



## Mountain Line

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### Board of Directors Minutes for Wednesday, October 15, 2025

**NOTE:** IN ACCORDANCE WITH PROVISIONS OF THE ARIZONA REVISED STATUTES THE SUMMARIZED MINUTES OF NAIPTA BOARD MEETINGS ARE NOT VERBATIM TRANSCRIPTS. ONLY THE ACTIONS TAKEN AND DISCUSSION APPEARING WITHIN QUOTATION MARKS ARE VERBATIM.

The Board of Directors met in Regular Session on Wednesday, October 15, 2025, at 9:00am in the Mountain Line Ponderosa Room, 216 W. Phoenix Ave., Flagstaff, AZ 86001. This was a WEB BASED meeting. Members of the Board and Mountain Line staff attended in person, by internet conferencing, or by telephone. The public was invited to attend.

#### **BOARD MEMBERS PRESENT:**

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

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

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

#### **BOARD MEMBERS EXCUSED:**

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

#### **MOUNTAIN LINE STAFF IN ATTENDANCE:**

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

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### GUESTS PRESENT:

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

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

2. ROLL CALL

3. SAFETY MINUTE  
-Sam Short, Workforce Director

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

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

Ms. Dalmolin recognized the October milestone anniversaries.

5. CALL TO THE PUBLIC

There were no members of the public in attendance at the meeting and there were no public comments received via email.

6. APPROVAL OF MINUTES:  
a. Regular Meeting 8/27/2025  
b. Regular Meeting 9/24/2025

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

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

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

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made a motion to go into executive session. Director Matthews seconded. There was no discussion. All approved, none opposed. Motion carried.

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

### EXECUTIVE SESSION:

Executive sessions are closed to the public.

The executive session was convened at approximately 9:13am pursuant to A.R.S. § 38-431.03 for the following purpose:

1. Discussion with the Mountain Line General Counsel for legal advice and among the Board with Mountain Line Chief Executive Officer (CEO) and General Manager regarding the Mountain Line CEO and General Manager Cost of Living Adjustment (COLA) and Amendment to the CEO and General Manager Contract. A.R.S. § 38-431.03(A)(1), (3) & (4).

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

### DISCUSSION / ACTION ITEMS:

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

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

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

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### 8. REVISED ORGANIZATIONAL STRUCTURE

-Heather Dalmolin, CEO and General Manager

Staff recommends the Board of Directors approve the Revised Organizational Structure plan proposed to support the implementation of the 5-year plan while providing appropriate resources and oversight to meet the growing demands of the agency.

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

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

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

### 9. FY2024 FINANCIAL AUDIT REPORT AND CORECTIVE ACTION PLAN

-Heather Dalmolin, CEO and General Manager

Staff recommends the Board of Directors: 1) Approve the FY2024 Financial Audit Report as completed by HeinfeldMeech and file as required by the Federal Transit Administration’s approved extension date of June 30, 2025; and 2) Approve the related Corrective Action Plan for implementing changes necessary to ensure financial management is done within policy and as required by regulations.

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

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

### 10. ELECTRIC BUS PERFORMANCE REPORT

-Bizzy Collins, Strategic Performance Planner

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

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

### 11. BIANNUAL PERFORMANCE REPORT

-Bizzy Collins, Strategic Performance Planner

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

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

### 12. FY2025 ANNUAL REPORT

-Heather Dalmolin, CEO and General Manager

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

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

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

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

### 13. VIRTUAL POWER PURCHASING AGREEMENT

-Bizzy Collins, Strategic Performance Planner

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

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

### PROGRESS REPORTS:

There were no questions regarding the progress reports.

### 14. MEETING ATTENDANCE

-Heather Dalmolin, CEO and General Manager

### 15. BUS SIMULATOR UPDATE

-Sam Short, Workforce Director

### 16. SPRINTER VAN LEASE

-Jeremiah McVicker, Maintenance Superintendent

### 17. DELEGATIONS OF AUTHORITY

-Heather Dalmolin, CEO and General Manager

### 18. SUMMARY OF CURRENT EVENTS

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-Heather Dalmolin, CEO and General Manager

Ms. Dalmolin shared the following highlights:

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

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

### **ITEMS FROM COMMITTEE AND STAFF:**

#### SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

November/January Working Agenda

The Board and TAC Strategic Policy Advance will be held on Wednesday, November 19, 2025 and it will be held in person at the Mountain Line Ponderosa Room, 216 W Phoenix Avenue, Flagstaff, AZ 86001 at 9am. Lunch will be offered. The public is invited to attend. November agenda items may include but not be limited to the Workforce Housing Partner Award, FY2025 Annual Report, TAC Structure Discussion, Budget Kickoff, Triennial Review Closeout Report, Workforce Utilization Report, Maintenance Facility Update, the Delegation of Authority Updates, and the 2025-2030 Strategic Plan. The November agenda will be available for review on Mountain Line's website and at Mountain Line's public posting places (listed on the Mountain Line website) at least 24 hours prior to the meeting and should be consulted for a list of items that will come before the Board and TAC.

The next Board meeting will be held on January 21, 2026 and it will be a hybrid in-person and Zoom meeting at the Mountain Line Ponderosa Room, 216 W. Phoenix Ave., Flagstaff, AZ 86001 at 10am. The public is invited to attend. January agenda items may include but not be limited to the Ability to Access Impact Fees for Necessary Transit Infrastructure Costs, Reduce Liability Limit to \$11 Million and Join Insurance Pool, 2025-2030 Strategic Plan, Legislative Priorities, Disadvantaged Business

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Employment (DBE) Program Changes, Northern Arizona University (NAU) Transit Programs, Employee Satisfaction Survey, First Mile Last Mile Update, Huntington Update, Downtown Connection Center (DCC) Phase 1 Closeout, and Delegation of Authority Updates. The January agenda will be available for review on Mountain Line's website and at Mountain Line's public posting places (listed on the Mountain Line website) at least 24 hours prior to the meeting and should be consulted for a list of items that will come before the Board.

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

*Joshua Maher*

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

ATTEST:

*Rhonda Cashman*

Rhonda Cashman, Executive Assistant and Clerk of the Board

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