

Mountain Line

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Board of Directors Minutes for Wednesday, March 18, 2026

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

The Board of Directors met in Regular Session on Wednesday, March 18, 2026, at 9:00am in the Mountain Line Ponderosa Room, 216 W. Phoenix Ave., Flagstaff, AZ 86001. This was a WEB BASED meeting. Members of the Board and Mountain Line staff attended in person, by internet conferencing, or by telephone. The public was invited to attend.

BOARD MEMBERS PRESENT:

Josh Maher, (Chair), Associate VP for Community Relations, NAU, designee;
Miranda Sweet, (Vice Chair), Vice Mayor, City of Flagstaff;
Tony Williams, Vice President of Student Services, CCC, designee;
Lori Matthews, City Councilor, City of Flagstaff, (Zoom), joined at approximately 9:04am
**Three of our five Board member seats must be present to constitute a quorum.*
***The City of Flagstaff holds two seats.*

BOARD MEMBERS EXCUSED:

Jeronimo Vasquez, Board of Supervisors, Coconino County;
Judy Begay, Board of Supervisors, Coconino County, alternate

MOUNTAIN LINE STAFF IN ATTENDANCE:

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

GUESTS PRESENT:

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

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

1. CALL TO ORDER -Chair Maher called the meeting to order at approximately 9:01am.
2. ROLL CALL
3. SAFETY MINUTE
-Sam Short, Workforce Director

Mr. Short reported on spring's variable conditions that may be inconsistent and unexpected.

At approximately 9:04am, Director Williams made a motion to move into executive session. Vice Chair Sweet seconded. There was no discussion. All approved, none opposed. Motion carried.

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

EXECUTIVE SESSION

Executive sessions are closed to the public.

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

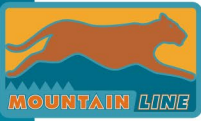
1. Discussion and consultation with Mountain Line's attorney for legal advice and with Mountain Line's attorney and designated representatives, regarding closeout of the Mountain Line audit. ARS § 38-431.03(A)(3) and (4).
2. Discussion and consultation with Mountain Line's attorney for legal advice and with Mountain Line's attorney and designated representatives, regarding the Mcallister v. NAIPTA Notice of Claim, ARS § 38-431.03(A)(3) and (4).
3. Discussion and consultation with Mountain Line's attorney for legal advice and with Mountain Line's attorney and designated representatives, regarding the Freeman v. NAIPTA Notice of Claim. ARS § 38.431.03(A)(3) and (4).

Following the conclusion of the Executive Session, the Board reconvened the public meeting at approximately 10:06am.

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

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Ms. Dalmolin recognized four March Milestone Anniversaries.

5. CALL TO THE PUBLIC

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

6. APPROVAL OF MINUTES:

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

Vice Chair Sweet made a motion to approve the minutes for both February 18, 2026 and March 2, 2026. Director Williams seconded. There was no discussion. All approved, none opposed. Motion carried.

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

CONSENT AGENDA:

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

7. THE METROPLAN AND MOUNTAIN LINE COORDINATED PUBLIC TRANSIT – HUMAN SERVICES TRANSPORTATION PLAN

-LaReina Reyes, Associate Transit Planner

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

Vice Chair Sweet made a motion to approve the Consent Agenda item. Director Williams seconded. There was no discussion. All approved, none opposed. Motion carried.

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

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DISCUSSION / ACTION ITEMS:

8. MOUNTAIN LINE'S STRATEGIC PLAN

-Heather Dalmolin, CEO and General Manager

Staff recommend the Board of Directors adopt the Mountain Line Strategic Plan along with the accompanying Key Performance Indicators.

Ms. Dalmolin introduced Ms. Barnett from TransPro to present on the Strategic Plan. Ms. Barnett reviewed the strategic planning process. She shared the Mountain Line's WHY: Mission, Vision, Values, and Success Outcomes: Service Excellence, Employee Investment, Financial Stability, and Community Value with Definitions of Success and Measurable Outcomes. She provided an overview of the Work Plan, which has 16 major initiatives related to the four Success Outcomes, and each was assigned an owner, a team, and quarterly milestones to keep teams on track. She reviewed the Performance Scorecard called the Summit Scorecard which defines the high-level Success Outcomes to be reviewed quarterly, so this remains a living plan. She also reported on Bringing the Plan to Life by incorporating our Mission, Vision, and Values into meetings and performance reviews, developing our Information Systems such as customer and community surveys and establishing clear owners of systems and inputs/outputs, and determining the Cadence of Reporting scorecard metrics and tactic milestones to staff, the Board and the public. There were no comments or questions. Vice Chair Sweet made a motion to approve the Strategic Plan and accompanying Key Performance Indicators as presented. Director Matthews seconded. There was no discussion. All approved, none opposed. Motion carried.

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

9. CHIEF EXECUTIVE OFFICER (CEO) EVALUATION CRITERIA

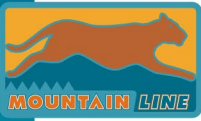
-Heather Dalmolin, CEO and General Manager

Staff recommend the Board of Directors adopt the Mountain Line CEO Evaluation Criteria in reflection of the Strategic Plan and Key Performance Indicators.

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

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and General Manager, open-ended feedback to proposed questions. Ms. Barnett stated the proposed framework is clearly defined and the success of the CEO is tied closely to the success of the organization. She noted the best practice is to have the CEO evaluation administered by a third party. There was a Board member question about further involvement from the Board on this matter before it would be presented for adoption. Ms. Barnett responded that the Board Chair and Vice Chair were involved with the development of the CEO Evaluation Criteria. Vice Chair Sweet made a motion to adopt the CEO Evaluation Criteria as presented. Director Williams seconded. There was no discussion. All approved, none opposed. Motion carried.

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

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

10. FY2027 WORKFORCE BUDGET

-Megan Coons, Finance Director

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

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

11. BIANNUAL PERFORMANCE REPORT

-Bizzy Collins, Strategic Performance Planner

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

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

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

12. ELECTRIC BUS PERFORMANCE REPORT

-Bizzy Collins, Strategic Performance Planner

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

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

PROGRESS REPORTS:

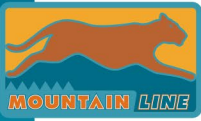
13. DELEGATIONS OF AUTHORITY

-Heather Dalmolin, CEO and General Manager

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

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

14. SUMMARY OF CURRENT EVENTS

-Heather Dalmolin, CEO and General Manager

Ms. Dalmolin shared the following highlights:

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

ITEMS FROM COMMITTEE AND STAFF:

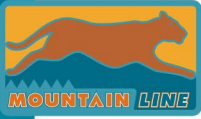
SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

April/May Working Agenda

The next Board meeting will be held on April 15, 2026 and it will be a hybrid in-person and Zoom meeting based in Flagstaff in the Mountain Line Ponderosa Room, 216 W. Phoenix Ave., Flagstaff, AZ 86001 at 10am. The public is invited to attend. April agenda items may include but not be limited to the Close Service Changes Public Comment Period, Operating Budget Overview, Capital Budget Overview, Mountain Express Update, Drug and Alcohol Program Compliance Corrective Action Plan Report, Downtown Connection Center Update, Operational Assessment Update, and Delegation of

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Authority Updates. The April agenda will be available for review on Mountain Line's website and at Mountain Line's public posting places (listed on the Mountain Line website) at least 24 hours prior to the meeting and should be consulted for a list of items that will come before the Board.

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

Joshua Maher

Josh Maher, Chair of the Mountain Line Board of Directors

ATTEST:

Rhonda Cashman

Rhonda Cashman, Executive Assistant and Clerk of the Board

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