



Mountain Line

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Board of Directors and Transit Advisory Committee Advance Minutes for Wednesday, November 19, 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 and Transit Advisory Committee met in Joint Session on Wednesday, November 19, 2025 at 9:00am in the Ponderosa Room at Mountain Line, 216 W Phoenix Avenue, Flagstaff, AZ 86001. Members of the Board and TAC, and Mountain Line staff attended in person. The public was invited to attend.

BOARD MEMBERS PRESENT:

Jeronimo Vasquez, (Chair), Board of Supervisors, Coconino County;
Josh Maher, (Vice Chair), Associate Vice President for Community Relations, NAU, designee;
Tony Williams, Dean of Student Affairs, CCC, designee;
Miranda Sweet, Vice Mayor, City of Flagstaff;
Lori Matthews, City Councilor, City of Flagstaff, left at approximately 11:03am;
Judy Begay, Board of Supervisors, Coconino County, alternate;
David Spence, City Councilor, 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:

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

TAC MEMBERS PRESENT:

Kurt Stull, (Chair), Executive Director of Facilities and Security, CCC, designee, arrival at approximately 9:33am;
Andy Bertelsen, (Vice Chair), County Manager, Coconino County;
Erin Stam, Director of Parking and Shuttle Services, NAU, designee;
Dave Wessel, Manager, MetroPlan, designee;
Joanne Keene, City Manager, City of Flagstaff;
Michele James, Citizen Representative, City of Flagstaff;
Carol Covington, Citizen Representative, Coconino County;
Gail Jackson, Economic Development Representative, ECoNA, arrival at approximately 9:08am;
Brendan Trachsel, Citizen Representative, City of Flagstaff, alternate, left at approximately 11:30am;
Paul Mood, City Engineer, City of Flagstaff, alternate
**Five of our eight TAC member seats must be present to constitute a quorum.*

TAC MEMBERS EXCUSED:

Kate Morley, Interim Executive Director, MetroPlan, alternate;

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Rafy Rivera, Assistant Director of Shuttle Services, NAU, alternate
Eesha Syeda, President, ASNAU

MOUNTAIN LINE STAFF PRESENT:

Heather Dalmolin, CEO and General Manager;
Jacki Lenners, Deputy General Manager;
Randy Sherping, Operations Director;
Anne Dunno, Capital Project Manager;
Bizzy Collins, Strategic Performance Planner, (Zoom);
Jon Matthies, IT Manager;
Rhonda Cashman, Executive Assistant and Clerk of the Board;
Scott Holcomb, Mountain Line Attorney

GUESTS PRESENT:

Jill Barnett, TransPro Consulting;
Matt Webb, TransPro Consulting;
Chris Spelke, Gap Solutions, (working with Servitas), left at approximately 9:25am;
Garrett Scharton, Servitas, (Zoom), left at approximately 9:25am;
Meghan Murray, Rieth Jones Advisors, (Zoom), left at approximately 9:25am;
Massie Flippin, Rieth Jones Advisors, (Zoom), left at approximately 9:25am;
Five members of the public arrived just before the meeting started and stated they wished to observe; they left after the first agenda action item at approximately 9:25am.
Five different members of the public arrived at approximately 9:25am as the first group was leaving; they stated they are with a student free fare group and they wanted to observe. Four of them left at approximately 11:30am, the scheduled quick break for lunch stating they had to get to class.

1. CALL TO ORDER -Chair Vasquez called the meeting to order at approximately 9:03am.

2. ROLL CALL AND INTRODUCTIONS

3. SAFETY MINUTE

Sam Short, Workforce Director

Mr. Sherping reported on Cold Stress Hazards on behalf of Mr. Short.

4. MILESTONE ANNIVERSARIES

-Heather Dalmolin, CEO and General Manager

Ms. Dalmolin reviewed the November milestone anniversary.

DISCUSSION / ACTION ITEMS:

5. AWARD REQUEST FOR PROPOSAL (RFP) 2025-200: WORKFORCE HOUSING DEVELOPER
-Heather Dalmolin, CEO and General Manager

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Staff recommends that the Board of Directors approve award of RFP 2025-200 for Workforce Housing Developer to Servitas and authorize the CEO and General Manager and General Counsel to negotiate, finalize, and execute the Pre-Development Agreement and all necessary supporting documents.

Ms. Dalmolin recommended the Board approve the RFP 2025-200 award to Servitas, the preferred Workforce Housing Partner following a competitive procurement process, and execution of a Pre-Development Agreement. She noted this workforce housing development would help workers across our City attain affordable housing and strengthen our workforce. She shared that this agreement would allow Mountain Line to leverage the locally owned land for much needed workforce housing in our community, bringing a new source of revenue to Mountain Line to fund our programs for years to come. She introduced Meghan Murray, from Rieth Johns Advisors, our contractor overseeing the process. Ms. Murray introduced Garrett Scharton from Servitas in attendance via Zoom and Chris Spelke from Gap Solutions in attendance in the room and mentioned other subcontractors that would be working on the project. She reviewed Mountain Line's guiding priorities for the project and the four key objectives. She also outlined the key terms of the Pre-Development Agreement. She noted the next steps for project. Ms. Dalmolin confirmed this is step one of many steps to come in which reports will be brought back to the Board for discussion and/or action. There was a question about how many units will meet the workforce housing threshold, what the qualifying income levels will be, and who will be overseeing this process. Ms. Murray replied that at this point the entire project is planned for all units to meet workforce housing thresholds, at 80-100 percent of Area Median Income (AMI). There was another question regarding how long this process may take until construction. She responded that there is a lot of work to be done with the City, and if all goes well, construction may commence in 2027. There was a comment from a member of the selection committee regarding the excellent process and how committed the City is to this project. Director Matthews moved to approve the Workforce Housing Developer as presented. Director Sweet seconded the motion. All approved, none opposed. The motion carried.

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

6. FY2025 ANNUAL REPORT

-Heather Dalmolin, CEO and General Manager

Staff recommends the Board of Directors approve the FY2025 Annual Report and authorize staff to submit the report to the State of Arizona and partner agencies as required in the Master IGA.

Ms. Dalmolin explained this report is focused on the financials since Ms. Collins presented the performance data in the last month or so. She noted there are a few PDF conversion errors that will be corrected. She shared a few accomplishments: 1) the passage of Proposition 488 – a local

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sales tax increase to support Mountain Line's service through 2040 as well as expanded service through increased frequency, later night service, service to new areas, and a continued transition to electric buses; 2) Mountain Line did receive an AdWheel Award for the Proposition 488 educational campaign from the American Public Transportation Association (APTA); 3) the Flagstaff Unified School District (FUSD) partnership – staff participated in several open houses to ensure students received their passes and offered trip planning assistance; 4) the opening of our new Downtown Connection Center (DCC) office building. She reviewed the Revenues, Expenses by Program, and Expenses by Type. She is asking for approval of the report so it can be submitted to the state and our partners on time; it is due in December and if the audit changes any financial data, the report can be amended. Director Williams moved to approve the FY2025 Annual Report as presented. Director Sweet seconded the motion. All approved, none opposed. The motion carried.

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

7. TRANSIT ADVISORY COMMITTEE STRUCTURE

-Heather Dalmolin, CEO and General Manager

Staff recommends the Board of Directors approve a restructuring of the Transit Advisory Committee and direct staff to update the related Rules of Procedure.

Ms. Dalmolin recommended the TAC Structure change to be more effective, which will require the Mountain Line Rules of Procedure to be updated. She noted the TAC is not required by State law, it was in place before becoming an Intergovernmental Public Transportation Authority (IPTA) and was maintained. She reviewed the proposed changes: 1) City, County, NAU, CCC, and MetroPlan appoint team members that are active in transportation and planning efforts; 2) Add one or two members that can represent our riders and/or the human service agencies that are served by Mountain Line; 3) Quarterly meeting schedule to begin in January 2026; 4) No longer a public meeting, except when a public hearing is needed; 5) Quarterly report of our TAC discussions to MetroPlan Management Committee and the Board of Directors. She noted the TAC would be looking at future quarter agenda items. She also shared that the TAC asked that the Board consider having a Board member attend the TAC meetings for continuity and the ability to share the conversation with the Board. Director Matthews moved to approve the proposed TAC Structure. Vice Chair Maher seconded the motion. All approved, none opposed. The motion carried.

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

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PROGRESS REPORTS:

Progress reports were skipped in the interest of time.

8. FY2027 BUDGET SETTING PROCESS AND TIMELINE
-Heather Dalmolin, CEO and General Manager
9. EQUAL EMPLOYMENT OPPORTUNITY (EEO) WORKFORCE UTILIZATION ANALYSIS, SECOND HALF OF FEDERAL FISCAL YEAR 2025
-Codi Weaver, Human Resources Manager
10. KASPAR MAINTENANCE PROJECT UPDATE
-Anne Dunno, Capital Development Manager
11. DELEGATION OF AUTHORITY UPDATE
-Heather Dalmolin, CEO and General Manager
12. SUMMARY OF CURRENT EVENTS
-Heather Dalmolin, CEO and General Manager

Ms. Dalmolin did not share current events at this meeting due to the time needed for the Strategic Planning process planned for the Advance portion of the meeting. She noted printed copies of current events were placed at each seat.

BOARD OF DIRECTORS AND TRANSIT ADVISORY COMMITTEE STRATEGIC PLANNING ADVANCE:

13. ADVANCE AGENDA

Opening and Welcome Remarks

- Opening remarks:
 - Jeronimo Vasquez: Chair, Mountain Line Board of Directors
 - Heather Dalmolin: CEO & General Manager, Mountain Line – This was not done.
- Welcome remarks from TransPro:
 - Matt Webb, Principal, Consulting Practice Leader
 - Jill Barnett, Project Manager
- Confirm objectives of the day

Strategic Planning Process Overview

- Overview of process and strategic plan elements

Review and Affirmation of Mission, Vision, and Values – the discussion yielded some potential slight changes to wordsmith and bring back.

Status Review of 2020-2025 Strategic Work Plan – Ms. Dalmolin reviewed what has and has not been completed, and the items in progress.

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Defining Success – What Does Success Look Like?

- Review of Mountain Line's existing strategic priorities – consider if two could be combined into four goals instead of six goals.
- Success themes from Board, stakeholder, and staff interviews – facilitators shared this information.
- Headline exercise and prioritization -attendees were asked to complete a handout.
- Align on key outcome areas
- Definitions

Break and Lunch (provided, working lunch)

Defining Success – What Does Success Look Like? CONTINUED

- Review of Mountain Line's existing strategic priorities
- Success themes from Board, stakeholder, and staff interviews
- Headline exercise and prioritization
- Align on key outcome areas – exercise completed, found some items overlap.
- Definitions

Strengths, Weaknesses, Opportunities, and Threats (SWOT) Exercise

- Strengths, weaknesses, opportunities, and threats that will help Mountain Line to achieve its Success Outcomes – attendees were divided into four groups and asked to consider the next 12 months.

Performance Scorecard – This section was not completed due to lack of time.

- Introduction of workplan & organizational scorecards
- Discuss KPIs that align with Success Outcomes
- Establish goals

Next Steps

Closing Remarks & One Word Close

- Closing remarks:
 - Jeronimo Vasquez: Chair, Mountain Line Board of Directors
 - Heather Dalmolin: CEO & General Manager, Mountain Line – Flagstaff
- One Word Close - This was not done due to lack of time.

SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

January/February Working Agenda

The next TAC meeting will be held on January 8, 2026, 10am, and it will be a hybrid meeting based in Flagstaff in the Mountain Line Ponderosa Room, 216 W Phoenix Avenue, Flagstaff, AZ, 86001. 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 Insurance Limit to \$11 Million and Join Insurance Pool, 2025-2030 Strategic Plan, Legislative Priorities, Disadvantaged Business Enterprise (DBE) Program Changes, NAU Transit Programs, Employee Satisfaction Survey, Triennial Review Closeout, First Mile Last Mile Update, Huntington Update, Downtown Connection Center (DCC) Phase 1 Closeout, Meeting Calendar Review, 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

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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 TAC.

The next Board meeting will be held on January 21, 2026, 10am, and it will be a hybrid meeting based in Flagstaff in the Mountain Line Ponderosa Room, 216 W Phoenix Avenue, Flagstaff, AZ, 86001. 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 Insurance Limit to \$11 Million and Join Insurance Pool, 2025-2030 Strategic Plan, Legislative Priorities, Disadvantaged Business Enterprise (DBE) Program Changes, NAU Transit Programs, Employee Satisfaction Survey, Triennial Review Closeout, First Mile Last Mile Update, Huntington Update, Downtown Connection Center (DCC) Phase 1 Closeout, Meeting Calendar Review, 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.

14. ADJOURNMENT -Chair Vasquez adjourned the meeting at approximately 1:58pm.



Josh Maher, Vice Chair, Mountain Line Board of Directors

ATTEST:



Rhonda Cashman, Executive Assistant and Clerk of the Board

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