



**General Manager Search Committee Meeting Agenda  
October 17, 2022, 1:00 PM  
101 Queen City Road, Burlington VT 05401**

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

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**Attendees may join in-person or remotely via Zoom.**

**To join the meeting via Zoom:**

Video Conference: <https://us02web.zoom.us/j/85994573945>

Phone-in Audio Only: (US) +1 240-775-0094  
PIN: 271 512 493#

- 1:00 PM 1. Open Meeting
- 1:01 PM 2. Adjustment of the Agenda
- 1:02 PM 3. Public Comment
- 1:04 PM 4. Approval of Committee Minutes  
[October 10, 2022](#)
- 1:06 PM 5. Review of characteristics for the next General Manager
- 1:55 PM 6. Adjourn

**101 Queen City Park Rd, Burlington, VT 05401 | T: 802-540-2468 F: 802-864-5564  
6088 VT Route 12, Berlin, VT 05602 | T: 802-223-7287 F: 802-223-6236  
375 Lake Road, Suite 5, St. Albans, VT 05478 | T: 802-527-2181 F: 802-527-5302**

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## Green Mountain Transit—Burlington, VT

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 should:

- ◆ 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.
- ◆ Possess proven managerial and interpersonal skills to lead a dynamic organization with high customer-service expectations, community activism, and demand for government transparency.
- ◆ 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.
- ◆ Understand how using modern technology applications (such as excel, grant tracking software, data base software, and GIS) would improve the provision of services, tracking of ridership, route planning, etc. and be knowledgeable about opportunities for new software that can enhance continuous improvement.
- ◆ 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 board 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.
- ◆ 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 build 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 citizen groups in a cooperative and friendly manner; be open to input from all with the grace to handle criticism constructively, particularly when the criticism is not diplomatic.
- ◆ Have experience working in a union environment in a leadership role.



### Management Style and Personal Traits - Candidates should:

- ◆ Have a background of professional and personal integrity, honesty and 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.

**Green Mountain Transit – General Manager  
Interview Evaluation Form**

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**Candidate**

Factors of Qualification	Lacking	Qualified	Superior
<b>Interview Presentation:</b>			
• General Impression-Professional Presence/Appearance			
• Leadership – Overall Confidence			
• Management Abilities			
• Overall Skill Set for the General Manager Position			
• Responsiveness to Questions			
• Enthusiasm/Energy			
• Communication Skills			
• Adaptability/Flexibility/Resilience			
• Understanding of Community, Organization and Position			
<b>Experience in:</b>			
• Building Effective Working Relationships with Board Officials			
• Keeping Board Officials Informed			
• Spelling-out Courses of Action and Providing Recommendations			
• Building Effective Working Relationships with Staff			
• Handling Difficult Personnel Matters/Holding Staff Accountable			
• Human Resources Skills/Labor-Management Relations			
• Communicating to GMT Staff Customer Service Expectations/Maintaining GMT’s High Levels of Customer Service			
• Fiscal Management/Budget Development			
• Business and Economic Development			
• Intergovernmental Relationships			
• Community/ Stakeholder Consensus Building			
• Process Improvement/Service Delivery Analysis			
• Community Involvement/Outreach/Transparency			
<b>Compatibility:</b>			
• With the GMT Board Officials			
• With the GMT Staff			
• With GMT Stakeholders/Business Community			
• With GMT ridership			
• With GMT partner agencies			
• <b>Overall Suitability for the Position</b>			