Zoom), left at approximately 11:58am;
Judy Begay, Board of Supervisors, Coconino County, (Zoom), alternate, joined at approximately 11:19am;





Mountain Line

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

Steve Hamelin, Transit Leadership Consulting (Zoom), left at approximately 12:01pm;
Jill Barnett, TransPro Consulting, left at approximately 12:00pm;
Kellie Melleady, TransPro Consulting, left at approximately 12:00pm;
Luke Allison, TransPro Consulting, left at approximately 11:28am

1. CALL TO ORDER -Chair Maher called the meeting to order at approximately 10:03am.
2. ROLL CALL
3. SAFETY MINUTE
-Sam Short, Safety and Training Director

Mr. Short reported on staying focused as we enter the fall season.

4. CALL TO THE PUBLIC

There were no members of the public in attendance. No public comments were received via email.

5. APPROVAL OF MINUTES:
 - a. Regular Meeting 6/17/2026
 - b. Special Meeting 6/29/2026

Director Vasquez made a motion to approve the minutes for both meeting dates: June 17, 2026 and June 29, 2026. Director Williams seconded. There was no discussion. All approved, none opposed. Motion carried.

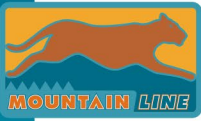
NAME	YES VOTE	NO VOTE
Josh Maher	X	
Miranda Sweet	X	
Tony Williams	X	
Jeronimo Vasquez	X	
David Spence	X	

CONSENT AGENDA:

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

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





Mountain Line

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

This item was pulled for discussion. Ms. Lenners explained the history and process of bringing personnel policy updates to the Board, typically once a year for approval. She shared the most substantive changes are the discontinuation of overtime at a double time rate and returning to the standard overtime rate of time and a half, as well as policies regarding the use of Artificial Intelligence (AI) in the workplace. There were some questions regarding the estimated cost savings of changing the overtime policy, discontinuation of the radio 10 codes, and a suggestion to integrate communications with the Flagstaff Fire Department and the Flagstaff Police Department. Ms. Coons told the Board the estimated savings is approximately \$300,000. Ms. Lenners stated staff are still working to reduce overtime. Mr. Short said that radio 10 codes are still in use, and staff would have to get permission from the Fire Department and Police Department to be able to integrate communications with them. Ms. Lenners noted that Mountain Line does have a policy on how to communicate with the Fire Department and the Police Department. There were no further questions. Director Vasquez made a motion to approve the Mountain Line Personnel Policy Manual Updates. 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	
David Spence	X	

DISCUSSION / ACTION ITEMS:

7. MOUNTAIN LINE METROPLAN MERGER

-Kate Morley, Interim CEO and General Manager

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

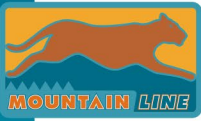
Ms. Morley introduced Mr. Hamelin from Transit Leadership Consultants to provide an impartial opinion from his research regarding a potential merger between Mountain Line, the regional transit agency, and MetroPlan, the regional multi-modal transportation agency. He shared a lengthy and informative presentation of his research on this topic. In summary, he noted it would be a time-consuming, costly process to merge these two government entities. Instead, he recommended as much collaboration as possible between the two agencies, thus being a more cost-effective solution. Ms. Morley stated that the Board would really need a clear purpose or decide what problem they want to solve with a merger. The consensus of the Board was to not pursue a merger.

8. CHIEF EXECUTIVE OFFICER (CEO) RECRUITMENT SCOPE OF WORK

-Kate Morley, Interim CEO and General Manager

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





Ms. Morley stated that now that the merger question has been determined, staff can proceed with the Request for Proposal (RFP) Process. She reviewed the tasks, timeline, and considerations associated with the process. There was a brief discussion regarding the timeline and vetting of recruitment firm responses. The Board consensus was the hybrid option for vetting RFP responses. Mr. Holcomb suggested including that decision in the motion. Director Vasquez made a motion to approve the Scope of Work for pursuing a CEO Recruitment firm and vetting responses in a hybrid manner with staff making a recommendation to the Board and Board members also reviewing all responses. Vice Chair Sweet seconded. There was no discussion. All approved, none opposed. Motion carried.

NAME	YES VOTE	NO VOTE
Josh Maher	X	
Miranda Sweet	X	
Tony Williams	X	
Jeronimo Vasquez	X	
David Spence	X	

9. EXPECTATIONS AND ROLES OF THE CEO AND THE BOARD OF DIRECTORS

-Kate Morley, Interim CEO and General Manager

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

Ms. Morley reviewed the proposed changes to the document and noted a redline version was in the agenda packet. She stated the amendments will make it a forward-looking document. She summarized that the changes are not intended to reduce communication between staff and the Board, the changes are intended to simplify requirements to what's necessary instead of routine, and the changes are intended to reduce staff burden. There were no questions. Director Spence made the motion to approve the amended version of the Expectations and Roles of the CEO and the Board of Directors as presented. Vice Chair Sweet seconded. There was no discussion. All approved, none opposed. Motion carried.

NAME	YES VOTE	NO VOTE
Josh Maher	X	
Miranda Sweet	X	
Tony Williams	X	
Jeronimo Vasquez	X	
David Spence	X	

10. FY2026 FINANCIAL UPDATE

-Megan Coons, Finance Director

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





Mountain Line

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

Ms. Coons shared a FY2026 budget to actual summary with budget to actual numbers. She noted the account details are in the agenda packet. She stated she will review by programs as well as operations and capital budgets. She communicated that we did fall short on fare revenue and there was some available Coronavirus Aid, Relief, and Economic Security (CARES) Act funding for the County Vanpool program that was utilized. She noted the other local reflects other programs including Mountain Express being slightly over budget. She explained the Federal Transit Administration (FTA) and Arizona Department of Transportation (ADOT) Federal Pass Through funds are over budget due to revenue from the prior year. She stated wages and benefits were over budget; staff are taking measures to reduce overtime and have eliminated the double time rate. She shared that Operations and Maintenance was also slightly overbudget. She communicated that the Capital is under budget; these expenses are on a reimbursement basis, and some funds weren't spent within the year so there is carryover. She reviewed the projects carried forward into FY2027. There were no questions.

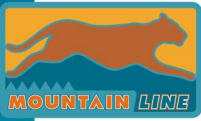
11. FY2026 END OF YEAR SCORECARD

-Bizzy Collins, Strategic Performance Planner

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

Ms. Collins stated this report has a lot of information; the benchmarks and the scorecard were included in the agenda packet. She explained the Fixed Route Bus performance chart. She stated staff continue to evaluate the decrease in ridership. She noted there was an audit of the Automatic People Counters (APC) which were overcounting, how routes are scheduled, increased or decreased ridership based on whether the route received some service enhancements from the passage of Proposition 488, and some routes are suffering from reliability issues due to construction and on-time performance. She noted more service enhancements were effective earlier this month which will hopefully help future ridership numbers. She shared that the Operational Assessment is assessing our reliability issues and how we deliver service enhancements with a better system design overall. There was a question about the inclusion of the gold bars on the chart for Northern Arizona University (NAU) ridership. Ms. Collins responded that Mountain Line and NAU have created a comprehensive transit alignment to see how we can be more efficient between our two systems, there is some overlap, how do we best serve the community, the students on campus and off campus. She noted this is part of our Operational Assessment; staff have been meeting with NAU staff since January, and they are changing their route alignment this semester. She shared that NAU will serve the perimeter of campus while Mountain Line will continue to provide service along the transit spine through campus. She said there is ongoing conversation. Moving on, Ms. Collins shared FY2024 peer comparisons, the most current data available from FTA; she noted Mountain Line does quite well in these peer comparisons for fixed route bus in the cost per hour, passengers per hour, boardings, and boardings per capita categories. There was a question about how Missoula compares to Flagstaff. Ms. Collins replied that Missoula, also called Mountain Line, is very close in population size and service levels to Flagstaff. Ms. Collins moved on to Demand Response performance benchmarks, including both Paratransit and Microtransit. She noted these services are comingled for shared ride efficiency. She shared that the Microtransit program started in 2022 and it serves the Huntington/Industrial corridor, while the Paratransit service requires certification of eligibility for seniors and disabled





populations per FTA requirements. She explained the cost allocation has changed from ridership based in FY2025 to being based on revenue hours in FY2026, which seems more reflective of the service. Mountain Line has goals to bring the Paratransit cost down each year. She noted that the Microtransit fare changed to match the fixed route in November 2024 and this made it possible to use bus passes; many of the human service agencies in this corridor provide bus passes to their clients which helps those in need. She provided the peer comparisons for Demand Response; we are not looking for high ridership but rather providing the service for those who need it. She noted the Taxi Programs continue to be a top choice for the Paratransit eligible population due to the individualized service. The overall goal is to shift as many Paratransit trips as possible to the taxi service, in the City or in the County, for cost savings when it suits our clients. The Vanpool program is extremely successful. She shared the peer comparison. She also shared a map of the agencies and their locations using the Vanpool program. She reviewed the End of Year Scorecard as a look back; the newly adopted scorecard will be used in future presentations. There was a question about the fluctuation in cost for the Microtransit program. Ms. Collins responded that it is how the cost allocation has been done for the comingled service; done differently in FY2025 versus FY2026 so that is why the numbers look so different year to year. She noted that staff continue to fine tune the process. There was no further discussion.

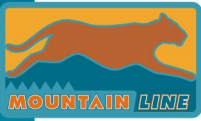
12. FY2026 WAVE 5 EMPLOYEE ENGAGEMENT SURVEY RESULTS

-Sam Short, Safety and Training Director

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

Mr. Short reported that the Employee Engagement Survey has been conducted on an annual basis at Mountain Line since 2002; it is anonymous and administered by a third party which has been TransPro for the last several years. He noted the last survey was done in October 2025 and the report to the Board occurred in January 2026. He shared that several responses indicated that their supervisors were too new to evaluate them accurately, so at the request of the Board another survey was completed in June 2026. He noted the Wave 5 survey results would be provided by Ms. Melleady from TransPro. She shared her thought that feedback is a gift; when employees take the time to share what is working and what is not to ultimately make Mountain Line a stronger organization. She noted there were 78 responses with operations having the most respondents; this was also the first time managers were asked to take the survey. She also reminded Board members that this snapshot in time is reflective of the organization going through some staffing transition. She reported the overall employee engagement score is 71; she noted some of the “most” and “least” satisfied questions along with their response rates. She shared the key takeaways: employees remain highly committed to Mountain Line’s values of customer commitment and embodiment of challenges; the overall engagement score decreased for the second time in a row; communication from management continues to be a primary organizational challenge; employees want stronger feedback loops; and supervisor consistency is affecting trust. She explained how the employee engagement score is determined. She reviewed the results under the topics of employee engagement, values, performance, feedback, job satisfaction, management, and employee safety. She reported that the recommended next steps are to communicate these results back to employees to close the loop, communicate how concerns are being addressed so employees





feel heard, and develop strategies to address important factors that can influence future employee engagement scores. She noted that leadership is already working on some of these items. She explained this survey should be used for more than a measurement; it can be used as a tool for continuous improvement. There was a concern voiced over the 79 percent rating for reporting safety risks without fear of negative consequences; stating 100 percent rating should be expected. Ms. Melleady stated they do not have an industry standard for that question. Mr. Allison said that question is somewhat unique to Mountain Line as not all agencies ask that question. Ms. Morley shared that Mountain Line does take these surveys seriously and staff determine the most important areas to address by developing an action plan; staff are still working through this. There was a question about seeing results over time. Ms. Melleady stated the results are reported showing wave over wave changes in the responses; specifically, from this survey items to address would be the supervisory inconsistency and completing the feedback loop. An additional question was about the sample size to draw down where the concerns are coming from. Ms. Melleady stated that the full survey can be shared with the Board and they should be able to see where the concerns are primarily originating from. There was no further discussion.

13. JULY DELEGATION OF AUTHORITY

-Heather Higgins, Purchasing and Contracts Officer

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

Ms. Higgins reported that the Mountain Express contract for the 2025-2026 season was just executed on July 20, 2026; execution was delayed from the December 16, 2025 initiation date due to prolonged legal review and delayed responses from the Arizona Snowbowl. The City of Flagstaff Service Intergovernmental Agreement (IGA) was recently executed; the agreement was updated to incorporate the increase in the sales tax rate approved by the voters on November 5, 2024 for transit service enhancements. There were no questions.

PROGRESS REPORTS:

There were no questions from Board members regarding these progress reports.

14. LONE TREE ROUNDABOUT AND IMPACTS ON COCONINO COMMUNITY COLLEGE (CCC) STUDENTS

-Anne Dunno, Capital Development Manager

15. KASPAR WATER LINE

-Anne Dunno, Capital Development Manager

16. OPERATIONAL ASSESSMENT AND FIVE-YEAR PLAN UPDATE

-Bizzy Collins, Strategic Performance Planner

17. ANNUAL SAFETY REPORT

-Sam Short, Safety and Training Director





18. ANNUAL FLEET REPORT
-Marc Perla, Deputy General Manager of Operations
19. ANNUAL UPDATE ON THE BUS STOP REHABILITATION PROGRAM
-Marc Perla, Deputy General Manager of Operations

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

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

Ms. Morley noted that this agenda item is from the Roles and Expectations document for staff to report out what needs to be brought back to the Board at a future meeting. She reported that staff will start the procurement process for the CEO Recruitment Firm and bring all submittals to the Board, as well as a staff recommendation. She added that staff will follow up with getting Board members the entire employee survey, as well as the top actionable items including safety concerns.

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

Ms. Morley reviewed the August milestone anniversaries.

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

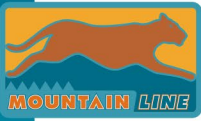
Ms. Morley shared the following highlights:

- Annual August service changes were implemented. Changes were reviewed.
- The water main at Kaspar has been replaced. Photos were shared.
- Highway 180 bus stop crossings were added for safety. This was a partnership using Mountain Line grant funds and City match funds.
- The Employee Summer BBQ took place.
- Operations is working hard to reduce overtime.
- Shelter rehab is happening – removing glass and replacing with metal which is less susceptible to vandalism.
- We have had some challenges with the building temperature this summer. Very grateful to our facilities team and Loven for resolving the issue.
- August anniversaries were reviewed.

Director Begay asked the Board to consider setting a higher goal for safety.

SCHEDULE FOR THE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS
September/October 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, September 16, 2026 and it will be a hybrid in-person and Zoom meeting based in Flagstaff at the Flagstaff Aquaplex, Community Room A, 1702 North Fourth Street, Flagstaff, AZ 86004 at 10am. The public is invited to attend. September agenda items may include but not be limited to the Third Party Review of Financials, FY2026 Annual Report, CEO Recruitment Firm Contract Award, Bus Stop Construction Job Order for Service Changes, Spare Contract, Transition Plan and Scope of Work, Mountain Express Future Service, Organizational Structure and Compensation Plan Financial Analysis, Five-Year Tech Plan, FY2026 Year End Financial Report, Financial Plan Review, Adopt a New Scorecard, Economic Impact Report, Flagstaff Unified School District (FUSD) EcoPASS Report, Operational Assessment Update, and Delegation of Authority Updates. 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.

25. ADJOURNMENT -Chair Maher adjourned the meeting at approximately 12:12pm.

Josh Maher, Chair of the Mountain Line Board of Directors

ATTEST:

Rhonda Cashman, Executive Assistant and Clerk of the Board

Getting you where you want to go





Mountain Line

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

DATE PREPARED: September 3, 2026

MEETING DATE: September 16, 2026

TO: Honorable Chairman and Members of the TAC

FROM: Kate Morley, Interim CEO and General Manager

SUBJECT: Workforce Housing Update

RECOMMENDATION:

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

RELATED STRATEGIC SUCCESS OUTCOMES

❖ Financial Stability

BACKGROUND:

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

- In 2017, Mountain Line purchased, with local transit funding, 5.32 acres of property ("Linda Vista Property") adjacent to Mountain Line's developed Kaspar Dr. parcels anticipating future need for expansion of maintenance and bus storage facilities to support growth in transit service.
- In 2022, Mountain Line developed the Kaspar Headquarters Master Plan (KHMP) which reviewed several alternative concepts but ultimately identified best use was to construct long-term maintenance and bus storage on the two developed Kaspar parcels, leaving the vacant parcel undeveloped.
- In spring of 2024, staff received authorization to modify lot lines for the vacant parcel and 1 of 2 developed properties in preparation for disposing of the vacant parcel. During the process with the City of Flagstaff and Coconino County submitting for the lot modifications, conversations around workforce housing needs in our community escalated and became a focal point of joint public agency conversations.
- Staff engaged with legal counsel to evaluate if there was a way to leverage our vacant parcel to create a workforce housing opportunity and it was determined that the next best step was to complete a feasibility study to determine best position for Mountain Line in development of workforce housing.
- After a report on feasibility of pursuing this Public-Private Partnership Opportunity in November 2024, the Board authorized staff to 1) amend the Master Intergovernmental Agreement to reflect the authority of Mountain Line as property owners to act on property use and 2) issue the procurement document(s) needed to begin the search for a developer for this project.
- In September of 2025 an award was made to Servitas to deliver the project.

Getting you where you want to go





Mountain Line

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

Mountain Line consultant on the project, Reith Jones Advisors (RJA), will share the latest project information with the Board at the meeting.

FISCAL IMPACT:

The FY2027 budget includes \$440,000 for the development of this project. Those funds support two contracts:

Consultant RJA has had three phases of work issues. Phase 1 was to do a site feasibility study and Phase 2 to assist in the procurement of a partner to develop the site; these have been completed for a total \$305,000 in previous fiscal years. The current phase was initiated in January 2026 to support negotiations related to development agreements, ground lease and management agreement; coordinate with key stakeholders; complete pro forma and economic vitality review; with a value of \$455,000.

Attorneys' fees to date on this project are \$57,182.50.

The project is anticipated to pay for itself and create a recurring revenue source through the land lease, for the next 50 years. Revenue earning is not anticipated to begin until 11 years after the project is complete.

ALTERNATIVES:

None. This item is for information and discussion only.

APPROVED BY:

Kate Morley

Kate Morley
Interim CEO and General Manager

ATTACHMENTS:

None.

Getting you where you want to go





Mountain Line

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

DATE PREPARED: September 8, 2026

MEETING DATE: September 16, 2026

TO: Honorable Chairman and Members of the Board

FROM: Kate Morley, Interim CEO and General Manager

SUBJECT: FY2027 Proposed Pay Table

RECOMMENDATION:

Staff recommend the Board of Directors adopt the Fiscal Year 2027 Proposed Pay Table.

RELATED STRATEGIC PLAN SUCCESS OUTCOMES

- ❖ Service Excellence
- ❖ Financial Stability
- ❖ Employee Investment

BACKGROUND:

Mountain Line aims to have a pay table that offers fair, competitive, and transparent wages that align with the agency's financial plan. A compensation study was conducted in 2025 that included the re-grading of several positions. Per the Board's direction, Staff have re-evaluated the resulting pay table to ensure it meets the objectives and provides financial stability for the organization. The FY2027 Proposed Pay Table includes the following updates:

- Consistent progression between the minimum points of each grade (11 percent).
- Consistent ranges between the minimum and maximum points of each grade (50 percent), resulting in a less top heavy, and more evenly distributed pay structure.
- Addition of key new positions as part of an Operational realignment that will be cost neutral due to the restructuring of existing positions.
- Assurance of room to grow within the minimum to maximum for all positions, where some employees were previously topped out.
- Some employees moved between grades, but no salaries were adjusted. The goal is to set us up for an appropriately graded position if a vacancy arises.

FISCAL IMPACT:

The FY2027 Proposed Pay Table does not have any fiscal impacts for FY2027. As the minimum and midpoints for several of the ranges changed, there could be future fiscal implications if we have to fill a vacant position, but those will be accounted for in future budget years.

Getting you where you want to go





Mountain Line

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

ALTERNATIVES:

- 1) Approve the Fiscal Year 2027 Proposed Pay Table (**recommended**): An approved Compensation Plan allows Mountain Line to appropriately hire for vacant positions and to plan for future budget years.
- 2) Do not approve the Fiscal Year 2027 Proposed Pay Table (**not recommended**): If the FY2027 Pay Table is not approved, Mountain Line will default to using the FY2026 table, which does not achieve the Board's goals of equity and financial stability.

SUBMITTED BY:

Kate Morley

Kate Morley
Interim CEO and GM

ATTACHMENTS:

1. FY2027 Proposed Pay Table

-page 18

Getting you where you want to go



FY2026 Pay Table					
Grade	Minimum	Midpoint	Maximum	Midpoint Progression	Range Width (Min to Max)
16	\$182,300	\$246,100	\$309,900	15%	70%
15	\$158,500	\$214,000	\$269,500	15%	70%
14	\$137,900	\$186,100	\$234,400	15%	70%
13	\$119,900	\$161,800	\$203,800	15%	70%
12	\$104,200	\$140,700	\$177,100	12%	70%
11	\$93,000	\$125,600	\$158,100	12%	70%
10	\$84,600	\$112,100	\$139,600	12%	65%
9	\$75,500	\$100,100	\$124,600	12%	65%
8	\$68,800	\$89,400	\$110,100	10%	60%
7	\$62,500	\$81,300	\$100,000	10%	60%
6	\$58,000	\$73,900	\$89,900	10%	55%
5	\$52,700	\$67,200	\$81,700	10%	55%
4	\$47,900	\$61,100	\$74,200	8%	55%
3	\$45,300	\$56,600	\$68,000	8%	50%
2	\$41,900	\$52,400	\$62,900	8%	50%
1	\$38,800	\$48,500	\$58,200		50%

Proposed FY2027 Pay Table					
Grade	Minimum	Midpoint	Maximum	min progression Progression	Range Width (Min to Max)
16	\$185,642	\$232,053	\$278,463	11%	50%
15	\$167,245	\$209,056	\$250,868	11%	50%
14	\$150,671	\$188,339	\$226,007	11%	50%
13	\$135,740	\$169,675	\$203,610	11%	50%
12	\$122,288	\$152,860	\$183,432	11%	50%
11	\$110,170	\$137,712	\$165,254	11%	50%
10	\$99,252	\$124,065	\$148,878	11%	50%
9	\$89,416	\$111,770	\$134,124	11%	50%
8	\$80,555	\$100,694	\$120,833	11%	50%
7	\$72,572	\$90,715	\$108,858	11%	50%
6	\$65,380	\$81,725	\$98,070	11%	50%
5	\$58,901	\$73,626	\$88,352	11%	50%
4	\$53,064	\$66,330	\$79,596	11%	50%
3	\$47,805	\$59,757	\$71,708	11%	50%
2	\$43,068	\$53,835	\$64,602	11%	50%
1	\$38,800	\$48,500	\$58,200		50%



Mountain Line

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

DATE PREPARED: August 24, 2026

MEETING DATE: September 16, 2026

TO: Honorable Chairman and Members of the Board

FROM: Bizzy Collins, Strategic Performance Planner

SUBJECT: FY2026 Annual Report

RECOMMENDATION:

Staff recommends the Board of Directors approve the FY2026 Annual Report and authorize staff to submit the report to the State of Arizona and partner agencies as required in the Master IGA.

RELATED STRATEGIC PLAN SUCCESS OUTCOMES

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

BACKGROUND:

In accordance with A.R.S. 28-9101 et seq. to establish an Intergovernmental Public Transportation Authority and the Amended and Restated Master IGA signed on September 12, 2025, the Board will issue an annual report on or before December 1 containing a full account of the activities and finances for the preceding fiscal year and other facts and recommendations. The Board shall transmit copies of the report to each member municipality, university, and county, to the Secretary of State, to the Arizona State Library, Archives, and Public Records, and, on request, to any member of the public.

The FY2026 Annual Report is a formal document designed to meet state regulations. The report contains a summary of the activities, including performance data for all public transportation services provided. The report provides an overview of FY2026 revenues and expenditures. The FY2026 performance information and financial data from the report are presented to the Transit Advisory Committee and Board of Directors throughout the year. The financial data is reflective of the year-end information as reviewed with and presented to each partner agency.

Mountain Line's FY2026 annual financial audit is still pending, and if anything changes because of the audit, an amended report will be filed no later than December 31, 2026, and presented to the TAC and Board no later than January 2027.

FISCAL IMPACT:

There is no budgetary or financial impact with the adoption of the FY2026 Annual Report.

Getting you where you want to go





Mountain Line

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

ALTERNATIVES:

- 1) Approve the FY2026 Annual Report and authorize staff to submit the report to the State of Arizona and partner agencies as required in the Master IGA **(recommended)**: If the Board approves the Annual Report, staff can proceed with submission of the Annual Report on time, and Mountain Line will remain compliant with the Master IGA as well as the State of Arizona regulations.
- 2) Do not approve the FY2026 Annual Report **(not recommended)**: If the Board does not approve the report, staff will be delayed in submitting the Annual Report. This delay could mean Mountain Line would not meet the deadline for submission as required by the Arizona Revised Statutes.

SUBMITTED BY:

Bizzy Collins
Strategic Performance Planner

APPROVED BY:

Sara Dechter
Planning Director

ATTACHMENTS:

1. FY2026 Annual Report -separate attachment

Getting you where you want to go





DATE PREPARED: September 1, 2026

MEETING DATE: September 16, 2026

TO: Honorable Chair and Members of the Board

FROM: Anne Dunno, Capital Development Manager

SUBJECT: Award Job Order No. 4 under Request for Proposal (RFP) 2023-1110 Horizontal Job Order Contracting (JOC) for 2026 Service Changes New Bus Stops

RECOMMENDATION:

Staff recommend the Board of Directors award Job Order No. 4 to Kinney Construction in amount of \$105,302 for construction of new bus stops associated with 2026 service changes under RFP 2023-1110 Horizontal Job Order Contracting.

RELATED STRATEGIC PLAN SUCCESS OUTCOMES

❖ Service Excellence

BACKGROUND:

In February 2023, the CEO and General Manager, under the Mountain Line Board of Directors Delegation of Authority, approved the award of RFP 2023-1110, Job Order Contract Services, Horizontal Construction to Banicki Construction and Kinney Construction Services. The JOC contract term is through June 30, 2028, with renewal up to two (2) additional (12) month periods.

The job order contract is a competitively bid, fixed-price contract based on construction services within the scope of this Contract. The Mountain Line JOC contract is an indefinite delivery, indefinite quantity (IDIQ) and typically provides a maximum amount of work during a specified term.

Mountain Line initiated a request for job order proposal to construct the four new bus stops associated with the 2026 service changes for the Route 8 new bus stops: 1) Chacon 2) Atlas and 3) Sierra on 66 and 4) Route 66/Sacred Peaks. The Job Order includes the cost of labor, materials, and equipment to perform the scope of work; in addition, the Job Order includes a 10% contingency, design change allowance and Contractor Coefficient to cover construction management and indirect costs for the Contractor allowable by the JOC contract. The KCS cost proposal was \$105,302; the Banicki Construction cost proposal was \$190,259.16. Both proposals were comprehensive to the scope and schedule requested and staff recommend award to KCS based on lowest cost.





Mountain Line

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

The schedule to complete Job Order No 4 is substantial completion by November 30, 2026, and final completion by December 31, 2026.

FISCAL IMPACT:

The adopted FY2027 Mountain Line budget includes capacity to cover Job Order No. 4 with funding from the backlog of Surface Transportation Block Grant (STBG) State Flex funding in amount of \$289,902 (FTA federal \$231,921/Local \$57,981). Typically, Mountain Line utilizes the annual allocation of STBG funds for the bus shelter rehabilitation program, but funds remained from the FY2022-FY2025 appropriation year and can be assigned for this project.

ALTERNATIVES:

1. Award Job Order No. 4 to Kinney Construction in amount of \$105.302 for construction of new bus stops associated with 2026 service changes under RFP 2023-1110 Horizontal Job Order Contracting. **(recommended)**: Approval will allow Mountain Line to complete construction of the bus stops by December 2026.
2. Do not award Job Order No. 4 to Kinney Construction in amount of \$105,302 for construction of new bus stops associated with 2026 service changes under RFP 2023-1110 Horizontal Job Order Contracting. **(not recommended)**: Without approval, Mountain Line will need to reissue the Job Order procurement process and will not construct the bus stops by December 2026.

SUBMITTED BY:

Anne Dunno

Anne Dunno
Capital Development Manager

APPROVED BY:

Sara Dechter
Planning Director

ATTACHMENTS:

1. Job Order No. 4 under RFP 2023-1100 Horizontal JOC -pages 23-31

Getting you where you want to go



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

PROJECT JOB ORDER

**Project Job Order No. 4
Contract No. 2023-1110
Project No. 4**

THIS JOB ORDER is made and entered into on the 15th day of September 2026, by and between the Northern Arizona Intergovernmental Public Transportation Authority, a political subdivision and corporate body of the State of Arizona ("Mountain Line") and the "Contractor" designated below. This Job Order is entered into pursuant to and incorporates herein the terms and provisions of the Master Contract, dated July 1, 2023, between Mountain Line and Contractor ("Job Order Contract"). Upon full execution of this Job Order, the Job Order, together with the Job Order Contract (including all of the Contract Documents as defined therein), shall be the Contract between the Parties for the Work.

Mountain Line and Contractor agree as follows:

Mountain Line: **Mountain Line**
 Project Manager: Anne Dunno
 Telephone: 928-679-8947
 E-mail: adunno@mountainline.az.gov

Contractor: **Kinney Construction Services, Inc.**
 Arizona ROC No.: 145666
 Federal Tax ID No: 86-951847
 Contractor Representative: Mike Thomas
 Telephone: 928-779-2820
 E-mail: mt@kinneyconstruction.net

PROJECT DESCRIPTION: Route 8 new bus stops: 1) Chacon 2) Atlas and 3) Sierra on 66 and 4) Route 66/Sacred Peaks

PROJECT SITE ADDRESS/LOCATION: Flagstaff Arizona

SCOPE OF WORK AND PROJECT SCHEDULE/DURATION:
Attached Exhibit 1

CONTRACT PRICE/FEES FOR WORK : \$105,302

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

_____ Substantial Completion Amount \$ _____/day
_____ Final Completion Amount \$ _____/day
_____ Pursuant to MAG § 108.9

UNIQUE INSURANCE AND/OR BOND REQUIREMENTS (IF ANY):

Attached Exhibit 2

UNIQUE COMPLIANCE WITH GOVERNMENT PROVISIONS (IF ANY):

Attached Exhibit 3

**LIST OF PROJECT PLANS AND SPECIFICATIONS (AND
PROJECT SPECIFIC CONDITIONS IF ANY):**

Attached Exhibit 4

In witness whereof, the parties hereto have executed and caused to be signed by their duly authorized representatives, this Contract on the date first written above.

MOUNTAIN LINE:

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

By: Kate Morley

Its: Interim CEO and General Manager

CONTRACTOR:

By: Mike Thomas

Its: President

PHOENIX 53963-1 330644v2

SCOPE OF WORK AND PROJECT SCHEDULE/DURATION:



To: Anne Dunno
Mountain Line
3733 North Kaspar Drive
Flagstaff, AZ 86004

Friday, August 28, 2026

Re: **Mountain Line New Bus Stops Service Change 2026 -Proposal**
RFP 2023-1110- Job Order 4

Ms. Dunno,

Kinney Construction offers the following proposal including labor, materials, and equipment to perform the scope of work as outlined below and in the attached bid schedule.

- Pricing is based on the following documents.

- Civil drawings by Ardurra for Mountain Line Bus Stops Service Change 2026, sheets 1 thru 8. Drawings have latest date of August 18, 2026. Drawings are marked 90% preliminary, and are unstamped.
- Davis Bacon Wage Decision AZ2026044 2026-05-18

(See Attached Bid Summary)

Qualifications and Assumptions

- 1 It is understood that a City construction permit is anticipated by October 15. We acknowledge that project is to be substantially complete by November 30, 2026 with final completion by December 31, 2026.
- 2 It is understood that Mountain Line will fund and secure a City public improvements permit and will provide third party testing as part of this project. This cost is excluded.
- 3 It is understood from drawings and scope that we are to remove and dispose of landscaping in conflict, relocate the trees, and relocate the irrigation. Pricing includes watering the trees twice a month over the winter. It is assumed that the relocated trees will survive the winter.
- 4 Proposal is inclusive of bond costs.

Exclusions:

- 1 Permit costs if required, franchise utility cost or other agency fees
- 2 Third party testing

Thank you for the opportunity to provide you with our services.

A handwritten signature in blue ink that reads 'Travis Moore'.

Respectfully,

Travis Moore

Tel: (928) 779-2820 Fax: (928) 773-4696 Cell: (928) 853-3551

tm@kinneyconstruction.net

BID FORM
AUGUST 18, 2026

Job Order No. 4 - 2026 Service Changes New Bus Stops						
Item	Bus Stop	Scope	Quantity	Unit	Unit Price	Cost
1	Route 8: Alvan Clark/"Sierra on 66")	Traffic Control	1	LS	\$ 800.00	\$ 800.00
		Survey	1	LS	\$ 1,000.00	\$ 1,000.00
		Remove & Relocate Tree	1	EA	\$ 281.00	\$ 281.00
		Remove Existing Landscaping	146	SF	\$ 14.00	\$ 2,044.00
		Remove & Relocate Landscape Irrigation	1	LS	\$ 1,127.00	\$ 1,127.00
		Install Concrete Sidewalk	102	SF	\$ 35.00	\$ 3,570.00
		Install Concrete Logo Stop Pad	44	SF	\$ 46.00	\$ 2,024.00
		Install 18" Mountain Type C Wall	15	LF	\$ 475.00	\$ 7,125.00
		Install Yellow Curb Marking	40	LF	\$ 4.00	\$ 160.00
2	Route 8: Alvan Clark/Atlas	Traffic Control	1	LS	\$ 800.00	\$ 800.00
		Survey	1	LS	\$ 1,000.00	\$ 1,000.00
		Remove Existing Landscaping	144	SF	\$ 13.00	\$ 1,872.00
		Remove & Relocate Landscape Irrigation	1	LS	\$ 925.00	\$ 925.00
		Install Concrete Sidewalk	100	SF	\$ 35.00	\$ 3,500.00
		Install Concrete Logo Stop Pad	44	SF	\$ 46.00	\$ 2,024.00
		Install Yellow Curb Marking	40	LF	\$ 4.00	\$ 160.00
3	Route 8: McCallister/Charon	Traffic Control	1	LS	\$ 800.00	\$ 800.00
		Survey	1	LS	\$ 1,000.00	\$ 1,000.00
		Remove & Relocate Tree	1	EA	\$ 281.00	\$ 281.00
		Remove Existing Landscaping	145	SF	\$ 14.00	\$ 2,030.00
		Remove & Relocate Landscape Irrigation	1	LS	\$ 1,127.00	\$ 1,127.00
		Install Concrete Sidewalk	100	SF	\$ 35.00	\$ 3,500.00
		Install Concrete Logo Stop Pad	45	SF	\$ 46.00	\$ 2,070.00
		Install Yellow Curb Marking	40	LF	\$ 4.00	\$ 160.00
4	Route 66: Sacred Peaks	Traffic Control	1	LS	\$ 1,500.00	\$ 1,500.00
		Survey	1	LS	\$ 1,000.00	\$ 1,000.00
		Install Concrete Shelter Stop Pad	150	SF	\$ 69.00	\$ 10,350.00
		Seeding Restoration	255	SF	\$ 3.00	\$ 765.00
		Silt Fencing	43	LF	\$ 13.00	\$ 559.00
		Install Yellow Curb Marking	40	LF	\$ 4.00	\$ 160.00
		All quantities shown are approximate and are furnished solely for the contractor's convenience. The contractor shall be responsible for independently verifying quantities prior to submitting proposal.	Cost of Work Subtotal:			\$ 53,714.00
		Sales Tax (65% of 9.386%)				\$ 3,277.00
		Design Change Allowance				\$ 8,000.00
		10% Contingency				\$ 5,371.00
		Contractor Coefficient				\$ 34,940.00
		Job Order Total				\$ 105,302.00

Notes:

- 1) Mountain Line will cover cost of permitting. Quality control testing of concrete is included with City permit.
- 2) Ardurra is providing construction administration for RFIs and field changes.
- 3) JOC shall provide redlines to Ardurra. Ardurra will provide asbuilts.
- 4) Mountain Line will install temporary bus stops during construction.
- 5) JOC shall utilize the allowable Contractor Coefficient per JOC contract.
- 6) JOC shall include cost of mobilization as part of Contractor Coefficient per JOC contract.
- 7) Job Order is subject to Davis Bacon Wages and Build America Buy America (BABA).

Kinney Construction

Schedule:

Mountain Line is seeking substantial completion by November 30, 2026 and final completion by December 31, 2026
This schedule assumes City permits available by October 15, 2026.
JOC shall provide high level schedule with Job Order Proposal.

Mountain Line 2026 Service Changes New Bus Stops

	Oct 2026					Nov 2026			
	W-1	W-2	W-3	W-4	W-5	W-1	W-2	W-3	W-3
City permits October 15, 2026									
Charon on McCallister									
Atlas on Alvan Clark									
Sierra on Alvan Clark									
Sacred Peaks on Hwy 89									
Substantial Completion November 25, 2026									

Kinney Construction, LLC.

UNIQUE INSURANCE AND/OR BOND REQUIREMENTS (IF ANY):

UNIQUE COMPLIANCE WITH GOVERNMENT PROVISIONS (IF ANY):

Work maybe located within City of Flagstaff (COF) right-of way (R/W) and Arizona Department of Transportation (ADOT) right of way. Contractor will be required to have and maintain the appropriate contractor license issued by the Arizona Registrar of Contractors for the type of work requested.

All work performed by Contractor shall meet all applicable state and local codes and the Contractor shall obtain all required permits and inspections, the following order of precedence shall govern:

1. City of Flagstaff Engineering Design and Construction Standards. (COF R/W Stops)
2. ADOT Specifications and General Conditions (ADOT R/W Stops)
3. MAG Standards and Specifications, current editions/revisions.
4. City of Flagstaff current MAG Revisions (COF R/W Stops)
5. Arizona Department of Environmental Quality (ADEQ) Rules under the Arizona Administrative Code

Contractor shall be responsible for materials testing, traffic control, inspections and permit coordination.

Contractor shall be responsible for all taxes, bonding, and insurance.

Mountain Line shall be responsible for jurisdictional agency (COF/ADOT) permit and inspection fees, if applicable.

Pending funding source for Individual Job Orders, Contractor will be required to provide weekly certified payrolls (including all subcontractors) in accordance with Davis Bacon Act requirements.



Mountain Line

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

DATE PREPARED: August 25, 2026

MEETING DATE: September 16, 2026

TO: Honorable Chairman and Members of the Board

FROM: Bizzy Collins, Strategic Performance Planner

SUBJECT: Mountain Express

RECOMMENDATION:

Staff recommend the Board of Directors continue Mountain Express service for the 2026-2027 winter season.

RELATED STRATEGIC PLAN SUCCESS OUTCOMES

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

BACKGROUND:

Mountain Express service has provided public transit between downtown Flagstaff and Arizona Snowbowl since 2015. The Operational Assessment looked at service and performance data, potential demand and community interest, and peer agencies that provided ski area service. They have outlined challenges, opportunities, and alternatives to consider and summarized findings in a memo. Mountain Line met with Arizona Snowbowl and community leaders to discuss the findings and service alternatives for Mountain Express.

Staff will present key points from the memo, a summary of partner discussions, and service alternatives with a recommendation. The memo is available on request.

FISCAL IMPACT:

Arizona Snowbowl has paid 100% of Mountain Express service from 2015-2025. Last winter, Snowbowl paid for a baseline of service and Mountain Line supported a one-time contribution of advertising revenue to allow staff and consultants to analyze the impact of frequency and marketing improvements when determining the future service model through the Operational Assessment. While the additional funding achieved the goal and increased ridership, Mountain Line does not have capacity to contribute ongoing funding to Mountain Express service. Additionally, the memo clearly outlines that Mountain Line has done everything within its own power to attract more passengers per revenue hour to Mountain Express. Additional investment may not result in increased ridership; only external forces could make the market for this service broader and thereby improve its potential for higher productivity.

Getting you where you want to go





Mountain Line

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

ALTERNATIVES:

- 1) Continue Mountain Express service for the 2026-2027 winter season (**recommended**): The community has expressed a strong desire to continue public transit service to the Arizona Snowbowl. Snowbowl will pay 100% of service provided.
- 2) Discontinue Mountain Express service (**not recommended**): Mountain Line and Snowbowl could decide to end the current arrangement, in which Mountain Line operates the service. Snowbowl, which is already contracting for shuttle buses to take skiers 7 miles from the lower parking lot to the lifts, may be capable of contracting for a shuttle to take people the full 14 miles from Flagstaff. However, Snowbowl has not expressed interest in this alternative. Ending any public transit service is always met with resistance by riders, and it could harm Mountain Line's public image and relationship with Snowbowl.

SUBMITTED BY:

Bizzy Collins
Strategic Performance Planner

APPROVED BY:

Sara Dechter
Planning Director

ATTACHMENTS:

1. The Mountain Express Memo -available on request

Getting you where you want to go





Mountain Line

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

DATE PREPARED: August 31, 2026

MEETING DATE: September 16, 2026

TO: Honorable Chairman and Members of the Board

FROM: Jon Matthies, IT Manager

SUBJECT: Five-Year Strategic Technology Plan

RECOMMENDATION:

Staff recommend the Board of Directors approve the Five-Year Strategic Technology Plan.

RELATED STRATEGIC PLAN SUCCESS OUTCOMES

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

BACKGROUND:

Mountain Line engaged Simplified Agile Solutions, LLC, to perform a comprehensive assessment of its technology environment, including systems analysis and interviews with staff. The engagement produced a Technology Needs Assessment and a draft Five-Year Technology Plan. Building on this foundation, Mountain Line staff refined and finalized the plan to address current operational priorities, including rising service expectations, support of a two-facility operation, increasing cybersecurity threats, and the need to modernize a fragmented application ecosystem.

The plan's highest priorities are data integration, system modernization, operational resilience, and cybersecurity maturity. Recommendations include:

- Implementation of a business analytics platform to support data driven decision-making
- Improving resilience by addressing policy gaps, developing business continuity and disaster recovery plans.
- Establishing a sustainable support model by adding an IT Technician position in the short-term, plus a dedicated Data Analyst in the long-term
- Convening of a new Technology Steering Committee to vet technology decisions and perform data governance tasks

This plan positions technology as a driver of service excellence, operational effectiveness, and informed decision-making. Through a phased approach, Mountain Line can align investments with capacity and funding while building a more secure, resilient, and data-driven organization that supports enhancing the rider experience and the community's evolving mobility needs.

Getting you where you want to go





Mountain Line

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

FISCAL IMPACT:

There is no budgetary or financial impact with adopting the 5-Year Strategic Technology Plan itself. However, there are recommendations within the plan that will have budgetary implications in future fiscal years if approved through Mountain Line's normal budgetary process.

ALTERNATIVES:

- 1) Approve the 5-Year Strategic Technology Plan (**recommended**).
- 2) Do not approve the 5-Year Strategic Technology Plan (**not recommended**).

SUBMITTED BY:

Jon Matthies
IT Manager

APPROVED BY:

Marc Perla
Deputy GM of Operations

ATTACHMENTS:

1. 5-Year Strategic Technology Plan -separate attachment

Getting you where you want to go





Mountain Line

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

DATE PREPARED: August 25, 2026

MEETING DATE: September 16, 2026

TO: Honorable Chairman and Members of the Board

FROM: Bizzy Collins, Strategic Performance Planner

SUBJECT: Mountain Line FY2025 Economic Contribution and Impact Analysis

RECOMMENDATION:

The Board of Directors may provide guidance but there is no action requested at this time.

RELATED STRATEGIC PLAN SUCCESS OUTCOMES

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

BACKGROUND:

Mountain Line partnered with the Economic Policy Institute at Northern Arizona University to publish its third Economic Impact Analysis. The report analyzed the distinct impacts of Mountain Line operations and two capital projects, the Downtown Connection Center and the Commercial Driver's License (CDL) Course. The three-page infographic summarizing the findings is attached; the complete report is available on request. Staff will present the findings of the analysis.

FISCAL IMPACT:

The Economic Impact Analysis was procured for \$18,000.

SUBMITTED BY:

Bizzy Collins
Strategic Performance Planner

APPROVED BY:

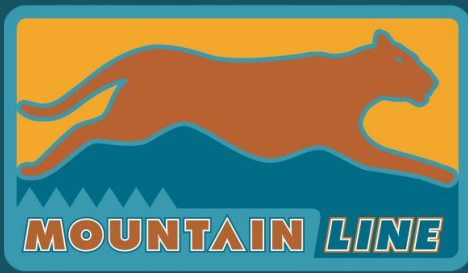
Sara Dechter
Planning Director

ATTACHMENTS:

1. Mountain Line Economic Impact FY2025 Infographic

-pages 37-38





MOUNTAIN LINE ECONOMIC IMPACT FY2025

Board Agenda Packet
9/16/2026 - Page 37 of 46



COCONINO COUNTY



\$24.6M
ECONOMIC OUTPUT



147
JOBS
FOR ONE YEAR



\$9.9M
LABOR INCOME
SUPPORTED



\$4.2M
GDP
CONTRIBUTION

ADDITIONAL COMMUNITY BENEFITS



Every local dollar
invested in
capital
expenditures
leverages

\$4.00
in federal
funding



Saved riders
\$420,547
in vehicle operating
costs



Reduced
1.68M
private vehicle
miles



Immeasurable community
value in reducing congestion,
parking demand, emissions and
barriers to employment,
education and healthcare

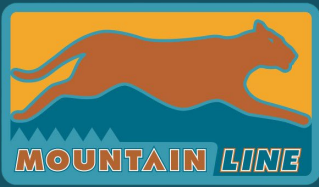


Every local dollar invested in
operational expenditures leverages
\$0.67 in federal funding

STATEWIDE IMPACT

162
JOBS
FOR ONE YEAR

SUPPORTING
\$127.6M
IN STATEWIDE
ECONOMIC OUTPUT



CAPITAL INVESTMENTS

FY2025

Board Agenda Packet
9/16/2024 - Page 38 of 46

DOWNTOWN CONNECTION CENTER



ECONOMIC IMPACT

COCONINO COUNTY



ARIZONA STATEWIDE



CDL TRAINING AND TESTING COURSE



ECONOMIC IMPACT

COCONINO COUNTY



ARIZONA STATEWIDE





Mountain Line

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

DATE PREPARED: September 2, 2026

MEETING DATE: September 16, 2026

TO: Honorable Chairman and Members of the Board

FROM: Jacki Lenner, Deputy General Manager of Administration

SUBJECT: Flagstaff Unified School District (FUSD) ecoPASS Report

RECOMMENDATION:

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

RELATED STRATEGIC PLAN SUCCESS OUTCOMES

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

BACKGROUND:

Flagstaff Unified School District (FUSD) began offering Mountain Line bus passes to middle and high school students impacted by reduced school bus eligibility on January 1, 2024. See attached report for an analysis of pass use by students that shows a steady increase over the 2.5 years of the program.

Mountain Line staff attended middle and high school events in late July to familiarize families with transit, answer questions, and assist with trip planning. The FUSD ecoPASSes will continue to be distributed and remain active through June 30, 2027, so students can continue to ride all year long.

FISCAL IMPACT:

Bus passes for students are purchased through Mountain Line's ecoPASS program. The per-pass cost of the ecoPASS program is based on the total number participants, students in this case, but more typical program participants include employees and residents of high-occupancy housing. It is a sliding scale in which the more participants an organization has, the lower the per-pass cost. FUSD is in the top bracket for participants with over 2,000 students, and for comparison NAU is the largest organization in our program with over 3,000 employees. Mountain Line charged FUSD \$20.50 per pass for a total invoice of \$41,000 in FY2027.

Getting you where you want to go





Mountain Line

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

SUBMITTED BY:

Jacki Lenners

Jacki Lenners
Deputy General Manager

APPROVED BY:

Kate Morley

Kate Morley
Interim CEO and General Manager

ATTACHMENTS:

1. FY2026 FUSD ecoPASS Analysis -pages 41-42

Getting you where you want to go





Mountain Line

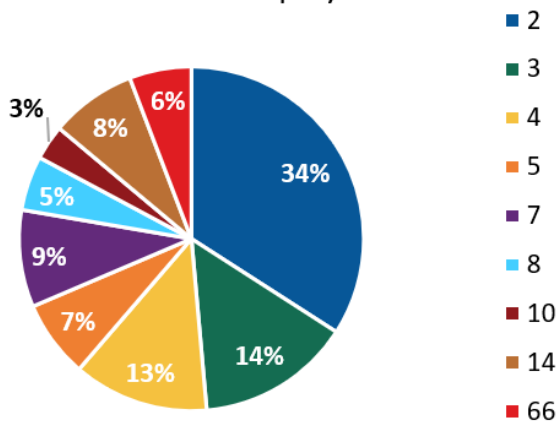
3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · www.mountainline.az.gov

FUSD ecoPass Program Analysis

Student Passes

	FY26	FY25	FY24
Unique passes used	1,361	1,409	462
% mobile passes	14%	16%	Only physical passes offered
Total trips taken	127,333	87,520	29,053
Average trips per pass	60	62	63
Pass used 3 or more times per week	22%	28%	31%
Maximum use on a single pass	860	430	345
Trips occurring on weekdays	94%	96%	97%
Routes used	100%	100%	100%
Stops used	95%	94%	96%

Student Ridership by Route



Top 15 Bus Stops Used

Rank	Stop Name	Route
1	Downtown Connection Center	All
2	Cummings / Lynch	2
3	Cedar / West EB	2 & 7
4	Cedar / West WB	2
5	Flagstaff Mall Connection Ctr	2, 3, & 66
6	Lockett / Fanning WB	2
7	Route 66 / Pinnacle	8
8	Desilva Ave/Beaver St	2
9	Lockett / Manor	2
10	Lone Tree / Brannen	4

Getting you where you want to go



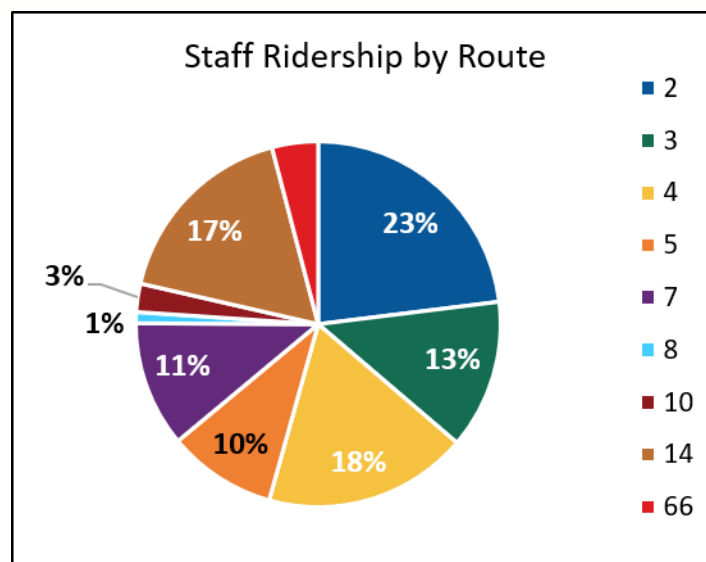


Mountain Line

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

Staff Passes

	FY26	FY25
Unique passes used	59	68
% mobile passes	86%	92%
Total trips taken	5,398	3,934
Average trips per pass	91	115
Pass used 3 or more times per week	13	13
Maximum use on a single pass	723	432
Trips occurring on weekdays	88%	89%
Routes used	100%	100%
Stops used	69%	58%



Getting you where you want to go





Mountain Line

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

DATE PREPARED: August 25, 2026

MEETING DATE: September 16, 2026

TO: Honorable Chairman and Members of the Board

FROM: Bizzy Collins, Strategic Performance Planner

SUBJECT: Operational Assessment Analysis Results

RECOMMENDATION:

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

RELATED STRATEGIC PLAN SUCCESS OUTCOMES

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

BACKGROUND:

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). Staff will present the results of the analysis to the Board.

The next step is to dig into the analysis results with staff and partners at a workshop in October and get their feedback to draft service recommendations, which will be presented to the Board in November. Staff anticipate having final service recommendations in January 2027. Staff will seek Board guidance at these milestones.

FISCAL IMPACT:

The total contract cost for the Operational Assessment task order is \$299,677. Mountain Line was awarded \$235,750 in 5305e federal funds for the Operational Assessment through a competitive grant administered by ADOT. The remaining 21%, or \$63,927, will be paid for by the Flagstaff transit sales tax. The Operational Assessment and Five-Year Transit Plan update was included in the adopted FY2027 budget.

Following the Operational Assessment, consultants will detail phased growth for years 1-5 as part of the Five-Year Transit Plan update. 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.

Getting you where you want to go





Mountain Line

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

SUBMITTED BY:

Bizzy Collins
Strategic Performance Planner

APPROVED BY:

Sara Dechter
Planning Director

ATTACHMENTS:

None.

Getting you where you want to go





MOUNTAIN LINE MEMORANDUM

DATE: September 16, 2026

TO: Honorable Chair and Members of the Board

FROM: Heather Higgins, Purchasing and Contracts Officer

SUBJECT: Delegation of Authority Updates

In keeping with the requirements of the various authorities granted by the Board of Directors to the CEO and General Manager and as per the most recently adopted Resolutions, this update reports on all actions, including funding applications and executions of awards, enacted by the CEO and General Manager.

Collective Grant Authority – Resolution 2024-100

Procurement Authority – Resolution 2024-110

Agreements and Contracts Authority – Resolution 2020-100

RFP 2026-103 Operational Assessment and Five-Year Transit Plan First Amendment

In December 2025, RFP 2026-103 Operational Assessment and Five-Year Transit Plan was awarded to Transpo Group in the amount of \$299,677. This First Amendment is to include On-call service planning and operations and tasks. Services may include data and performance analysis, service planning, Title VI support, public engagement, staff training, development of procedures, and rider-facing materials. Provision of specific services and/or tasks will be authorized through written task orders identifying the scope, deliverables, schedule, and not-to-exceed amount.

Bus Shelter Rehabilitation and Fabrication Fifth Amendment

Southwest Fabrication was awarded a sole source contract for Bus Shelter Rehabilitation and Fabrication in August of 2021. This Amendment is to exercise the final extension of the contract with no pricing changes.



October Board Retreat is Wed, 10/21

ITEMS:	WHO & WHAT:
Safety Minute	Sam S
Board Retreat – Board Roles and Expectations	Scott Bogren - CTAA Exec Dir
Possible Board Business Meeting:	
Spare Contact	Marc P - D/A
Transit Asset Management (TAM) Update	Sara - D/A
Financial Plan Review	Megan - D
Delegation of Authority Updates – Procurement, Grants, and Agreements	Heather H - PR
Updates To/From CEO and Board + Inquiry Follow Up	
Milestone Anniversaries	Kate
Current Events	Kate
November/January Working Agenda	

November Board Meeting is Wed, 11/18

ITEMS:	WHO & WHAT:
Safety Minute	Sam S
Third Party Review of Financials	Kate/Megan - D/A
Recruitment Firm - Work Session with Board of Directors	Kate - D
All Procurements Placeholder	
DCC Phase 2a Interim Ops GMP Approval	Anne - D/A
Org Structure and Comp Plan Financial Analysis	Kate - D/A
Legislative Priorities	Kate - D/A
Financial Plan Review	Megan - D
Budget Introduction and Process Review	Megan - D
Operational Assessment Update – Draft Recommendations	Bizzy – D
Adopt a New Scorecard	Bizzy - D
Delegation of Authority Update – Procurements, Grants, and Agreements	Heather H -PR
Annual Facilities Maintenance Report	Marc - PR
Annual Workforce Utilization Report	HR Manager - PR
Updates To/From CEO and Board + Inquiry Follow-Up	
Milestone Anniversaries	Kate
Current Events	Kate
January/February Working Agenda	

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