



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 special session on:

Thursday, May 28, 2026  
11:00 am  
Mountain Line Ponderosa Room  
216 W Phoenix Avenue  
Flagstaff, AZ 86001

Unless otherwise noted, meetings held in the conference room are open to the public. This is a WEB BASED meeting. Members of the Board of Directors may attend in person, by internet conferencing, or by telephone. The public may observe and participate in the meeting at the address above.

**The Board of Directors may vote to hold an executive session for the purpose of obtaining legal advice from Mountain Line’s attorney on any matter listed on the agenda pursuant to A.R.S. § 38-431.03(A). The executive session may be held at any time during the meeting. Executive sessions are not open to the public, pursuant to Arizona Open Meeting Law.**

**Pursuant to the Americans with Disabilities Act, persons with a disability may request a reasonable accommodation, such as a sign language interpreter, by contacting the Clerk of the Board of Directors at 928-679-8922 (TTY Service 800.367.8939). Requests should be made as early as possible to allow time to arrange the accommodation.**

**Public Comment Process**

The Mountain Line Board of Directors welcomes public comments during meetings. Members of the public can comment on items not on the agenda under the general call to the public and on items on the agenda at the time the item is considered, in the agenda order. There are three ways to submit comments:

1. Written Comments: Members of the public can submit public comments by email up until 10:00 a.m. on the day of the meeting. Comments can be emailed to [publiccomment@mountainline.az.gov](mailto: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 10:00 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](mailto:publiccomment@mountainline.az.gov) by 10:00 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.





- 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 1-3

- 1. CALL TO ORDER
- 2. ROLL CALL

**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. Consultation and discussion with Mountain Line’s legal counsel for legal advice and with Mountain Line’s legal counsel, the CEO and General Manager transition, and staff as appropriate, concerning the CEO Transition Plan, CEO Transition Communication Plan, and Interim Leadership Plan to support staff and the agency during the transition. A.R.S. § 38-431.03(A)(1), (2), (3) & (4).

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

**DISCUSSION / ACTION ITEMS:**

- 3. CONSIDER THE CHIEF EXECUTIVE OFFICER (CEO) TRANSITION PLAN, CEO TRANSITION COMMUNICATION PLAN, AND INTERIM LEADERSHIP PLAN -pages 4-27  
-Heather Dalmolin, CEO and General Manager  
Staff recommend the Board of Directors approve the CEO Transition Plan, CEO Transition Communication Plan, and Interim Leadership Plan to support staff and the agency during the transition.
- 4. INTERIM LEADERSHIP APPOINTMENT  
-Josh Maher, Board Chair  
(No Staff Report)

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

SCHEDULE FOR THE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

June/August Working Agenda

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## Mountain Line

216 W. Phoenix Ave. · Flagstaff, AZ 86001 · 928-679-8900 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

The next Board meeting will be held on Wednesday, June 17, 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 8am. The public is invited to attend. June agenda items may include but not be limited to Budget Adoption, Kinney Change Order, Huntington Bus Stops, Fare Collection Procurement Award, Grant Resolution, Procurement Resolution, Mountain Express Future Service, Forensic Audit, Free Fare Closeout, Operational Assessment Update, Delegation of Authority, Line of Credit, Personnel Policy Manual Update, Public Comment Process Amendment, Meeting Calendar Review, and the Annual Information Technology Report. The June 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.

### 5. ADJOURNMENT

*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

**DATE PREPARED:** May 7, 2026

**DATE:** May 28, 2026

**TO:** Honorable Chair and Members of the Board

**FROM:** Heather Dalmolin, CEO and General Manager

**SUBJECT:** Consider the Chief Executive Officer (CEO) Transition Plan, CEO Transition Communication Plan, and Interim Leadership Plan

### **RECOMMENDATION:**

Staff recommend the Board of Directors approve the CEO Transition Plan, CEO Transition Communication Plan, and Interim Leadership Plan to support staff and the agency during the transition.

### **RELATED STRATEGIC PLAN SUCCESS OUTCOMES**

❖ This plan supports execution of all aspects of the Strategic Plan Success Outcomes

### **BACKGROUND:**

On May 5, 2026, CEO Heather Dalmolin presented written notice to the Board of Directors of her intent to retire on November 6, 2026. Attached to the notice was a drafted CEO Transition Plan and CEO Transition Communication Plan designed to guide Mountain Line through the process of transitioning from current leadership to an Interim Leader and or a new CEO depending on timing of the hire. The CEO Transition Plan guides all involved through various steps and phases to move from sharing an announcement to the onboarding of a replacement and it accounts for business continuity, stakeholder and risk management, and defines measures of success. The Transition Plan is connected to the drafted CEO Transition Communication Plan that creates a timeline for communicating the CEO's retirement and the plans for eventual replacement with a new CEO, along with key messages that can be used for internal stakeholders, partners, and community stakeholders. The third drafted plan for consideration is an Interim Leadership Plan that identifies roles and authorities to ensure business continuity and Mountain Line's success continues during the transition from the current CEO to a new CEO.

In order to support Mountain Line and the Board of Directors, staff have prepared scopes of work for the proposed Board Governance Retreat to be conducted before the CEO's retirement and for the Executive Recruitment anticipated. Mountain Line does have a contract for HR Consulting and Board Strategy Planning with TransPro. The Board of Directors can either 1) direct staff to engage TransPro to gain quotes for these services and authorize the Chair and Vice Chair to approve the engagements or 2) direct staff to use procurements to support these needs. Contracting with TransPro has the benefit of time (saving time that would be required to issue new procurements) and also the benefit that TransPro is familiar with the Board and Mountain Line saving overall time and cost that would be required for a new vendor to learn about our team and our practices.

The CEO Transition Plan, the CEO Transition Communication Plan, and the Interim Leadership Plan are attached for your consideration.

*Getting you where you want to go*





**FISCAL IMPACT:**

There is no fiscal impact associated with the adoption of the plan as presented.

**ALTERNATIVES:**

- 1) Adopt the plans as recommended, including directing staff to get quotes from TransPro for support services. **(recommended)**: This action respects the CEO's desire to retire while giving staff and the agency the necessary plans to define steps to take in the transition. This offers staff, the community, and Mountain Line's partners assurances on continuity of programs, funding, and leadership.
- 2) Adopt the plans as recommended, asking staff to issue two procurements for Executive Recruitment and Board Governance Retreat firms. **(not recommended)**: while the recommended action has benefits for adopting the drafted plans, the procurements are not necessary and cost the agency time in enacting the CEO Transition Plan.
- 3) Do not adopt the plans. **(not recommended)**: this leaves staff and Mountain Line's partners without the assurances offered in the plans for how the agency will handle the retirement and transition of leadership that will ensure service and funding continue.

**SUBMITTED BY:**

Heather Dalmolin  
CEO and General Manager

**ATTACHMENTS:**

1. Notice of Retirement from Heather Dalmolin, dated May 5, 2026 -pages 6-7
2. CEO Transition Plan -pages 8-12
3. CEO Transition Communication Plan -pages 13-16
4. Interim Leadership Plan -pages 17-22
5. Scope of Work, Board Governance Retreat -pages 23-26
6. Scope of Work, Executive Recruitment -page 27



Date: May 5, 2026  
To: Mountain Line Board of Directors  
From: Heather Dalmolin, CEO and General Manager  
Subject: Notice of Retirement, November 2026

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Dear Board of Directors,

I am writing to share my decision to retire from my role as CEO and General Manager of Mountain Line, effective on November 6, 2026, and to provide six months' notice.

After more than two decades with Mountain Line, this decision comes with both deep gratitude and reflection. I began my career here in 2002, and over the years, this organization has shaped not only my professional path, but who I am as a leader. Growing alongside an organization I care deeply about, in a community that I grew up in, has been such a meaningful part of my life.

When I reflect on my time here, I do so through the lens of people and purpose. I think about the employees who show up every day committed to “getting you where you want to go,” the leaders who have stepped forward to carry the organization through change, and the Board members who have provided steady guidance and shared in the community vision for transit services. Together, we have built more than a transit system—we have built an organization grounded in service, resilience, and community connection.

I am especially proud of how Mountain Line has evolved under my leadership over the last six years. We have experienced a strengthening of our culture, navigated uncertainty with intention, and positioned Mountain Line for a strong and sustainable future. The work we have done to invest in our people, expand our impact, and remain responsive to the needs of this community will continue to carry the organization forward long after my tenure.

Leadership is ultimately about stewardship—leaving an organization stronger, more prepared, and well-positioned for what comes next. It is with that perspective that I make this decision, confident in the foundation we have built together and in the team that will carry it forward.

Over the next six months, I am fully committed to ensuring a thoughtful and seamless transition. I will support the Board in the transition to interim and or new leadership, share institutional knowledge, and do everything possible to set the next leader, Mountain Line, and this Board of Directors up for continued success. Accordingly, I drafted for your consideration several documents designed to ensure a successful transition.

- CEO Transition Plan
- Communication Plan
- Interim Leadership Plan
- Executive/CEO Recruitment Scope of Work
- Board Governance Retreat Scope of Work

Thank you for your partnership, the trust placed in me over the last 5 years, and your unwavering commitment to this organization and the community we serve. It has been a privilege to work with the Mountain Line team, the Transit Advisory Committee, the Board of Directors, and to be part of Mountain Line's story. Leading this team and serving in this role has been the honor of a lifetime.

With deep appreciation,  
Heather

## CEO Transition Plan: Mountain Line Transit

### Objectives

- Ensure **seamless continuity of operations** (no service disruption)
- Maintain **public and stakeholder trust**
- Preserve **institutional knowledge**
- Position the incoming CEO for **early success**
- Align transition with **strategic priorities (2026-2029 Strategic Plan)**

### 1. Governance & Oversight

**Lead:** Board of Directors (Chair and Vice Chair)

#### Actions:

- Adopt the Transition and Communication Plans
- Approve Interim Leadership Plan
- Schedule Board Governance Retreat with CEO and Executive Team
- Hire an Executive Search contractor

### 2. Transition Phases & Timeline

#### Phase 1: Pre-Announcement (Weeks 0–2)

Goal: Controlled and aligned preparation

- Align Board and executive team on messaging
- Prepare transition materials:
  - Strategic plan
  - Budget + funding sources (FTA grants, local contributions)
  - Key contracts (fuel, fleet, construction, labor)
- Conduct risk assessment
  - Service risks

- Staffing
- Capital project dependencies

Phase 2: Announcement & Stabilization (Weeks 2–6)

Goal: Build confidence and eliminate uncertainty

Actions:

- **See Communication Plan**

Phase 3: Recruitment / Selection (Weeks 4–16)

- Define candidate profile:
  - Public transit leadership experience
  - Community engagement and political navigation
  - Financial / grant expertise
- Engage executive search firm
- Confirm Job Description and Pay Range
- Conduct structured interviews + scenario testing
  - Include staff and stakeholder input panels

Phase 4: Knowledge Transfer (Overlap Period of 2–6 weeks)

Critical Briefings:

- Financial health & funding risks
- Capital projects (e.g., electrification, facilities)
- Staffing status and dynamics
- Regulatory compliance (FTA requirements)
- Community/political relationships

Deliverables:

- “CEO Transition Binder” (digital + structured):
  - Org chart + leadership assessments
  - Active initiatives dashboard

- Top 10 risks & mitigation plans
- Key contacts list
- Calendar of recurring commitments

#### Phase 5: First 90 Days (Potential Onboarding Plan for NEW CEO)

##### First 30 Days – Listen & Learn

- Meet and Greet: Board members (1:1), Executive team, City/state partners, Leadership Team
- Ride system routes (visibility with operators and riders)
- Review: Financials, Service performance metrics, Customer satisfaction data

##### Days 30–60 – Align & Assess

- Evaluate leadership team capabilities
- Identify **quick wins** (e.g., service reliability improvements)
- Validate or refine strategic priorities
- Establish leadership cadence (weekly exec meetings, KPI tracking)

##### Days 60–90 – Act & Communicate

- Present 90-day findings + adjustments to Board
- Confirm CEO priorities for first year (1–3 years)
- Launch priority initiatives and communicate transition vision to Staff, Community, Riders

### **3. Operational Continuity Plan**

#### Critical Areas

- Service delivery: maintain schedules, operator availability
- Fleet operations: maintenance, fuel/charging systems
- Safety & compliance: no lapse in FTA requirements
- Finance: ensure uninterrupted grant reporting & reimbursements

- Technology: dispatch, fare systems, real-time tracking

#### Safeguards

- Interim authority clearly documented
- Monthly operational dashboard shared with Board
- Backup approvals for key expenditures/contracts

### 4. Stakeholder Management

#### High-Priority Relationships

- City of Flagstaff (primary funding + policy alignment)
- Regional partners
- Federal Transit Administration (FTA)
- Arizona DOT
- Community organizations & universities
- Riders (especially transit-dependent populations)

#### Actions:

- Proactive briefings during transition
- Assign relationship owners internally
- Maintain regular reporting cadence

### 5. Risk Management

<b>Risk</b>	<b>Mitigation</b>
Staff uncertainty / turnover	Frequent internal communication, leadership visibility
Service disruption	Strong interim ops oversight + daily KPIs
Political friction	Early outreach to local/state leaders
Funding delays	Tight financial monitoring + grant compliance focus

Strategic drift

Board-guided priorities + 90-day plan

## 6. Success Metrics

- No disruption to service levels
- Employee retention (first 6 months)
- On-time performance maintained or improved
- Stakeholder satisfaction (Board + Partner agencies)
- New CEO achieves 90-day milestones
- Progress continues on strategic priorities (e.g., ridership, electrification)

## 7. Optional Enhancements

- **Independent transition advisor** (short-term)
- **Board retreat** with new CEO (within 90 days)
- **Leadership team assessment tool (Predictive Index)**
- **Community partnership sessions**

## **CEO Transition Communication Plan: Mountain Line**

### **1. Purpose**

To ensure a clear, coordinated, and transparent communication approach during the CEO retirement transition that:

- Maintains public and stakeholder confidence
- Reinforces continuity of service and leadership
- Supports staff stability and morale
- Aligns messaging across all channels

### **Principles**

- Transparent but controlled
- Consistent messaging
- Frequent updates

### **Channels**

- Internal email + town halls
- Website & rider alerts
- Press releases
- Social media
- Partner briefings

### **2. Communication Objectives**

1. Communicate the transition proactively and consistently
2. Reinforce operational continuity and organizational stability
3. Protect and strengthen relationships with key stakeholders
4. Support a smooth transition to interim and permanent leadership
5. Position Mountain Line as stable, professional, and forward-looking

### **3. Key Messages (Core Narrative)**

All communications should reinforce:

Transition Message

- “Mountain Line is entering a planned leadership transition with strong governance and continuity in place.”

Stability Message

- “Transit services, projects, and priorities will continue without disruption.”

Leadership Message

- “An experienced interim leadership structure will ensure ongoing success while the Board conducts a national search.”

Appreciation Message

- “We recognize and appreciate the outgoing CEO’s contributions to Mountain Line and the Flagstaff region.”

Forward-Looking Message

- “This transition is an opportunity to build on momentum and position Mountain Line for the future.”

**4. Audiences & Communication Approach**

Internal (Highest Priority)

Audience	Approach
Employees (operators, staff)	CEO announcement and messaging
Leadership team	Advance briefing + talking points

External Stakeholders

Audience	Approach
Board of Directors	First notification, aligned messaging
City/County/University/CCC	Direct calls/briefing before public announcement

FTA / ADOT	Formal notification
Partner Leadership	Targeted outreach
Community organizations	Email/briefings
Riders/Public	Press release, website, social media

## 5. Communication Phases & Timeline

### Phase 1: Develop Announcement (within 10 days of notice)

Led by: CEO + Communications Lead + Board Chair

Actions:

- Retirement announcement language
  - Interim leadership plan
  - CEO search approach
- Develop:
  - FAQ (as needed)
  - Key talking points
- Identify:
  - Spokespersons (Board Chair + designee)

### Phase 2: Provide Announcement (Week 2)

Message 1

1. Board alignment (if needed)
2. Internal announcement (CEO + Board Chair joint message)
3. Notify leadership team and supervisors
4. Notify union leadership

Message 2

1. External stakeholder calls:

- City leadership
- Major partners

### Message 3

#### 1. Public announcement:

- Press release
- Website update
- Social media

DRAFT

## **Interim Leadership Plan: Mountain Line CEO Transition (Nov 2026)**

**Purpose:** Ensure seamless leadership continuity during the transition while:

- Maintaining safe, reliable transit service
- Preserving stakeholder confidence (City of Flagstaff, FTA/ADOT, regional partners)
- Advancing key initiatives (grants strategies, Kaspar Maintenance Facility, DCC Phase 2, Service Changes, Operational Assessment/5-year Plan)
- Supporting the successful onboarding of the permanent CEO

### **Guiding Principles**

- No operational disruption
- Clear authority and decision rights
- Transparency with staff & stakeholders
- Short-term stability, not long-term redirection
- Board governs; interim executes

### **1. Interim Leadership Structure**

#### Option A (Recommended): Interim Leadership Model

Appoint an Internal Senior Executive (Deputy General Manager of Administration) as Interim CEO.

Why this works for Mountain Line:

- Deep knowledge of operations and FTA requirements
- Maintain relationships with City/partners
- Faster stabilization than external hire

Interim CEO

- Full executive authority (with defined limits)
- Reports directly to Board

Support by Executive Leadership Team (“ELT”)

- Operations
- Finance & Grants

- Planning
- Workforce (HR and Safety)

Board Oversight by Chair and Vice-Chair

- Provides guidance (not day-to-day management)

## **2. Authority & Guardrails**

Interim CEO authorized to:

- Oversee operations, staffing, and safety
- Execute approved budget
- Maintain contracts and partnerships
- Represent agency publicly

Board approval required for:

- New major capital commitments
- Long-term policy changes
- Organizational restructuring

## **3. Timeline**

Phase 1: Pre-Retirement (May–Oct 2026)

Key Actions:

- Select Interim CEO by September 2026
- Develop transition binder:
  - Strategic plan status
  - Budget & grant pipeline
  - Capital projects (e.g., electrification)
  - Risk register
- Conduct shadowing period (Sept-Oct)

Deliverables:

- Interim CEO contract / terms

- Communications plan
- Stakeholder briefing list

### Phase 2: Transition Activation (October 2026)

#### Week 1:

- Internal staff announcement (same day)
- External announcement (within 24 hours)

#### Week 2–4:

- Formal Board resolution appointing Interim CEO
- Stakeholder outreach:
  - City of Flagstaff/NAU/Coconino County/CCC
  - FTA regional office
  - ADOT
  - Regional partners
- Conduct staff town halls (if applicable)

### Phase 3: Interim Period (Nov 2026 – New CEO Start)

#### Core Focus Areas:

##### 1. Operational Stability

- Maintain service levels
- Monitor:
  - On-time performance
  - Operator availability
  - Safety metrics

##### 2. Financial Management

- Protect grant funding and compliance
- Maintain reimbursement flows (FTA)
- Avoid budget surprises

- Ensure FY2026 Audit is completed on time

### 3. Capital & Strategic Projects

- Continue capital projects underway
- Develop and Plan future capital projects that are already funded or in pipeline
- Avoid major strategic pivots

### 4. Workforce Stability

- Retain key staff
- Maintain strong employee relationships
- Communicate frequently

## 4. Communication Plan

### Key Messages:

- “No disruption to service”
- “Strong leadership continuity”
- “Search for permanent CEO underway”

### Internal (High Priority)

- Immediate announcement with clear messaging:
  - Continuity
  - Confidence in interim leader
- Monthly updates from Interim CEO
- Open forums / Q&A sessions

### External Stakeholders

- City of Flagstaff/NAU/Coconino County/CCC
- Regional partners
- FTA & state agencies
- Community organizations

- Riders

## 7. Support Structure for Interim CEO

### Board Role

- Provide clear direction, not operational involvement
- Weekly check-ins initially (first 30–60 days)
- Transition to monthly governance cadence

### Internal Support

- Strong ELT alignment
- Dedicated support for transition tracking

### Optional:

- External advisor for:
  - Governance coaching
  - CEO search interface

## 8. Coordination with CEO Search

The interim plan should integrate tightly with recruitment:

- Interim CEO not required to be candidate (clarify upfront)
- Interim may assist with: (if not participating)
  - Candidate briefings
  - Agency insights
- Avoid biasing the selection process

## 9. Risks & Mitigation

Risk	Mitigation
Staff uncertainty / turnover	Frequent communication, leadership visibility
Interim perceived as “temporary only”	Empower with clear authority
Strategic slowdown	Maintain progress dashboards

Political concerns	Early and proactive external outreach
Decision bottlenecks	Clearly defined approval thresholds

## 10. Success Metrics

- Zero service disruptions
- Stable or improved:
  - On-time performance
  - Service improvements
- Staff retention (especially leadership roles)
- No grant or compliance issues
- Smooth onboarding of permanent CEO

## 11. Interim CEO Profile (Ideal Internal Candidate)

- Deep understanding of transit operations
- Experience with FTA funding/compliance
- Strong credibility with staff and partners
- Ability to work with public boards and local government
- Calm, steady leadership style (stability > transformation)

## Executive Summary

This interim leadership plan ensures:

- Strong operational continuity
- Clear governance boundaries
- Confidence from staff, riders, and funding partners
- A stable platform for the new CEO to succeed

## Public Transit Agency Board Governance Retreat

### Scope of Work (SOW) & Agenda Framework

#### 1. Purpose of the Retreat

Strengthen Board effectiveness to support:

- Strategic oversight (not operational drift)
- CEO/GM partnership and accountability
- Leadership and stakeholder alignment
- Long-term system sustainability (funding, ridership, zero-emissions transition)

#### 2. Retreat Objectives

By the end of the retreat, the Board will:

1. Clarify **roles & responsibilities** (Board vs. CEO vs. staff)
2. Align on **governance best practices**
3. Establish **strategic priorities oversight framework**
4. Improve **decision-making and meeting effectiveness**
5. Strengthen **Board–CEO partnership**
6. Confirm **Board norms, culture, and expectations**
7. Identify **top 3–5 governance improvements** to implement within 6–12 months

#### 3. Scope of Work

##### A. Pre-Retreat Preparation (4–6 Weeks Prior)

Facilitator Responsibilities

- Conduct 1:1 confidential interviews with:
  - Board members
  - CEO/GM
  - Key executives
- Review critical documents:

- Strategic plan
- Recent Board packets/minutes
- Governance policies
- Benchmark against peer transit agencies

Deliverables:

- Key themes summary (strengths, gaps, risks)
- Draft retreat agenda
- Governance maturity snapshot

B. Retreat Design & Facilitation

Duration: 1 full day (or 1.5 days preferred)

Format:

- Facilitated discussions
- Breakout exercises
- Scenario-based governance exercises
- Decision frameworks

C. Post-Retreat Deliverables

- Retreat summary report
- Governance improvement roadmap
- Recommended policy/process updates, including development of by-laws
- Board self-assessment framework

**4. Core Retreat Agenda**

- Session 1: Roles & Responsibilities (60-90 min)
- Session 2: Governance Best Practices (40-60 min)
- Session 3: Strategic Oversight vs Operational Drift (60-90 min)
- Session 4: Board–CEO Partnership (45-60 min)
- Session 5: Decision-Making & Meetings Effectiveness (45-60 min)
- Session 6: Strategic Risks & Future Readiness (60-90 min)
- Session 7: Board Culture & Norms (45-60 min)

- Closing & Commitments (30 min)

## 5. Key Deliverables

### 1. Governance Improvement Roadmap

- Prioritized actions
- Timeline
- Ownership

### 2. Board Norms Charter

### 3. Strategic Dashboard Framework

- Monthly reporting structure

### 4. CEO Evaluation Structure

- KPIs aligned to strategic plan

## 6. Sample Governance Improvement Priorities

Common outcomes for transit boards:

- Shift 70% of meeting time to **strategic topics**
- Establish **Board education program** (transit trends, funding)
- Refine **committee structure**

## 7. Roles & Responsibilities

### Board Chair

- Sponsor of retreat
- Ensures follow-through

### CEO/GM

- Provides candid agency insights
- Supports implementation of governance changes

### Facilitator

- Neutral guide

- Ensures productive discussion
  - Synthesizes outcomes
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## 8. Timeline Overview

Phase	Timing
Planning & interviews	4–6 weeks prior
Retreat delivery	1 day
Summary report	Within 2 weeks
Implementation	3–12 months
Follow-up session	6 months

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## 9. Success Metrics

- Improved Board meeting effectiveness
  - Clear separation of governance vs operations
  - Stronger Board-CEO alignment
  - Faster decision-making
  - Increased stakeholder confidence
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## 10. Optional Add-Ons

- Annual Board self-assessment survey
- New Board member onboarding toolkit
- Governance policy rewrite (bylaws, committees)
- Strategic plan alignment session (if outdated)

## **CEO and General Manager Executive Recruitment Scope of Work**

### **Purpose**

To facilitate a smooth, proactive and opportunity focused leadership transition to a new CEO and General Manager by November 2026

### **Approach:**

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

### **Timeframe: Issue recruitment by June 30, 2026**

- May-June 2026:
  - Conduct critical assessment of organizational needs.
  - Articulate and document qualities needed in the CEO role
- June 18, 2026: Present updated job description to the Board for approval
- June 30, 2026: Develop recruitment material
- July-Aug 2026: Conduct recruitment for 60 days
- September 2026: Screen applicants, conduct interviews and select finalists
- October 2026: Make offer, negotiate contract, and schedule start date

### **Terms:**

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

**June: No TAC Meeting Board Meeting is Wed, 6/17**

ITEMS:	WHO & WHAT:
Safety Minute	Sam S
Budget Adoption	Megan - D/A
Kinney Change Order	Anne - D/A
Huntington Bus Stops	Anne - D/A
Fare Collection Procurement Award	Jon - D/A
Grant Resolution	Jacki - D/A
Procurement Resolution	Megan - D/A
Mountain Express Future Service	Bizzy - D/A
Forensic Audit	Heather D - D/A
Free Fare Closeout	Heather D - D/A
Operational Assessment Update	Bizzy - D
Delegation of Authority Update – Grants and Agreements	Heather H - D
Line of Credit	Megan - C
Public Comment Process Update	Rhonda - C
Meeting Calendar Review	Rhonda - PR
Annual Information Technology Report	Jon - PR
August/September Working Agenda	

**August: TAC Meeting is Thurs, 8/6 Board Meeting is Wed, 8/19**

ITEMS:	WHO & WHAT:
Safety Minute	Sam S
Possible Executive Session – CEO Evaluation Results/Contract and Possible Action Item	HR/TransPro - D
Personnel Policy Manual Update	Sam S - C
Bus Stop Construction Job Order for Service Changes	Anne - D/A
Operational Assessment Update	Bizzy - D
Delegation of Authority Update – Grants and Agreements	Heather H - D
Quarterly Scorecard Report	Bizzy - D
HR Assessment Tool Update	Sam S - D
5 Year Tech Plan	Jon - D
Workforce Housing Update	Jacki/Heather D-D
Annual Safety Report	Sam - PR
Annual Fleet Maintenance Report	Marc P - PR
Annual Facilities Maintenance Report	Marc P - PR
Bus Stop Rehabilitation Report	Robert - PR
September/October Working Agenda	

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