



General Manager Search Committee

Monday, November 25, 2019, at Noon
GMT Board Room
101 Queen City Park Road, Burlington VT 05401

Agenda

Page	Time*	Item
	Noon	Welcome & Introductions Adjustments to the Agenda Public Comment
2	12:05	Minutes (enclosed)** Approve 10/23/19 meeting minutes.
4	12:10	Position Announcement (enclosed)** Review and approve announcement.
5	12:40	Review Recruitment Brochure (enclosed)** Review and approve brochure text.
	1:10	Advertising Source List (enclosed)** Review and approve source list.
	1:20	Next Meeting Set date and recommended agenda items
	1:30	Adjourn

NOTES:

- * All times are approximate.
- ** Indicates an action agenda item.
- Persons with disabilities who require assistance or special arrangements to participate in programs or activities are encouraged to contact Jamie Smith at 802-540-1746 at least 48 hours in advance so that proper arrangements can be made. Hearing disabled patrons can contact GMT through the Vermont Relay Service (711).
- Free transportation to and from meetings is available within the GMT service area. To make advance arrangements, please call GMT's Customer Service Representatives at 802-540-2468.
- Municipal Clerks: Please post this public meeting notice pursuant to Act78 of the Acts of the 1979 Vermont Legislature. Thank you.

**General Manager Search Committee Meeting**

Wednesday, October 23, 2019, at Noon

GMT Board Room

101 Queen City Park Road,

Burlington VT 05401

Present:

Bonnie Waninger, GMT Board of Commissioners Vice Chair

Tony St. Hilaire, Teamsters Local 597 Business Agent

Jamie Smith, GMT Director of Marketing and Planning

Trish Redalieu, GMT Director of Human Resources, Ex-Officio

Paul Bohne, GMT Board of Commissioners Treasurer

On the Phone:

Catherine Dimitruk, GMT Board of Commissioners

Ross MacDonald, VTrans Public Transit Coordinator

Welcome:

Meeting call to order at 12:05 PM.

Adjustments to the Agenda:

There were no adjustments to the agenda.

Public Comment:

No members of the public were present to offer comment.

Approval of Previous Meeting Minutes:

Commissioner Bohne moved to approve the minutes of September 9, 2019 as presented; Mr. MacDonald seconded. The committee unanimously voted to approve and the motion carried.

Search Schedule:

Commissioner Waninger walked the committee through the draft schedule. The Committee discussed the role of the Board and the Committee, past hiring processes, and public and stakeholder involvement to inform decision making. The Committee finalized the preliminary schedule as follows:

- | | |
|-------------|--|
| Nov 11 & 12 | Search Firm onsite interviews with GMT Board, staff, & stakeholders and facilities' tour |
| Nov 22 | Search Firm Deliverable: Recruitment Brochure |
| Nov 25 | Search Committee meeting to review/approval Recruitment Brochure |



Dec 2-Jan 10	Candidates identified, screened, interviewed and evaluated by search firm
Jan 10	Search Firm Deliverable: Recruitment Report
Jan 13-17	Search Committee meeting to review Recruitment Report and select 5-6 candidates for Search Committee interview
Jan 27-31	Search Committee meeting to interview candidates and recommend 2-3 candidates to the Board of Commissioners
Feb 3-4	Special Board meeting to interview 2-3 candidates
Feb 5-6	Candidate interviews with stakeholders; public vetting
Feb 10-12	Search Firm Deliverable: Interview Report
Feb 18	Regular Board meeting - select finalist candidate
Feb 19-Mar 3	Candidate negotiation, offer, acceptance and appointment
Mar 30	Anticipated new hire start date

Stakeholder Interviews:

The Committee discussed goals of the search firm interview process and reviewed recommendations received from Commissioners and admin staff. The search firm requested to interview individuals who can offer insights into what GMT offers, what skills, characteristics, education, traits, etc the next General Manager should possess, and what opportunities and challenges the position will face. The Committee identified ten potential individuals/positions to be interviewed. Commissioner Waninger will schedule the interviews.

Stakeholder Survey:

The Committee discussed the stakeholder survey and its distribution. Committee members agreed to either send the survey to specific stakeholders for input or to add addresses to the online document Jamie Smith provided.

Next Meeting:

The next Search Committee meeting was scheduled for November 25 at Noon at GMT. The agenda is expected to include review of the Recruitment Brochure.

Adjourn:

Commissioner Bohne moved to adjourn. Ms. Smith seconded the motion. The committee unanimously voted to approve and the motion carried.

Meeting adjourned at 1:00 PM.

POSITION ANNOUNCEMENT

Burlington, VT – Green Mountain Transit (GMT) seeking a highly qualified General Manager for their urban and rural transportation operation in northwestern and central Vermont. The mission of GMT is to promote and operate safe, convenient, accessible, innovative and sustainable public transportation services in northwest and central Vermont regions that reduce congestion and pollution, encourage transit-oriented development and enhance the quality of life for all.

Green Mountain Transit (GMT), Burlington, VT, was chartered in 1973 by the Vermont General Assembly after a private bus operator went out of business. GMT serves the communities of Burlington, Essex, South Burlington, Shelburne, Williston, Winooski, Milton, Hinesburg, and a portion of Colchester. GMT also operates LINK Express routes that serve Montpelier, Middlebury, and St. Albans commuters. GMT is considered a municipality and is the first and only transit authority in the State of Vermont.

In 2019 GMT will have approximately 2.7 million boarding's, over 3 million miles traveled using 55 urban revenue vehicles and 50 rural revenue vehicles. The FY20 operating budget was slightly under \$22 million with a capital budget of \$7.5 million. The organization currently operates using approximately 180 FTE's.

The successful candidate will have the following experiences:

- An ability to be a critical analyst and creative thinker. Be imaginative in solving problems, encouraging, and empowering employees to find new and better ways to get work done, while also applying, maintaining, and respecting the regulatory framework that guides the delivery of public transit.
- Be a positive and flexible team builder who is committed to the well-being of the staff, one who works with staff to identify organizational needs and find solutions which meet those challenges for the entire organization.
- A bachelor's degree in engineering, management, public administration, planning or a closely related field from an accredited college or university is desired. Seven to 10 years of progressively responsible experience in municipal and/or transit plant operations including 5 to 7 years supervisory experience or an equivalent combination of education and experience, is desired. Assistant Director experience in a larger transit system will also be considered as will any combination of education and experience that will demonstrate the ability to perform the work. A Master's degree in public administration, business administration, engineering, planning or other advanced executive level training is desired.

The anticipated hiring salary range for the position is \$110,000 - \$125,000 DOQ with a generous benefit package. Interested candidates should apply online by XXXXXX with a cover letter, resume, and contact information for at least five (5) professional references at GovHRjobs.com to the attention of Sarah McKee, Senior Vice President, GovHR USA, 630 Dundee Road, Suite 130, Northbrook, IL 60062. Tel: (224) 282-8310.

**GREEN MOUNTAIN TRANSIT
GENERAL MANAGER RECRUITMENT
BURLINGTON, VT**

ABOUT THE ORGANIZATION

Green Mountain Transit (GMT), Burlington, VT, was chartered in 1973 by the Vermont General Assembly after a private bus operator went out of business. GMT serves the communities of Burlington, Essex, South Burlington, Shelburne, Williston, Winooski, Milton, Hinesburg, and a portion of Colchester. GMT also operates LINK Express routes that serve Montpelier, Middlebury, and St. Albans commuters. GMT is considered a municipality and is the first and only transit authority in the State of Vermont.

In 2011, Chittenden County Transportation Authority (CCTA) and the Green Mountain Transit Agency (GMTA) became a single unified organization, making CCTA the first and only regional transit authority in the State of Vermont. In 2016, the agency became Green Mountain Transit (GMT). They are the only provider for both urban and rural transportation services in Vermont.

The mission of GMT is to promote and operate safe, convenient, accessible, innovative and sustainable public transportation services in northwest and central Vermont regions that reduce congestion and pollution, encourage transit-oriented development and enhance the quality of life for all.

GMT is currently governed by a 13-member Board of Commissioners, with two commissioners representing Burlington and one commissioner representing each of the following: South Burlington, Winooski, Essex, Shelburne, Williston, Milton, Hinesburg, Washington County, Lamoille County, Franklin County, and Grand Isle County. Each Chittenden County commissioner is appointed to the GMT Board by their municipality. Commissioners representing Washington, Franklin, Lamoille and Grand Isle Counties are appointed by the Regional Planning Commission in that county. Board seats are held for a 3-year term. Commissioners set Board goals annually and these long-term goals guide the General Manager of GMT and the priorities of the Authority for that Fiscal Year.

The GMT Board has four standing committees: Finance, Strategy, Operations and Leadership.

Leadership Committee Charge: To develop the effectiveness of the Board and the General Manager and by extension GMT as a whole, through the following tasks:

- Conduct annual evaluation of General Manager and recommend compensation package to the full Board.
- Identify the optimal skill sets needed on the Board to accomplish the goals set forth in GMT's strategic plan – and cultivate candidates that possess the needed skillsets.
- Act as a Nominating Committee for Board Officer elections.
- Establish and participate in the Board orientation process for all new Board members.
- Work with the General Manager to develop annual Board retreat agenda.

- Organize and execute annual Board evaluation.
- Review and revise the job description for Commissioners.
- Identify the Board development opportunities for individual Commissioners and the Board as a whole.
- At the request of the General Manager or the Chair of the Board serve as a sounding Board for substantive staff concerns.

Finance Committee Charge: To oversee the financial planning and management of the organization by ensuring that all fiscal aspects of operations are in order through the following:

- Review GMT's financials in detail at least once a quarter.
- Budget development with staff.
- Recommend strategies to strengthen GMT's financial health and pursue alternative funding sources in collaboration with staff and stakeholders.
- Oversee the annual audit process:
 - o Recommend auditor selection to full Board
 - o Review audit with auditor.
 - o Ensure that appropriate internal controls are in place.
 - o Present audit findings, reportable conditions, and advisories to the Board.
 - o Monitor implementation of management findings.
- Oversee GMT's investment strategy.
- Report to the full Board as necessary.

Strategy Committee Charge: To set the vision and broad goals for GMT by:

- Periodically re-evaluate GMT's vision and mission statements.
- Guide a periodic strategic planning process for the Board of Commissioners that produces recommended Board and organizational goals.
- Identify, evaluate, and prioritize new ventures (service expansion, new technology implementation, capital projects, etc.) for the Board's review and approval.
- Develop GMT's Transit Development Plan.

Operations Committee Charge: Review established maintenance and operations policies and review proposed new policies where deemed appropriate by the committee. Oversee the human resource, maintenance, and operations management of the organization by ensuring the relevant policies serve the best interest of the organization. Ensure that adequate measures are in place to assure and monitor accountability to those policies, all through the following:

- Review operating policies for consistency with industry standards, identify the need for revision of these policies, and recommend appropriate revisions to the full Board.
- Develop, with the help of staff (union and non-union), key elements of a maintenance, human resources, and operational reporting process including the content, format, and frequency of performance reports to Board, and oversee implantation of the process.
- Review GMT Human Resources policies, procedures, and outcomes.
- Review the operation and maintenance of all facilities and properties owned and/or operated by GMT and make recommendations for improvements to the Board.

- Assess GMT's maintenance and operational performance improvement relative to forecasts, action plans, and industry standards to improve efficiency, effectiveness, access to services, safety, and sustainability of operations.
- Present an overall assessment of the past year's maintenance and operational performance at the annual strategic planning work session(s) involving the full Board of Commissioners and lead discussions in regard to performance improvement strategies.

In Chittenden County, GMT offers fixed routes, local commuter routes, LINK Express routes, and ADA paratransit services. GMT also provides shuttles from senior housing complexes to local supermarkets and neighborhood specials for student transportation to Burlington schools. Outside of Chittenden County, in Washington, Lamoille, Franklin, and Grand Isle Counties, GMT provides a variety of public transportation services including local routes, commuter routes, demand response medical shuttles, and service to elders and persons with disabilities.

In 2019 GMT will have approximately 2.7 million boarding's, over 3 million miles traveled using 55 urban revenue vehicles and 50 rural revenue vehicles. The FY20 operating budget was slightly under \$22 million with a capital budget of \$7.5 million. The organization currently operates using approximately 180 FTE's.

ABOUT THE AREA

Located in North Western and Central Vermont, the Counties of Chittenden, Franklin, Grand Isle, Lamoille and Washington have a 2018 estimated population of just over 300,000 residents and covers a land area of 2400 square miles. The Green Mountains are run the entire length of Vermont and are part of the Appalachian Mountains that stretches from Canada to northern Alabama in the United States.

Burlington (Vermont's biggest city), Montpelier, Waterbury and St. Albans are the larger area served by GMT. The area is consistently listed in many publications as the "Top places to see Fall Foliage".

Burlington is compact and beautiful and home to a thriving arts scene, creative entrepreneurship, great shopping, three colleges and a university, and a full range of four-season outdoor pursuits. This small, friendly city consistently earns national awards. Festivals are held all year long with events like New Year's First Night Celebration and the Burlington Discover Jazz Festival attracting visitors from throughout the northeast. The city harbors great museums and galleries too. The waterfront offers ECHO Lake Aquarium and Science Center to learn about the history and ecology of Lake Champlain. Nearby Pine Street and downtown are full of contemporary galleries, and the University of Vermont's eclectic Fleming Museum.

Montpelier is the home of the nation's smallest state capital, Montpelier. Montpelier is located in a remarkable valley along the Winooski River. Montpelier's intimate size,

historic neighborhoods and diverse community make it a wonderful city to visit, live, and do business. The Waterbury-Montpelier Region is also known for its many institutions of higher learning, its historic and architectural riches, and its world class skiing resorts.

Waterbury is the home of the Ben & Jerry's ice cream factory. The area is home to many retail shops including Vermont Teddy Bear and Lake Champlain Chocolates. Green Mountain Coffee Roasters is located in Waterbury, Vermont as well. The entire Waterbury-Montpelier Region is rich in Vermont quality and tradition.

St. Albans is the county seat of Franklin County and is the Islands & Farms region of Vermont. The City of St Albans is only 15 miles from Vermont's border with Quebec and is the northern terminus of the "Vermont" Amtrak route. St Albans, known as the "Maple Syrup Capital of the World" is home to the Vermont Maple Festival.

OPPORTUNITIES AND CHALLENGES

The new General Manager for GMT will be faced with both opportunities and challenges that are common for a transit authority as well as challenges unique to a small state and limited resources. These challenges and opportunities include, but are not limited, to the following:

- In conjunction with the Board of Commissioners, creating and executing a vision for the organization. The General Manager will need to evaluate services and routes to determine how to best meet all the needs of the communities it serves.
- The General Manager must work closely with their key funding sources. The key to success will be developing positive relationships balanced by a genuine desire to engage the community in problem solving.
- Over a relatively quick period of time, recommend and implement short-term improvements to current transportation services that are positive and demonstrable successes for GMT.
- Develop a working relationship with union membership that will impart a desire to work collaboratively together and begin to build a trust that will enhance the organization and build a positive culture within GMT.
- Of critical importance is instilling confidence in the Board as well as the employees and customers of GMT.
- Attending a variety of meetings with community members, businesses, and other governments and be a visible and positive presence in the community.

- The General Manager will be challenged to develop financial plans that are data driven and fiscally responsible. The Manager must also be able find and introduce additional funding sources that benefit the entire organization, but do not create expenses beyond the funding means.
- Increasing intergovernmental cooperation both within the Transit's boundaries and with other municipalities and neighboring counties will be an opportunity for the General Manager. Potentially expanding the service boundaries of the organization and providing additional valuable services to residents are also opportunities.
- Understanding and addressing barriers to transit ridership and developing solutions and marketing programs to increase transit ridership where appropriate are also opportunities.
- Developing service plans and routes that will help with the challenges of parking and working with various festival promoters to provide and establish transit services to alleviate parking issues during events are challenges as well as opportunities.
- Bringing creative ideas to how services can be offered efficiently and effectively while helping to reduce the carbon footprint of the organization will be an opportunity as well as a challenge.

CANDIDATE QUALIFICATION CRITERIA

The Green Mountain Transit Board of Commissioners is seeking highly professional candidates who are passionate about regional transportation systems. They must have strong leadership abilities and management skills that are based upon consensus building, visioning and problem solving. The Manager must have a strong desire to work in a collegial, fast-paced, team-oriented environment. They must be a highly motivated, self-starting and confident individual with excellent interpersonal skills. The anticipated hiring salary range for the position is \$110,000 – \$125,000/year DOQ with extremely generous benefit package. Residency is not required, but it is highly desired.

The following education, experience, management, and leadership criteria have been identified by the Board as important skills and abilities for the candidates to possess and demonstrate.

Education and Experience

- Candidates must possess a bachelor's degree plus 7 to 10 years of increasingly responsible executive level experience in a transportation agency/department or general municipal organization. Assistant Director experience in a larger transit system will also be considered as will any combination of education and experience that will demonstrate the ability to perform the work. A Master's degree in public

administration, business administration, engineering, planning or other advanced executive level training is desired.

- Candidates must possess proven managerial and interpersonal skills to lead a dynamic organization with high customer-service expectations, community activism, and demand for government transparency.
- Candidates must possess strong financial management abilities, including financial forecasting, revenue enhancement, capital improvement programming, and budget development and control.
- Be experienced in and possess a working knowledge of State and Federal grant applications, grant management, and grant reporting processes.
- Be experienced and be adept at using modern technology applications (such as excel, grant tracking software, data base software, and GIS) and be knowledgeable about opportunities for new software that would improve the provision of services, tracking of ridership, route planning, etc.
- Possess transit expertise particularly with a regional transit system that has strong constituencies that expect to be heard and to be involved in community problem solving.
- Have the demonstrated ability to work effectively with a board and to manage their expectations while providing sound recommendations on how the organization can move forward in a unified manner.
- Be skilled in consensus building and have a service-minded approach to the development of programs and services.
- Have a record of conducting thorough analysis and examination of issues, being fully prepared to assess the topic at hand, the implications of various courses of action and if necessary, take an unpopular position.
- Candidates must possess the ability to grow an organization, guide the Board in its decisions for growth and expansion of services, and have the ability to determine staffing needs as well as future anticipated capital needs for the organization.
- Have an appreciation for working with a highly educated, progressive, and service oriented board in an area that offers a high quality of life for residents, an abundance of outdoor activities, as well as social and cultural amenities to enhance that quality of life.

- Have experience with regional strategic planning processes and possess the ability to help the Board develop a long-range vision for the area's transportation system and then deliver on the plan's goals and objectives.
- Have knowledge of transit systems and service routes, the ability to understand the economic implications of a viable regional transit system and the need for continued improvements to existing services as well as providing expertise related to growth and expansion of services.
- Have the experience and judgment to recognize the need for change when it arises, and the leadership skills, political savvy, technical competence, will, and courage to affect such change.
- Have experience in delivering a contemporary human resource program for GMT employees, and developing and maintaining strong work relationships with GMT staff that builds morale while also holding employees professionally accountable.
- Have management experience in creating an environment of trust, integrity and mentorship where individuals respect one another and where the organization consistently functions at a high level of customer service.
- Have strong experience in intergovernmental relations, working with appropriate local, regional, state, and federal jurisdictions and agencies in a constructive and cooperative manner, and presenting GMT programs and policies in an effective and authoritative manner.
- Have a successful record of working with community institutions, business leaders, and citizens' groups in a cooperative and friendly manner; be open to input from all and with the grace to handle criticism constructively, particularly when the criticism is not diplomatic.

Management Style and Personal Traits

- Have a background of professional and personal integrity, honesty and of serving as a leader in providing citizens with transparency.
- Have the maturity, self-confidence, and strength of professional convictions to provide administrative insights and administrative counsel to the Board, being able to firmly and diplomatically present professional views and carry out administrative decisions in a timely, professional, and impartial manner.
- Be politically astute, yet politically neutral. Be able to "address the Board," providing guidance, advice and counsel in a manner that is impeccably objective and based on facts.

- Possess a track record of addressing race, ethnic and culturally based issues in a thoughtful and progressive manner. Be someone who can build bridges and bring people together.
- Be an articulate and an effective communicator, both orally and in writing; be someone who is comfortable listening to and talking with a wide spectrum of people; someone who can clearly and concisely present written and oral information to decision makers; and willingly share information as appropriate.
- Be a strong administrative leader and be able to help the Board to identify, analyze, prioritize, and thoroughly deliberate and address administrative and management issues that are critical toward meeting both current and long-range needs.
- Be a self-starter who has the vitality and energy to continue to move the organization forward in its mission; someone who seeks and enjoys a challenge. Be a team leader who can work on their own or with a team to develop ideas that will meet organizational goals; appreciate a work-life balance philosophy.
- Possess well developed organizational skills with the ability to balance numerous projects and issues.
- Be a “people person,” sincerely personable, patient, calm, and accessible. Have a sense of humor. Be one who can quickly establish trust and one who can relate to diverse groups and people. Be one who genuinely embraces and promotes diversity.
- Have a genuine passion for public service; be an energetic, “can-do” person with a genuine enthusiasm for regional transit and be willing to have a long-term commitment to the organization.
- Promote a strong, service-oriented, “customer relations” approach by all future employees in dealing with citizenry.
- Be proactive, anticipatory and innovative. Possess an open mind in dealing with complex and challenging issues that often compete with one another.