

AGENDA
Green Mountain Transit Board of Commissioners
October 18, 2016, 7:30 a.m.
15 Industrial Pkwy, Burlington, VT 05401

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.

- 7:30 a.m. 1. Open Meeting
- 7:31 a.m. 2. Adjustment of the Agenda
- 7:36 a.m. 3. Public Comment
- 7:40 a.m. 4. Consent Agenda*
- September 20, 2016 Board Meeting Minutes *(pages 3-6)*
 - Check Register *(pages 7-12)*
 - Finance Report *(pages NA)*
 - Maintenance Report *(page 13)*
 - Operations Report *(pages 14-15)*
 - Performance Report *(page 16)*
 - Planning Report *(pages 17-18)*
 - Marketing, IT Support, & Human Resources Report *(page 19)*
 - Project Development Report *(page 20)*
 - Ridership Reports *(page 21-23)*
 - ADA
 - CCTA
 - GMTA
- 7:45 a.m. 5. GMT Retirement Plan Proposed Changes ** *(pages 54-56)*
- 8:05 a.m. 6. CNG Fuel Change Recommendation ** (Goal 4) *(pages 24-34)*
- 8:25 a.m. 7. Bus Purchase Recommendation & Approval **
- 8:35 a.m. 8. Marketing Plan Discussion & Approval ** (Goal 6) *(pages 35-53)*
- 8:45 a.m. 9. Medicaid update (Strategic Goal 1)
- 9:00 a.m. 10. System Analysis Vendor update (Goal 3)
- 9:07 a.m. 11. MTicketing Update (Goal 2)
- 9:15 a.m. 12. Assistance Dog Policy Change Discussion (Goal 6)

9:30 a.m. 13. GM & Committee reports

- *Leadership Committee: Next scheduled meeting Thursday, Nov 10, 9:00 am*
- *Strategy Committee: November 7, 8:15am*
- *Operations Committee: October 17, 9:30am*
- *Finance Committee: November 8, 8:30am*

9:45 a.m. 14. Adjourn

NOTES:

- * Indicates an action agenda item.
- Persons with disabilities who require assistance or special arrangements to participate in programs or activities are encouraged to contact John Robinson 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 GMT Board Meetings is available within the GMT service area. To make advance arrangements, please call GMT's Customer Service Representatives at 802-864-CCTA or 802-864-2282.
- Municipal Clerks: Please post this public meeting notice pursuant to Act 78 of the Acts of the 1979 Vermont Legislature. Thank you.

GMT Board Minutes

Date: September 20, 2016

Time: 8:15 AM

Place: Williston Town Hall
7900 Williston Road
Williston, VT 05495

Present:

Chapin Kaynor, Vice Chair, Williston
Rob Moore, Vice Chair, Lamoille County
Denis Barton, Secretary, Shelburne
Marti Powers, Treasurer, Essex
Catherine Dimitruk, Commissioner, Franklin County
John Sharrow, Commissioner, Milton
Tom Chittenden, Commissioner, South Burlington
Bob Buermann, Commissioner, Grand Isle County
Paul Bohne, Alternate, Essex
Raghu Acharya, Commissioner, Winooski
Kim Parker, Commissioner, Hinesburg
Bonnie Waninger, Alternate, Washington County
Chapin Spencer, Commissioner, Burlington

Karen Walton, General Manager
Mark Sousa, Assistant General Manager
Jon Moore, Director of Urban Operations
Donna Rae Decatur, Director of Rural Operations
Trish Redalieu, Director of Administrative and Support Services
Michelle Daley, Director of Finance
David Armstrong, Planning Manager
Bill McCarty, Director of Maintenance
David Hamblin, IT Support Specialist
Jamie Smith, Marketing & Outreach Manager
John Robinson, Human Resources Coordinator

Members of the Public:

Mike Noel
Infinite Culcleasvne
Amy Rast, VTrans
Ross MacDonald, VTrans
Barbara Donovan, VTrans

Not Present:

Harold Garabedian, Commissioner, Washington County

1. Open Meeting

Chair Kaynor opened the meeting at 9:00 AM. A quorum of the Board was present.

2. Adjustment of the Agenda

There were no adjustments to the agenda.

Commissioner Spencer entered at 9:02 AM.

3. Public Comment

There was no public comment.

4. Welcome to Williston

Chair Kaynor gave thanks to the Select Board of Williston for allowing GMT to hold their annual Board retreat within the town hall. Terry McCaig, Williston Select Board, welcomed both GMT Board members and staff to the town of Williston. Mr. McCaig gave a brief background on the history of the current town hall. He also expressed his appreciation of the newest routes within the town of Williston and talked about his use of the service.

5. Board Training by Mike Noel (Strategic Goal 7)

Mike Noel, Trainer, gave a presentation on "Boards That Perform". He spoke on the many responsibilities that fall on board members and the fine balance that must be found through a business model but with a charity's mindset. Mr. Noel explained best practices that lead to a successful board and was very happy with the current practices that GMT has been following. Mr. Noel praised the current Board for their accomplishments. He explained he has done many trainings across the country and only a few transit companies have shown such strong growth and financial stability.

Commissioner Dimitruk entered at 9:45 AM.

Chair Kaynor and Karen Walton, General Manager, recognized Commissioner Dimitruk on her two years of service as the Board Chair. Chair Kaynor presented a plaque to Commissioner Dimitruk thanking her for her service. All in attendance gave Commissioner Dimitruk a round of applause.

During the Board training Barbara Donovan of VTrans also spoke on some of the recent success of GMT. Ms. Donovan touched on the recent grant that was awarded for 3.9 million dollars to help secure the purchase of ten new buses for the Burlington location. Ms. Donovan reviewed Vermont transit services and the important role GMT plays for the state of Vermont. She explained that GMT serves just over fifty percent of the state. Service is very strong and the organization does a great job tracking and modifying routes to ensure the best service possible.

Commissioner Dimitruk exited at 12:22 PM.

6. Consent Agenda

Commissioner Chittenden requested to pull the Maintenance report from the Consent Agenda, Commissioner Sharrow requested to pull the previous month's Minutes from the Consent Agenda and Chair Kaynor requested to pull the Performance report from the Consent Agenda. Secretary Barton made a motion to approve the Consent Agenda with the removal of the Maintenance report, Minutes and the Performance report. The motion was seconded by Commissioner Chittenden. All were in favor and the Consent Agenda was approved with the removals.

Commissioner Chittenden asked the Board if they felt it was necessary to review preventable and non-preventable accidents in the monthly Consent Agenda. The Board agreed that it was information they wished to see. Commissioner Chittenden made a motion to accept the Maintenance report as presented and was seconded by Vice Chair Moore. All were in favor and the Maintenance report was approved.

Commissioner Parker entered at 12:35 PM.

Commissioner Sharrow had a question regarding the opening date for the DTC stated in the previous month's Minutes of September 23rd. At the time of the last meeting the DTC was estimated to open on September 23rd, however, the opening date has been pushed back to meet Senator Leahy's schedule. Commissioner Sharrow made a motion to accept the minutes as presented and was seconded by Commissioner Chittenden. All were in favor and the minutes were approved.

Ms. Walton spoke on the new format of the Ridership reports that better expresses the Performance report. Ms. Walton worked with David Armstrong, Planning Manager, to better format the information presented to the board for Ridership

report. There has been a decline in ridership, Ms. Walton explained, but it seems to be in line with other transit companies across the country. The mild winter and warmer summer also has contributed to the decline of service.

Chair Kaynor made a motion to accept the Performance report and Commissioner Chittenden seconded. All were in favor and the Performance report was accepted.

7. FY17 adjusted Capital and Operating Budget approval

Michelle Daley, Director of Finance, reviewed recent adjustments to both the Capital and Operating budgets for both Urban and Rural. Ms. Daley was seeking approval for the proposed adjusted Capital budget of \$5,680,200 for Urban and \$318,818 for Rural. She also was seeking approval for the proposed adjusted Operating budget of \$14,261,359 for Urban and \$6,561,467 for Rural. Treasurer Powers made a motion to approve the budgets as presented and Commissioner Chittenden seconded the motion. All were in favor and the adjusted budgets for both Operations and Capital were approved.

8. IT Update

David Hamblin, IT Support Specialist, reviewed the current email address change. All email addresses are in the process of changing to @ridegmt.com. All staff members of GMT have updated their email addresses and the Board has begun their updates as well.

Mark Sousa, Assistant General Manager, and Jamie Smith, Marketing Coordinator, gave a presentation on the software Route Shout. This software allows passengers to locate their bus in real time from a mobile device or desktop. The software is not currently live for the public but plans to roll it out with the opening of the DTC are still on track. This is just one more feature of Route Match that GMT plans to use to enhance user friendliness.

Ms. Smith also presented the new GMT website. The new website RideGMT.com went live this week. Both CCTAride.org and GMTAride.org will now forward users to the new website. Ms. Smith walked the Board through some of the new features along with the navigation of the new website.

9. GM & CNG Ad Hoc monthly update

Ms. Walton gave her GM report and started with the Carbon Footprint study. Both Ms. Walton and Mr. Armstrong presented at the University of Vermont to recruit a class to conduct the study. Although the class did not select their presentation, UVM is still interested in the possibility helping with the study.

Ms. Walton updated the Board on the RFP status for bus purchases and believes they could be ordering buses by October.

The System Analyses Study produced four bids and GMT has been able to reduce it down to two bids. The two firms were interviewed last week and additional information has been requested. Staff hopes to have a vendor to present at the October Board Meeting.

The MTicketing bids have also been received and staff are compiling comparative data for the next Board meeting.

Chair Kaynor gave the update on the CNG Ad Hoc committee. They met twice in the month of September. They plan to present their report at the next Strategy meeting, and to bring it to the next month's Board meeting.

10. Annual Committee Reports on FY16 Strategic Goals

Each Board committee reviewed their completed goals for the year.

Finance had a great financial audit along with great progress on the capital planning for the next ten years.

Operations has continued to grow and the committee will continue to modify the Performance Improvement Plan as changes occur. Operations also acknowledges the inception of the ADA Advisory Board.

Strategy continued to improve user friendliness with the roll out of the new website and the soon to be open Downtown Transit Center.

Leadership reviewed the success of the whole organization highlighting items such as, the start to finish of the DTC, the 1 Industrial purchase and planning, relocation of the FGI call center, the five year contract agreement with the Urban Drivers and the roll out of Route Match and soon to follow Route Shout.

11. FY17 Strategic Goals Discussion

The Board reviewed a draft of the proposed goals and objectives for fiscal year 2017. This year the Board has elected to combine two goals to bring the total of goals to 8 for the year. The proposed goals for the year are; Enhance Financial Security, Enhance User Friendliness, Use Sustainable Energy to Minimize Environmental Footprint, Become a Leader for Integrated Transportation Systems, Increase Ridership by 3%, Improve Board Development; and have GMT be Viewed as an Important Asset in the Community. The Board brainstormed each goal, and created new objectives and strategies for each goal.

Secretary Barton exited at 2:20 PM

Commissioner Chittenden exited at 2:35 PM

12. Adjourn

Commissioner Beurmann made a motion to adjourn and was seconded by Treasure Powers. All were in favor and the meeting adjourned at 3:30 PM.

Respectfully Submitted,

Denis Barton, Secretary

Document Date	Vendor ID	Vendor Name	Document Number	Document Amount	
9/9/2016	V1183	Harlaine D Miller Trust	79565	1836.00	Commuter Leasing
9/9/2016	V1411	Kingsbury Construction Co., Inc.	79566	915.00	
9/9/2016	V10	Vermont Office of Child Support	EFT000000011198	853.10	
9/9/2016	V215	American Funds	V215 2016 0909	13298.36	Retirement
9/9/2016	V265	ICMA	V265 2016 0909	1132.25	Retirement
9/9/2016	V266	IRS - EFTPS	V266 2016 0909	86611.38	Federal Tax
9/9/2016	V364	Vermont Dept of Taxes	V364 2016 0909	10491.13	State Tax
9/15/2016	V14	Bruce, Judith	EFT000000011199	151.20	Mileage Reimbursement
9/15/2016	V103	Carlson, Stephen	EFT000000011200	125.00	FSA Reimbursement
9/15/2016	V1182	Charissakis, John	EFT000000011201	15.00	
9/15/2016	V111	Driver, Toney	EFT000000011202	20.22	
9/15/2016	V61	Gaudette, Timothy	EFT000000011203	68.52	
9/15/2016	V29	Hirsch, Alain	EFT000000011204	37.00	
9/15/2016	V34	Maple, Walter	EFT000000011205	83.92	
9/15/2016	V35	McDonald, Pam	EFT000000011206	25.00	
9/15/2016	V36	McLaughlin, Timothy	EFT000000011207	220.54	FSA Reimbursement
9/15/2016	V38	Moore, Jon	EFT000000011208	219.61	DCAP Reimbursement
9/15/2016	V17	Smith, Jamie L	EFT000000011209	192.31	DCAP Reimbursement
9/16/2016	V279	ABC Bus Companies-Muncie	79567	613.10	
9/16/2016	V316	Able Paint, Glass & Flooring Co.	79568	41.55	
9/16/2016	V158	Action Towing Service	79569	550.00	
9/16/2016	V217	Airgas USA, LLC	79570	149.72	
9/16/2016	V213	All Seasons Janitorial, Inc.	79571	333.95	
9/16/2016	V332	Alliance Bus Group Inc	79572	1456.36	1 Parts Invoice
9/16/2016	V745	Allstate Flood Service Center	79573	8293.00	Flood Insurance
9/16/2016	V223	Bond Auto Parts	79574	1133.63	3 Parts Invoices
9/16/2016	V362	Burlington Free Press	79575	262.00	
9/16/2016	V226	Burlington Public Works-Water	79576	681.27	
9/16/2016	V227	Burlington Telecom	79577	1552.96	Phone Service
9/16/2016	V293	Charlebois, R.R Inc.	79578	400.00	
9/16/2016	V235	Clark's Truck Center	79579	2380.81	9 Parts Invoices
9/16/2016	V220	Class C Solutions Group	79580	1850.34	5 Parts Invoices
9/16/2016	V1357	CleanPro, Inc	79581	568.98	
9/16/2016	V1240	ClearChoiceMD	79582	190.00	
9/16/2016	V600	Cody Chevrolet	79583	571.61	
9/16/2016	V236	Colonial Supplemental Insurance	79584	34.95	
9/16/2016	V239	Cummins Northeast LLC	79585	2800.75	5 Parts Invoices
9/16/2016	V1398	DS Graphics Inc	79586	7579.14	CCTS/GMT Bus Maps & Guides
9/16/2016	V246	Duffy Waste & Recycling	79587	54.00	
9/16/2016	V376	Essex Equipment	79588	191.79	
9/16/2016	V250	Fisher Auto Parts	79589	4251.43	34 Parts Invoices
9/16/2016	V252	FleetPride, Inc	79590	121.26	
9/16/2016	V257	Gillig Corp.	79591	7148.07	8 Parts Invoices
9/16/2016	V259	Grainger	79592	771.90	
9/16/2016	V260	Green Mountain Kenworth, Inc.	79593	2257.83	9 Parts Invoices
9/16/2016	V261	Green Mountain Power	79594	117.54	
9/16/2016	V263	Heritage Ford	79595	100.90	
9/16/2016	V1204	Interstate Battery System of New-M	79596	819.44	
9/16/2016	V326	J&B International Trucks, Inc.	79597	1871.72	1 Parts Invoice
9/16/2016	V446	JaneK Corporation, The	79598	128.00	
9/16/2016	V1415	JPR GLASSWORKS	79599	360.00	
9/16/2016	V702	Lincoln National Life Insurance Com	79600	12302.44	Life Insurance
9/16/2016	V693	MacMan Inc.	79601	399.99	
9/16/2016	V73	Mad River Valley Chamber of Comm	79602	356.25	
9/16/2016	V273	MCI	79603	2290.42	4 Parts Invoices
9/16/2016	V1068	Midwest Bus Corporation	79604	280.00	
9/16/2016	V278	Mohawk Mfg. & Supply Co.	79605	984.30	
9/16/2016	V283	Neopart LLC	79606	2195.17	4 Parts Invoices

9/16/2016 V996	New England Air Systems	79607	2640.00	1 Parts Invoice
9/16/2016 V284	New G.H. Berlin Oil Company	79608	4976.91	5 Parts Invoices
9/16/2016 V628	Overhead Door Co. of Burlington Inc	79609	117.00	
9/16/2016 V700	Panama Supplies & Equipment	79610	7675.00	2 Parts Invoices
9/16/2016 V290	Peterson Consulting, Inc.	79611	1706.25	Project Management
9/16/2016 V291	Prevost Parts	79612	38.70	
9/16/2016 V976	PrintTech	79613	687.83	
9/16/2016 V292	Professional Plaza LLC	79614	308.89	
9/16/2016 V296	Rouse Tire Sales	79615	3124.22	5 Tire Invoices
9/16/2016 V1416	Ryan Brothers Electrical Contactors	79616	40000.00	Fixed Payment Claim
9/16/2016 V298	Sanel Auto Parts Co.	79617	53.78	
9/16/2016 V299	SB Collins, Inc.	79618	27102.32	Fuel
9/16/2016 V686	Shearer Chevrolet	79619	859.99	
9/16/2016 V301	Sovernet	79620	1087.43	Wi-Fi
9/16/2016 V310	Swish White River, LTD	79621	793.17	
9/16/2016 V734	Thermo King Northeast/Dattco	79622	311.28	
9/16/2016 V1372	Total Tool, LTD	79623	1940.16	1 Parts Invoice
9/16/2016 V1030	UniFirst Corporation	79624	782.36	
9/16/2016 V315	United Parcel Service	79625	58.02	
9/16/2016 V334	Vanasse Hangen Brustlin, Inc.	79626	22062.00	CCTA Downtown
9/16/2016 V336	W.B Mason Co., Inc.	79627	93.39	
9/16/2016 V352	Wiemann-Lamphere Architects Inc.	79628	4875.11	Consulting
9/16/2016 V270	Lowe's	79629	355.17	
9/16/2016 V1025	Alter, Charles	79630	336.42	Volunteer
9/16/2016 V1412	Andrews, Mary	79631	42.12	
9/16/2016 V1289	Blanchard, Anne	79632	138.24	Volunteer
9/16/2016 V1135	Blanchard, Thomas	79633	28.08	
9/16/2016 V471	Constantine, Julia	79634	451.98	Volunteer
9/16/2016 V1382	Crowl, Steven	79635	29.16	
9/16/2016 V1084	Fisher, Allan	79636	138.24	Volunteer
9/16/2016 V1292	Fleming, Karen	79637	843.48	Volunteer
9/16/2016 V1325	Fonda, Leah	79638	79.20	
9/16/2016 V1390	Garrison, Casey	79639	126.00	Volunteer
9/16/2016 V203	Ladd, Joyce	79640	93.96	
9/16/2016 V175	LeBlanc, Richard	79641	162.54	Volunteer
9/16/2016 V1397	McGinnis, Devan	79642	720.36	Volunteer
9/16/2016 V1111	Morse, Julie	79643	232.20	Volunteer
9/16/2016 V178	Mulheron, Nelson	79644	222.48	Volunteer
9/16/2016 V181	Owen, Helen	79645	1578.42	Volunteer
9/16/2016 V1275	Pepin, Bonnie	79646	30.96	
9/16/2016 V188	Tardy, Astrid	79647	91.26	
9/16/2016 V881	Wakefield, Richard	79648	92.34	
9/16/2016 V989	Waring, Lynn	79649	12.96	
9/16/2016 V962	Williams, Kenneth	79650	248.22	Volunteer
9/16/2016 V853	Wilson, Thomas	79651	35.64	
9/16/2016 V944	Woodward, Patricia	79652	645.84	Volunteer
9/16/2016 V1418	Dahal, Madhav	79653	100.00	Driver Shoes
9/16/2016 V857	Driver, Sandra	79654	149.15	FSA Reimbursement
9/16/2016 V1413	Holm, Cody	79655	376.16	Mileage Reimbursement
9/16/2016 V1417	Lussier, Jessica	79656	45.36	
9/16/2016 V436	Mabee, Jonathan	79657	91.80	
9/16/2016 V133	Mezetovic, Nusret	79658	20.00	
9/16/2016 V153	Alburgh Taxi	EFT000000011210	1303.75	Volunteer
9/16/2016 V55	Boudreau, James	EFT000000011211	1088.64	Volunteer
9/16/2016 V1007	Bova, Wendy	EFT000000011212	584.82	Volunteer
9/16/2016 V548	Burnor, David	EFT000000011213	1034.10	Volunteer
9/16/2016 V1291	Callan, Linda	EFT000000011214	321.84	Volunteer
9/16/2016 V196	Cheney, Lori	EFT000000011215	302.40	Volunteer
9/16/2016 V1377	Cleary, Diane	EFT000000011216	114.48	Volunteer

9/16/2016 V60	Farr, Delores	EFT000000011217	476.82	Volunteer
9/16/2016 V1160	Fox, Therrien	EFT000000011218	42.84	
9/16/2016 V1097	Graham JR., Lewis	EFT000000011219	238.68	Volunteer
9/16/2016 V1278	Gray, Richard	EFT000000011220	710.64	Volunteer
9/16/2016 V1117	Hall, John	EFT000000011221	569.16	Volunteer
9/16/2016 V170	Hertz, Kenneth	EFT000000011222	313.20	Volunteer
9/16/2016 V67	Jewett, Sheryl	EFT000000011223	238.14	Volunteer
9/16/2016 V174	Langlois, Paulette	EFT000000011224	745.74	Volunteer
9/16/2016 V70	LeClair, Raymond	EFT000000011225	582.66	Volunteer
9/16/2016 V71	Lightholder, Stephen	EFT000000011226	129.60	Volunteer
9/16/2016 V74	Markham, Laurel	EFT000000011227	292.14	Volunteer
9/16/2016 V75	Martin, Ronald	EFT000000011228	744.12	Volunteer
9/16/2016 V829	Mcmahon, John	EFT000000011229	44.28	
9/16/2016 V1018	Metivier, Shelli	EFT000000011230	677.16	Volunteer
9/16/2016 V82	Parah, Donna	EFT000000011231	544.32	Volunteer
9/16/2016 V83	Parah, Maurice	EFT000000011232	979.02	Volunteer
9/16/2016 V86	Pike, Gail	EFT000000011233	387.72	Volunteer
9/16/2016 V1371	Riendeau, Donald	EFT000000011234	44.28	
9/16/2016 V691	Rogers, Robert	EFT000000011235	227.16	Volunteer
9/16/2016 V771	Sammons, Chandra	EFT000000011236	645.30	Volunteer
9/16/2016 V89	Sayers, Gail	EFT000000011237	557.28	Volunteer
9/16/2016 V1236	Sayers, James	EFT000000011238	231.66	Volunteer
9/16/2016 V1253	Sprano, Sheila	EFT000000011239	132.30	Volunteer
9/16/2016 V1414	Thompson, Jennie	EFT000000011240	633.42	Volunteer
9/16/2016 V93	Timm, Marta	EFT000000011241	724.14	Volunteer
9/16/2016 V522	Turcotte, S Jeanette	EFT000000011242	179.82	Volunteer
9/16/2016 V397	White, Brian	EFT000000011243	810.54	Volunteer
9/16/2016 V97	Yandow, Dennis	EFT000000011244	827.82	Volunteer
9/16/2016 V1197	Young, Sylvia	EFT000000011245	153.36	Volunteer
9/23/2016 V267	Lincoln Financial Group	79668	10.21	
9/23/2016 V219	Aubuchon C/O Blue Tarp Financial, I	79659	29.87	
9/23/2016 V285	New York Life	79663	43.32	
9/23/2016 V408	Pitney Bowes - Purchase Power	79670	117.97	
9/23/2016 V268	Loomis	79662	165.16	
9/23/2016 V1334	Background Investigation Bureau, LL	79673	230.00	
9/23/2016 V545	Pitney Bowes - Leasing	79664	253.17	
9/23/2016 V1334	Background Investigation Bureau, LL	79660	341.00	
9/23/2016 V314	Unum Life Insurance	79667	374.75	
9/23/2016 V1368	Prime Middlebury LLC	79665	550.00	
9/23/2016 V10	Vermont Office of Child Support	EFT000000011246	853.10	
9/23/2016 V300	Seven Days	79666	925.00	
9/23/2016 V265	ICMA	V265 2016 0923	1,080.07	Retirement
9/23/2016 V1375	Tougas Electric	79671	1,223.65	Wiring/UVM Trinity Shelter
9/23/2016 V696	BANG	79661	2,122.48	Advertising
9/23/2016 V290	Peterson Consulting, Inc.	79669	2,737.50	Project Management
9/23/2016 V271	M.T. Plaza	79672	3,025.00	October Rent
9/23/2016 V364	Vermont Dept of Taxes	V364 2016 0923	10,814.89	State Tax
9/23/2016 V215	American Funds	V215 2016 0923	14,361.66	Retirement
9/23/2016 V266	IRS - EFTPS	V266 2016 0923	88,262.70	Federal Tax
9/30/2016 V1354	Mischke, Katie	79736	6.00	
9/30/2016 V283	Neopart LLC	79741	6.22	
9/30/2016 V168	Fay, Carol	79708	9.72	
9/30/2016 V1068	Midwest Bus Corporation	79735	14.75	
9/30/2016 V1371	Riendeau, Donald	EFT000000011280	15.12	
9/30/2016 V328	Kirk's Automotive Inc.	79726	19.36	
9/30/2016 V922	Waring, Russel	79777	21.60	
9/30/2016 V1382	Crowl, Steven	79695	24.84	
9/30/2016 V402	Fastenal Company	79707	27.68	
9/30/2016 V417	Dion Security, Inc.	79701	31.01	

9/30/2016 V315	United Parcel Service	79769	35.38
9/30/2016 V1309	Arthur, Alan	79681	35.64
9/30/2016 V829	Mcmahon, John	EFT000000011275	36.72
9/30/2016 V811	Mcmahon, Deborah	EFT000000011274	39.96
9/30/2016 V203	Ladd, Joyce	79727	41.04
9/30/2016 V1194	Joseph, Ben	79724	47.52
9/29/2016 V61	Gaudette, Timothy	EFT000000011251	50.00
9/30/2016 V1392	Menard, Lucille	79732	51.12
9/30/2016 V857	Driver, Sandra	79703	52.80
9/29/2016 V111	Driver, Toney	EFT000000011250	53.46
9/30/2016 V853	Wilson, Thomas	79780	72.90
9/30/2016 V385	Vermont Offender Work Program	79773	76.00
9/30/2016 V451	Stowe, Town of Electric Department	79762	78.74
9/30/2016 V217	Airgas USA, LLC	79677	82.08
9/30/2016 V1052	White, Carolyn	79779	84.24
9/30/2016 V522	Turcotte, S Jeanette	EFT000000011287	84.78
9/30/2016 V881	Wakefield, Richard	79775	88.56
9/30/2016 V276	Metalworks	79733	89.43
9/30/2016 V753	Philbrook, Paul	79751	96.12
9/29/2016 V34	Maple, Walter	EFT000000011253	100.00 FSA Reimbursement
9/30/2016 V505	Radio Vermont	79754	100.00
9/30/2016 V1377	Cleary, Diane	EFT000000011262	110.70 Volunteer
9/30/2016 V280	Mutual of Omaha Insurance Co.	79739	118.77
9/30/2016 V1289	Blanchard, Anne	79683	120.96 Volunteer
9/30/2016 V950	Northern ToyotaLift	79745	122.47
9/29/2016 V108	Daley, Michelle	EFT000000011249	126.25 Mileage Reimbursement
9/30/2016 V362	Burlington Free Press	79687	129.00
9/30/2016 V258	Gordon Stamp & Engraving	79717	135.30
9/30/2016 V554	Desarno, David	79700	138.24 Volunteer
9/30/2016 V1365	Robinson, John	79755	143.69 Mileage Reimbursement
9/30/2016 V256	Genfare	79715	145.66
9/30/2016 V242	Danform Shoes	79699	149.95
9/30/2016 V110	Dodge, Gordon	79702	155.00 FSA Reimbursement
9/29/2016 V14	Bruce, Judith	EFT000000011248	155.52 Volunteer
9/30/2016 V1253	Sprano, Sheila	EFT000000011284	166.32
9/30/2016 V376	Essex Equipment	79706	167.04
9/30/2016 V1084	Fisher, Allan	79710	167.94 Volunteer
9/30/2016 V298	Sanel Auto Parts Co.	79757	168.42
9/30/2016 V336	W.B Mason Co., Inc.	79774	174.00
9/30/2016 V1420	Lawyer, Ronald	79728	177.66 Volunteer
9/30/2016 V1099	Barnett, Wendy	79682	180.00 Volunteer
9/30/2016 V320	EM Cahill Company, Inc.	79705	210.44
9/29/2016 V38	Moore, Jon	EFT000000011254	217.31 FSA/DCAP Reimbursement
9/30/2016 V71	Lightholder, Stephen	EFT000000011271	220.32 Volunteer
9/30/2016 V235	Clark's Truck Center	79690	230.24
9/30/2016 V1325	Fonda, Leah	79714	237.60 Volunteer
9/30/2016 V468	Vermont Department of Motor Vehi	79771	240.00
9/29/2016 V29	Hirsch, Alain	EFT000000011252	244.62 FSA Reimbursement
9/30/2016 V67	Jewett, Sheryl	EFT000000011268	246.78 Volunteer
9/30/2016 V1386	Nature's Way Pest Control	79740	250.00
9/30/2016 V170	Hertz, Kenneth	EFT000000011267	251.10 Volunteer
9/30/2016 V74	Markham, Laurel	EFT000000011272	251.10 Volunteer
9/30/2016 V226	Burlington Public Works-Water	79688	253.15
9/29/2016 V59	Armstrong, David	EFT000000011247	256.35 Marketing Event Reimbursement
9/30/2016 V1197	Young, Sylvia	EFT000000011290	260.82 Volunteer
9/30/2016 V312	Stowe, Town of	79761	265.69
9/30/2016 V906	Wright, Eugene	79782	266.34 FSA Reimbursement
9/30/2016 V156	Anthony, Peter	79680	278.10 Volunteer
9/30/2016 V316	Able Paint, Glass & Flooring Co.	79676	283.65

9/30/2016 V1291	Callan, Linda	EFT000000011260	285.66	Volunteer
9/30/2016 V410	Vermont Gas Systems, Inc.	79772	321.69	
9/30/2016 V1117	Hall, John	EFT000000011266	346.14	Volunteer
9/30/2016 V196	Cheney, Lori	EFT000000011261	362.88	Volunteer
9/29/2016 V17	Smith, Jamie L	EFT000000011255	378.54	DCAP
9/30/2016 V1025	Alter, Charles	79679	385.56	Volunteer
9/30/2016 V175	LeBlanc, Richard	79729	388.80	Volunteer
9/30/2016 V252	FleetPride, Inc	79711	397.43	
9/30/2016 V178	Mulheron, Nelson	79738	424.44	Volunteer
9/30/2016 V70	LeClair, Raymond	EFT000000011270	430.38	Volunteer
9/30/2016 V89	Sayers, Gail	EFT000000011282	432.54	Volunteer
9/30/2016 V771	Sammons, Chandra	EFT000000011281	444.96	Volunteer
9/30/2016 V82	Parah, Donna	EFT000000011277	448.20	Volunteer
9/30/2016 V938	Wurth USA Inc.	79783	461.52	
9/30/2016 V60	Farr, Delores	EFT000000011263	514.62	Volunteer
9/30/2016 V944	Woodward, Patricia	79781	532.98	Volunteer
9/30/2016 V996	New England Air Systems	79742	535.30	
9/30/2016 V215	American Funds	V215 2016 0930	545.98	
9/30/2016 V238	Crystal Rock Bottled Water	79696	561.90	
9/30/2016 V471	Constantine, Julia	79694	622.08	Volunteer
9/30/2016 V390	Commons Associates	79693	625.00	
9/30/2016 V265	ICMA	V265 2016 0930	637.35	
9/30/2016 V1018	Metivier, Shelli	EFT000000011276	641.52	Volunteer
9/29/2016 V581	Costco	79784	642.39	
9/30/2016 V97	Yadow, Dennis	EFT000000011289	648.54	Volunteer
9/30/2016 V548	Burnor, David	EFT000000011259	650.16	Volunteer
9/30/2016 V364	Vermont Dept of Taxes	V364 2016 0930	659.26	
9/30/2016 V1236	Sayers, James	EFT000000011283	665.82	Volunteer
9/30/2016 V755	Letter Publications	79730	674.00	
9/30/2016 V1030	UniFirst Corporation	79768	679.41	
9/30/2016 V174	Langlois, Paulette	EFT000000011269	689.04	Volunteer
9/30/2016 V646	Keystone	79725	690.00	
9/30/2016 V1292	Fleming, Karen	79713	710.64	Volunteer
9/30/2016 V1007	Bova, Wendy	EFT000000011258	720.90	Volunteer
9/30/2016 V75	Martin, Ronald	EFT000000011273	745.20	Volunteer
9/30/2016 V310	Swish White River, LTD	79764	762.39	
9/30/2016 V83	Parah, Maurice	EFT000000011278	762.48	Volunteer
9/30/2016 V93	Timm, Marta	EFT000000011286	766.26	Volunteer
9/30/2016 V309	Stride Creative Group	79763	808.00	
9/30/2016 V1204	Interstate Batteries	79721	838.08	
9/30/2016 V86	Pike, Gail	EFT000000011279	843.48	Volunteer
9/30/2016 V1097	Graham JR., Lewis	EFT000000011264	847.26	Volunteer
9/30/2016 V397	White, Brian	EFT000000011288	855.36	Volunteer
9/30/2016 V1278	Gray, Richard	EFT000000011265	942.30	Volunteer
9/30/2016 V686	Shearer Chevrolet	79759	947.20	
9/30/2016 V1414	Thompson, Jennie	EFT000000011285	954.20	Volunteer
9/30/2016 V1421	Granfield Masonry	79718	963.57	
9/30/2016 V291	Prevost Parts	79753	999.33	
9/30/2016 V55	Boudreau, James	EFT000000011257	1,062.72	Volunteer
9/30/2016 V1172	Walton, Karen	79776	1,077.71	Business Trip Reimbursement
9/30/2016 V220	Class C Solutions Group	79691	1,148.09	3 Parts Invoices
9/30/2016 V332	Alliance Bus Group Inc	79678	1,177.47	1 Parts Invoice
9/30/2016 V600	Cody Chevrolet	79692	1,177.74	3 Parts Invoices
9/30/2016 V446	Janek Corporation, The	79723	1,200.00	1 Parts Invoice
9/30/2016 V516	Stowe Reporter	79674	1,253.75	Winter/Spring Stowe Guide & Magazine Ads
9/30/2016 V261	Green Mountain Power	79720	1,308.63	Utility Bills
9/30/2016 V350	Point, The	79752	1,330.00	Radio Ads
9/30/2016 V223	Bond Auto Parts	79684	1,378.21	3 Parts Invoices
9/30/2016 V181	Owen, Helen	79747	1,448.28	Volunteer

9/30/2016 V278	Mohawk Mfg. & Supply Co.	79737	1,450.62	4 Parts Invoices
9/30/2016 V1375	Tougas Electric	79766	1,627.10	Electrical/Essex Bus Shelter
9/30/2016 V700	Panama Supplies & Equipment	79749	1,650.00	1 Parts Invoice
9/30/2016 V1132	Occupational Drug Testing, LLC	79746	1,693.50	Employee Random Testing
9/30/2016 V153	Alburgh Taxi	EFT000000011256	1,743.70	Volunteer
9/30/2016 V250	Fisher Auto Parts	79709	1,933.28	28 Parts Invoices
9/30/2016 V296	Rouse Tire Sales	79756	2,037.98	2 Tire Invoices
9/30/2016 V290	Peterson Consulting, Inc.	79750	2,081.25	Project Management
9/30/2016 V734	Thermo King Northeast/Dattco	79765	2,160.06	6 Parts Invoices
9/30/2016 V284	New G.H. Berlin Oil Company	79743	2,229.85	2 Parts Invoices
9/30/2016 V863	P & P Septic Service, Inc	79748	2,265.00	Garage Drain Service
9/30/2016 V326	J&B International Trucks, Inc.	79722	2,475.21	6 Parts Invoices
9/30/2016 V239	Cummins Northeast LLC	79697	2,481.53	4 Parts Invoices
9/30/2016 V391	Verizon Wireless	79770	2,589.60	3 Wireless Service Invoices
9/30/2016 V866	BTC Mall Associates, LLC	79685	2,830.66	2 Monthly Rent Payments
9/30/2016 V257	Gillig Corp.	79716	2,903.47	4 Parts Invoices
9/30/2016 V253	FleetWave Partners, LLP	79712	3,078.00	Monthly Repeater Billing
9/30/2016 V273	MCI	79731	3,414.93	2 Parts Invoices
9/30/2016 V279	ABC Bus Companies-Muncie	79675	3,462.11	8 Parts Invoices
9/30/2016 V241	D & W Diesel, Inc.	79698	3,729.47	3 Parts Invoices
9/30/2016 V1398	DS Graphics Inc	79704	4,566.00	Bus Maps & Guides
9/30/2016 V266	IRS - EFTPS	V266 2016 0930	5,341.83	Federal Taxes
9/30/2016 V251	Wex Fleet Universal	79778	7,234.52	Fuel
9/30/2016 V225	Burlington Electric Department	79686	7,804.66	8 Electric Bills
9/30/2016 V260	Green Mountain Kenworth, Inc.	79719	7,940.30	6 Parts Invoices
9/30/2016 V229	Camerota Truck Parts	79689	9,200.00	2 Parts Invoices
9/30/2016 V289	People's United Businesscard Servic	79785	9,811.64	5 Credit Cards
9/30/2016 V1419	Middlebury Fence Co., LLC	79734	29,164.96	2 Repair/Install Invoices
9/30/2016 V299	SB Collins, Inc.	79758	52,354.85	Fuel
9/30/2016 V303	SSTA	79760	89,805.56	ADA August
9/30/2016 V1305	Northern New England Benefit Trust	79744	183,478.69	Insurance
9/30/2016 V313	Travelers	79767	290,421.00	Auto Insurance

Date: October 12, 2016

To: Board Chair Chapin Kaynor & the GMT Board of Commissioners

From: Bill McCarty, Director of Maintenance

Re: Green Mountain Transit Maintenance Report

- Burlington location provided 238 hours in Rural maintenance services in September
- September Preventative Maintenance B brake inspections performance: 63 combined team B level inspections for an 75% on time completion rate
- September Preventive Maintenance C inspections performance: 43 combined team C level inspections for a 77% on time completion rate
- September Preventive Maintenance D level inspections performance: 9 combined team D level inspections for a 67% on time completion rate
- September Road Calls: No Rural Road Calls; 9 major & 19 minor Road Calls, for an Urban rate of 19.72 per 100,000 miles
- Maintenance had one preventable and zero non-preventable accidents in September
- Birkha Gurung was hired as a Custodian in Burlington

Date: October 18th, 2016
To: Board Chair Chapin Kaynor and the CCTA Board of Commissioners
From: Jon Moore, Director of Operations
Re: CCTA Operations Report

- The start of operations at the DTC have gone excellent due to the hard work of GMT drivers, supervisors and kiosk staff. The new DTC will improve system-wide schedule adherence through more direct routing from the DTC on the north facing routes and the new ability for cross-platform transfers reducing waiting time for connecting passengers.
- With the opening of the DTC the following routes have updated outbound routings from the DTC:
 - The Pine Street (#5) route will take a right onto Cherry Street from the DTC, a left onto Battery Street, a left onto Main Street and a right onto St.Paul Street to its normal route.
 - The Shelburne (#6) route will follow the routing above and then take a left onto Maple Street to its normal routing.
 - The Williston (#1) route will continue to cross the Church Street Marketplace to ensure reliable transfers with the #12 route at the Umall.
- In conjunction of the DTC opening the RouteMatch AVL system is now available to passengers. This technology will also provide invaluable information to Operations Management to improve system-wide operations. RouteMatch representatives were on site the week of the DTC opening to help ensure the passenger facing accuracy of the new system.
- GMT urban drivers tied a record of consecutive days without a preventable accident at 69 days spanning the months of August, September & October.



DATE: October 11, 2016

TO: GMT Board of Directors

FROM: Donna Rae Decatur, Director of Rural Operations

RE: GMT Rural September 2016 Operations Report

GMTA Franklin Grand Isle

- FGI is 297 days accident free as of October 11! I am planning a special cookout for this Friday at the St. Albans garage to commemorate day 300.
- The new Dispatch room has been up-fitted and is now awaiting Sovernet connectivity for the phone and internet lines. The planned date of the move is now October 26.
- Met with Franklin County Town Clerks in St. Albans on September 22. Go!Vermont, Franklin County Workforce Investment Group and I spoke about transportation options and workplace struggles.
- We continue to recruit for part-time Drivers. And we are still actively recruiting for Volunteer Drivers. We have successfully found four new volunteers in the last two months but we are fast approaching the cold months when we lose a few who head south for the winter.

GMTA Berlin / Sugarbush / Stowe

- Berlin and Stowe were 89 days accident free as of October 11.
- We are continuing to recruit for seasonal drivers. Right now we still need one for Sugarbush and three for Stowe. We have not been successful in gaining any from seasonal bus services in Alaska, Martha's Vineyard or Acadia National Park.
- Met several times with Norwich University's Director of Security as well as Sodexho's Director of Operations to discuss Universal Access and a potential third trip to Northfield in the afternoon. They are discussing funding options internally as there are a reduced number of parking spaces on campus now and more reductions are expected in the Spring.
- Attended Mad River TAC meeting on September 14. An update on the Snow Cap Fun Pass as well as map suggestions for highlights on the Valley Floor route were discussed. Questions were asked about a possible shopping bus similar to the one operated out of the Berlin facility.

FY17 Monthly Performance Report

Urban Routes - August 2016

Category/Measure	August-to-August Comparison			Year-to-Date Comparison		
	FY 2017	FY 2016	% Change	FY 2017	FY 2016	% Change
SERVICE PROVIDED						
Local Bus Trips	9139	8795	4%	17566	17652	0%
Local Commuter Bus Trips	276	252	10%	516	528	-2%
LINK Bus Trips (incl. GMTA)	483	399	21%	903	836	8%
Total Bus Trips	9898	9446	5%	18985	19016	0%
Local Boardings	171120	180572	-5%	331697	365630	-9%
Local Commuter Boardings	2572	2699	-5%	4794	5580	-14%
LINK Boardings (incl. GMTA)	13166	12344	7%	24933	25944	-4%
Total Transit Boardings	186858	195615	-4%	361424	397154	-9%
MEASURES OF EFFECTIVENESS						
Local Boardings per Trip	19	21	-9%	19	21	-9%
Local Commuter Boardings per Trip	9	11	-13%	9	11	-12%
Link Boardings per Trip	27	31	-12%	28	31	-11%
Total Boardings per Trip	19	21	-9%	19	21	-9%
Total ADA Boardings	3735	4157	-10%	7131	8543	-17%
Bicycle Boardings	3699	4831	-23%	7370	8901	-17%

Date: October 18, 2016
 To: Board Chair Chapin Kaynor and the GMT Board of Commissioners
 From: David Armstrong, Planning Manager
 Re: Planning Report

Urban Planning:

- **Ridership:** In an effort to present more relevant and “simpler” data to the Board and the public, staff has again presented ridership in graphical form. The top chart shows all urban fixed-route ridership by month from FY15 through this September. Ridership spikes in Sept and Oct with the return of both college students and neighborhood specials. Additionally, one can see the steady decline in overall ridership from FY15... ADA ridership at the lower left also shows a steady decrease in ridership, though this trend is positive. Lastly, Montpelier Link ridership is shown at the lower right. Interestingly, while Link ridership was down 5% FY16 over FY15, the overall FY16 trend showed rising ridership through the year, while FY15’s trend was downward.
- **GMT System Redesign RFP:** Selection committee continues to assess two vendors’ proposals. Due to the expanded nature of the proposals, the selection process has taken longer than originally anticipated. The Project will therefore likely span two fiscal years, which actually helps with available funding. The Board will remain apprised as the process progresses.
- **Bridj:** Staff met with Jon McBride from the local Bridj office to continue the discussion of Bridj based service(s) here in Chittenden County. VTrans has alluded to both capital and operational funds being available in FY17 and FY18: Future meetings with Bridj are forthcoming.
- **Route updates:** Initial data suggests that the added North Avenue (#7) trips in the AM and PM are performing as hoped, showing a 6% increase over last year’s September ridership. However, one-months’ worth of data must be taken with a grain of salt. VT Teddy Bear has asked GMT to operate an additional PM Shelburne Rd bus to their site during their peak season, Thanksgiving through Christmas, which will work for GMT operationally. Teddy Bear was able to fund similar extra service last year to meet their staff demands and the service worked well. Staff is currently working on several studies to implement into the System Redesign, including potential changes to the UMall/Airport, among others.

Community and/or RPC Involvement:

- Riverside Ave/Colchester Ave Advisory Committee

Rural Planning:

- **Ridership:** As with urban reporting, ridership is again being presented in graphical form. The top graph displays all fixed route ridership by month from FY15 through this September. What is visually striking is the role our seasonal routes play in driving rural ridership during the winter months. To better show regional ridership, FGI ridership is at lower left, and Washington and Lamoille County year-round route ridership is shown to the right. These don’t spike without influence from seasonal routes.
- **GMT System Redesign RFP:** The system redesign will examine Rural routes as well as Urban, (see above).

- **Route updates:** Staff has been hard at work prepping for the upcoming seasonal services at Stowe Mountain Resort and Sugarbush Resort. The Stowe service will include limited service to Shaws in Stowe this year. The high number of transit-dependent staff at Stowe will directly benefit from a quick trip to the local grocery store. Staff has been in working with Norwich University on potential new service to Northfield: The University and Sodexo (food service) have requested an additional PM trip on the Northfield Commuter, as well as a potential Unlimited Access arrangement for their staff and students. Staff will inform the Board as this discussion unfolds.

Community Involvement:

- Mad River Valley TAC
- FGI Partners Committee

To: Chapin Kaynor, Board Chair, and GMT Board of Commissioners

From: Trish Redalieu, Director of Administrative and Support Services

RE: Marketing, IT Support, Administrative Support, and HR

Date: October 18, 2016

Most of the work in IT Support, Marketing, Administration, and Human Resources for the previous month has been preparing for the opening of the DTC, and below are highlights of other work we accomplished.....

Human Resources/Administration

Training and protocols for the CSRs at the DTC are complete. HR has hired a part-time IT Help Desk support person, new FT Driver (Berlin) and new FT custodian (Burlington). The FTA approved the EEO Report submitted in August of 2016.

IT Support

IT has supported the new call center in Burlington, and preparing for the changes to the St Albans office.

Marketing

A joint press release with BT and GMT was issued regarding the opening of the DTC. To date, Fox 44, WPTZ, and WCAX have aired stories on the opening. The marketing materials for the DTC, Snow Cap Commuter and Season Fun Pass, and the Milton Extender, have been completed. The final draft for the South Burlington hotel guide has been presented to the South Burlington Hospitality group for final comments and should be ready for distribution by November. RouteShout marketing materials are in production and will be ready for the October 14th launch.



Date: October 12, 2016
 To: Board Chair Chapin Kaynor and the GMT Board of Commissioners
 From: Stephen Carlson, Project Development Manager
 Re: September Project Development/Management Report

Passenger Shelters:

Urban:

Circ. Alternative Shelters: We are close to selecting a new solar lighting supplier and will, therefore, begin installing solar lighting in the remaining seven Circ Shelters over the winter.

Solar Shelter Lighting: Lighting systems from five manufacturers have been installed and are being evaluated for ease of installation, ability to meet our performance specifications, durability and other essential characteristics. We will select a new supplier in the fourth quarter of 2016. Over the past few years CCTA has installed solar lighting in approximately 45 bus passenger shelters. Solar lighting will be installed in additional passenger shelters beginning this winter.

Maple Street Shelter Pad: A request for quotes was issued on September 15th for the placement of a new concrete shelter pad on Maple Street, just east of South Willard. Two quotes were received and work will begin shortly. Once the new shelter pad is in place, one of the wood post & beam shelters temporarily relocated to Pearl Street will be placed at the Maple Street site.

North Avenue Shelter Pad: An Encumbrance Permit Application is currently before the Burlington City Council to place a shelter on North Avenue, just south of Northgate Road. Once approved, work will proceed to hire a contractor to install the shelter pad and then to relocate the shelter that is located just north of Northgate Road at a stop no longer served by GMT buses.

Rural FY14/15:

The shelter at the Plainfield Park & Ride has been delivered and set in place and a contract has been signed for the glass to be installed. Once a solar lighting system has been approved we will also install a solar light at this shelter. Solar lighting will also be installed at the recently completed shelter at Marshfield. A shelter is also being considered for the Walmart in St. Albans, however, discussions the Walmart are moving very slowly. Approval has already been received from the property developer, JL Davis Realty. Once approval is received from Walmart, it is likely that we will have to get approval from the Town of St. Albans and from the Act 250 Commission, further extending the process.

Downtown Transit Center:

The Grand Opening will take place on October 13th, a few days prior to the Board Meeting. Construction has been completed with only the platform wind-breaks and a few punch list items still being worked on. Scheduled bus service will begin at 4:00 PM on October 13, 2016.

GMTA Rehabilitation of three-bay storage garage:

Estimates of the construction costs for this project far exceeded budget. As a result, plans are currently being developed to make improvements to the interior of the main building and possibly adding a canopy on the east end of the building under which to park buses out of the elements. No facility expansion is currently contemplated unless VTrans provides additional funding.

Call Center (1 Industrial Parkway) and Dispatch Center (15 Industrial Parkway):

A request for quotes (RFQ) was issued on September 22 and a pre-bid meeting took place on September 30. Twelve construction firms attended the pre-bid meeting. Bids are due on October 21st. The Call Center and Dispatch Center projects have been combined into one project to make the overall project more attractive to contractors.

ADA Ridership Report (by Town) : FY17

Update 10/11/16

CITY/TOWN	July	August	September	Totals
BURLINGTON	1,294	1,390	1,231	3,915
COLCHESTER	62	88	68	218
ESSEX	242	309	362	913
OTHER	24	31	13	68
SHELBURNE	257	266	216	739
SO. BURLINGTON	949	1,027	1,133	3,109
WILLISTON	122	110	129	361
WINOOSKI	446	514	506	1,466
TOTAL	3,396	3,735	3,658	10,789
Cost to Members	\$ 80,299.80	\$ 88,904.37	\$ 86,344.40	\$ 255,548.57
Cost/Trip	\$ 23.65	\$ 23.80	\$ 23.60	\$ 23.69

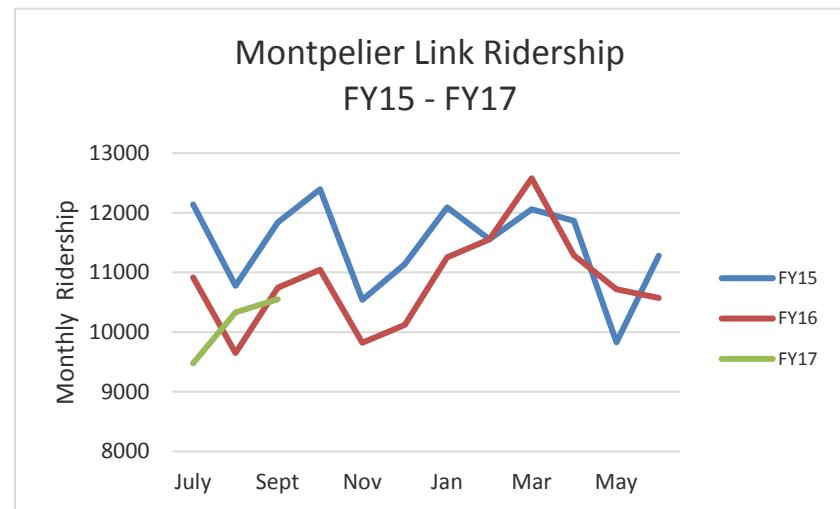
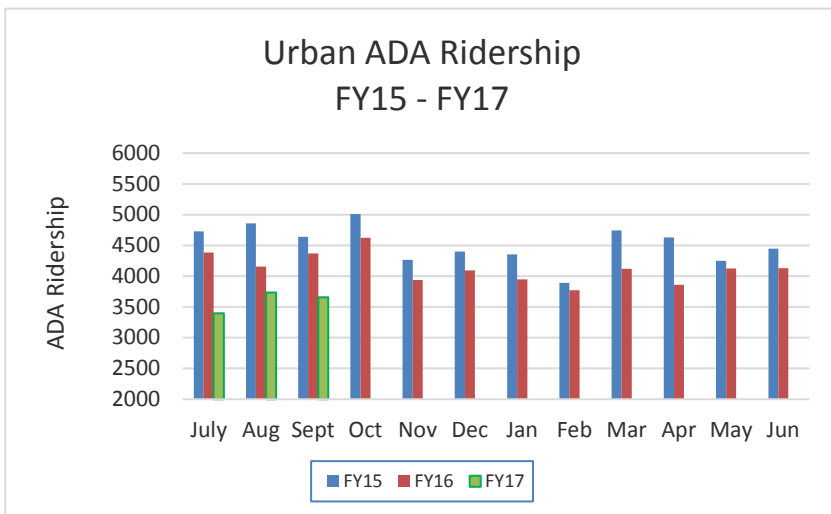
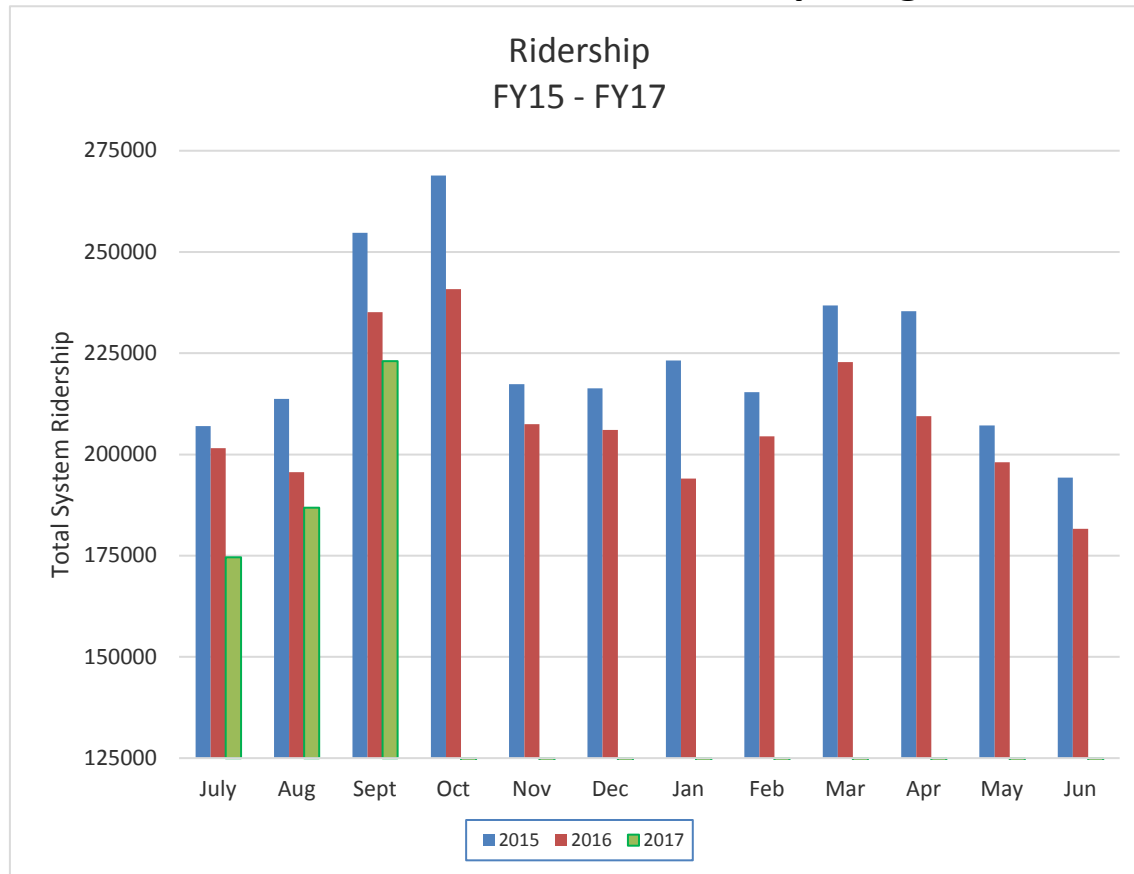
ADA Ridership Report (by Town) : change from FY 15 to date to FY16 to date

	July	August	Sept.	Totals
BURLINGTON	(362)	(222)	(444)	(1,028)
	-21.86%	-13.77%	-26.51%	-20.80%
COLCHESTER	(21)	(4)	(35)	(60)
	-25.30%	-4.35%	-33.98%	-21.58%
ESSEX	(212)	(122)	(134)	(468)
	-46.70%	-28.31%	-27.02%	-33.89%
OTHER	12	16	(19)	9
	100.00%	106.67%	-59.38%	15.25%
SHELBURNE	(22)	(30)	(49)	(101)
	-7.89%	-10.14%	-18.49%	-12.02%
SO. BURLINGTON	(135)	23	106	(6)
	-12.45%	2.29%	10.32%	-0.19%
WILLISTON	(65)	(80)	(49)	(194)
	-34.76%	-42.11%	-27.53%	-34.95%
WINOOSKI	(185)	(3)	(96)	(284)
	-29.3%	-0.6%	-15.9%	-16.23%
TOTAL	(990)	(422)	(720)	(2,132)
	-22.57%	-10.15%	-16.45%	-16.50%

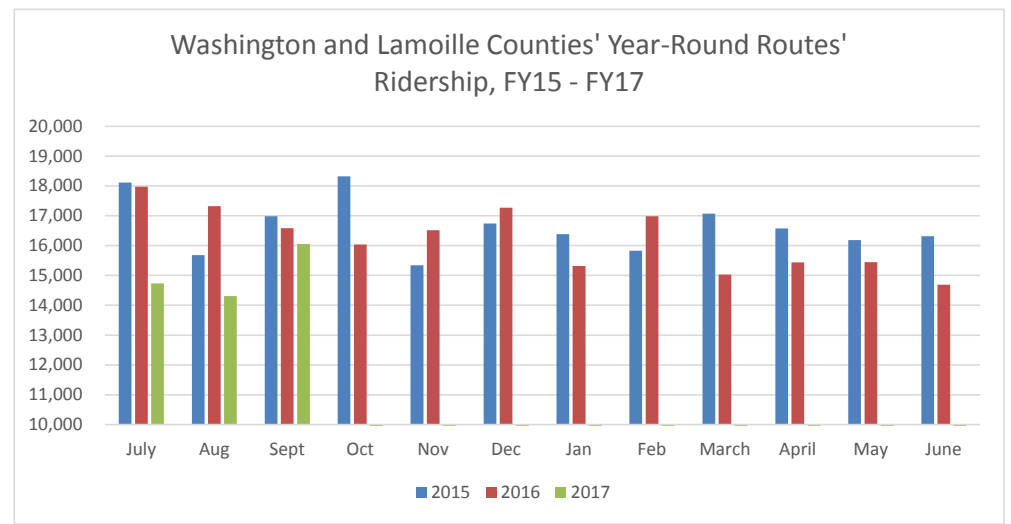
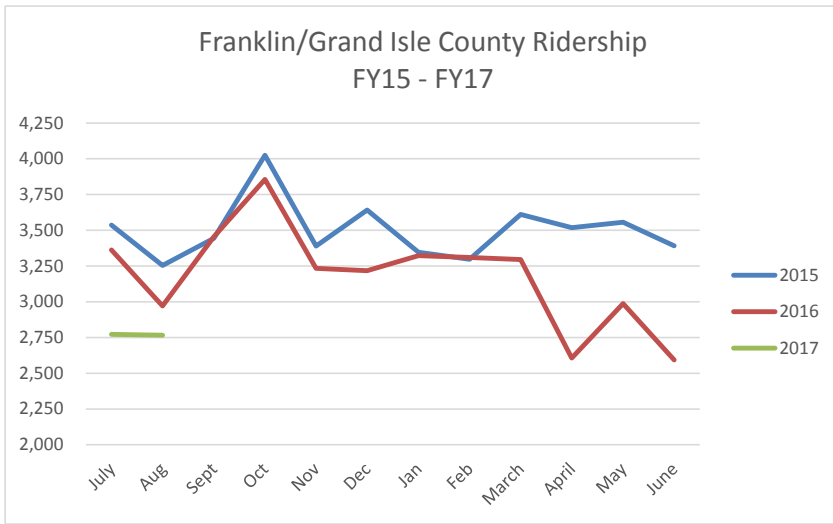
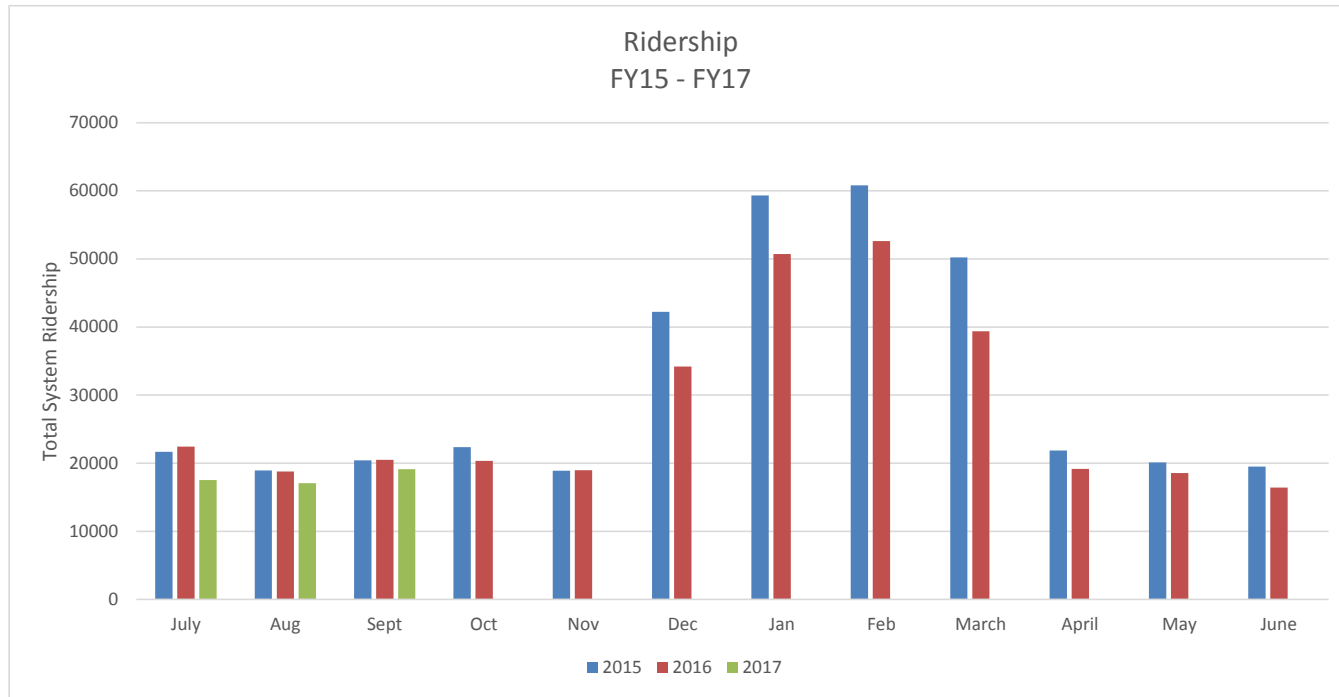
ADA Ridership Report (by Town): FY16

CITY/TOWN	July	August	Sept.	Totals
BURLINGTON	1,656	1,612	1,675	17,922
COLCHESTER	83	92	103	1,060
ESSEX	454	431	496	4,904
OTHER	12	15	32	313
SHELBURNE	279	296	265	3,390
SO. BURLINGTON	1,084	1,004	1,027	12,791
WILLISTON	187	190	178	1,999
WINOOSKI	631	517	602	6,369
TOTAL	4,386	4,157	4,378	48,748

Green Mountain Transit Urban Ridership, August 2016



Green Mountain Rural Ridership, August 2016



CNG AD-HOC COMMITTEE REPORT

Introduction

The CNG Ad-Hoc committee was charged with the mandate of reviewing two fuel options, (CNG or Diesel) available for the upcoming big bus purchase. The committee agreed that whatever the outcome of the information, they would make a recommendation, or at least relay the issues/options so the full board can make an informed decision.

The committee was made up of current commissioners, one from each standing committee. Commissioners on the committee are as follows;

- Chairman Chapin Kaynor,
Committee Chair
- Commissioner Harold
Garabedian
- Commissioner Chapin Spencer
- Commissioner John Sharrow
- Treasurer Marti Powers

All of the commissioners agreed to go through all of the information that would be provided and agreed on the original timelines.

Timeline

The original timeline was to meet at least two times over the course of two months with the hopes of having a final finding due at the September board meeting. As you will see, the information reviewed was so extensive that the committee agreed to have extra meetings which pushed out the findings report to the October board meeting. Attached to this report is the original timeline.

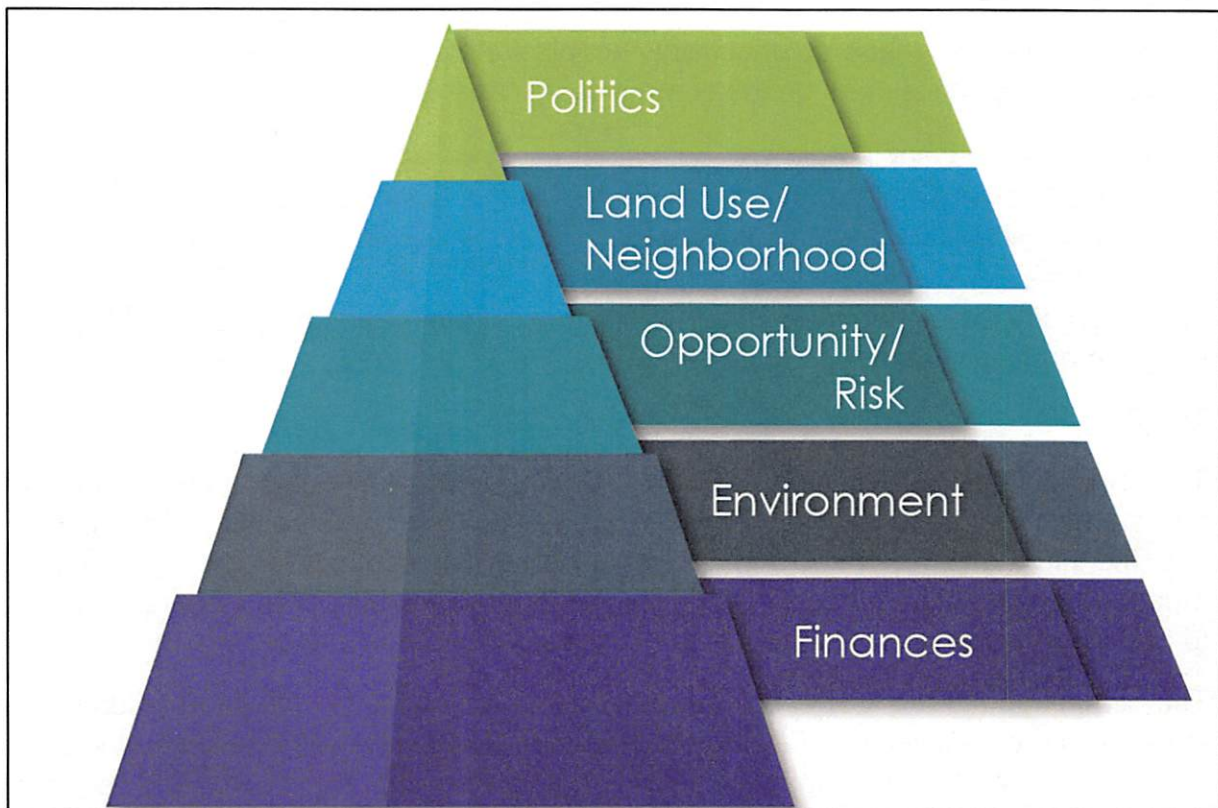
The committee agreed to meet with stakeholders that could provide information to them to assist in the final finding. Below outlines the meetings that were held with the dates, who attended and a brief comment on what was discussed. Attached to this report are the minutes from each meeting.

1. July 28th, 2016 – First meeting was to decide on the goals of the committee as well as go over the bids that were received for the big bus purchase.
2. August 11th, 2016 – Vermont Gas made a presentation to the committee as well as answer any questions the committee had.
3. September 6th, 2016 – The committee met with staff from Burlington Electric as well as VEIC. VEIC had released a report on electric bus options in August and there was discussion about that. Given the timeliness and subject matter of the report, the committee felt it was relevant to consider and address in its findings. Also discussed was the possibility of an electric bus pilot program with BED.

4. September 13th, 2016 – Meeting was to review all of the information and come up with the final findings. There was also a discussion on the formatting of the final report.

Findings

The Financial, Environmental & other business factors would be considered most important and Politics would be considered least important as suggested in the figure below.



Finances:

- Capital costs:
 - Diesel pricing is the lowest and allows replacement of the largest number of buses.
 - CNG is ~\$48,000 more per bus.
 - Electric is off-the-charts expensive but grants might help if we choose to do a limited pilot of electric buses.
 - Facility upgrades of ~\$200,000 needed for CNG.
 - Compression facility costs are large but would be subsidized by VGS and factored into fuel costs.

- Fuel costs:
 - Fuel costs over the life of a bus are expected to equal or exceed the capital cost.
 - Diesel costs are currently significantly below CNG but this is not expected to continue.
 - We are uncertain how VGS pipeline costs will affect future natural gas prices.
 - Prior forecasting of fuel costs from sources has been incorrect.
 - Due to lower engine efficiency, higher capital costs, and other factors, CNG equivalent per-gallon pricing must be about half of that of diesel for it to come out ahead overall.
 - Bottom line: Future fuel costs are uncertain, projections have proved unreliable, and current fuel costs tip strongly toward diesel.
- Other maintenance costs:
 - Maintenance costs are similar between diesel and CNG and both will require some training and parts expansion (due to advances in diesel technology).
 - Additional certification is needed for CNG.
 - Fueling cost: CNG fueling time and movement of vehicles to the fueling station is expected to incur a labor cost.
 - Electric bus maintenance is expected to be lower than either diesel or CNG, but we did not have data.

Environment:

- After reviewing much data, we concluded that CNG and modern diesel buses have similar emissions and similar upstream environmental costs. There are differences, but they are overall comparable and both are regulated to the same standard.
- Electricity converts to mechanical energy more efficiently than internal combustion. If electricity is generated from renewable sources (as is the case in Burlington), the combined benefit to the environment is large.

Opportunity/Risk:

- Due to the large up-front investment and large volume needed (our entire fleet plus additional customers) to make it economical, CNG requires a minimum 20-year commitment.
- It would be hard to pivot away from CNG if pricing projections don't pan out.
- Due to Vermont's energy goals (90% renewables by 2050), we expect future incentives for green transportation initiatives such as alternative fuel buses to become available.
- Staff and management attention to transition to CNG would compete with other project work.

Land use/Neighborhood:

- A potential concern for "Industrialization" of the neighborhood would need to be addressed if we pursue CNG.
- Land used for the CNG compression and filling station would not be available for other uses (such as parking).

Politics:

- We took great pains to consider political factors last. We wanted to make a sound financial, environmental, and business decision.
- CNG is generally considered "cleaner-burning" than diesel (though we found this to no longer be the case).
- Natural gas is currently a flashpoint of controversy in Vermont.
- VGS is branching into renewable natural gas (RNG) with a system of REC-like credits (RINs). We do not believe GMT's participation would speed or hamper that effort.
- Electric buses would be viewed by the public as the greenest choice, but are not economically feasible at this time.
- Diesel buses are status-quo, but because we can purchase 2 more diesel buses with our current capital budget, we would be taking 2 older diesel buses off the roads. This is an easy environmental and customer service benefit for the public to understand.

Recommendation

During the process of meetings, the Federal Government had released the funding of capital projects and through Vtrans, GMT received approximately \$6M to purchase buses. That amount, as well as our local match would allow GMT to purchase 11 diesel or 9 CNG buses.

After all of the documents were reviewed, most questions were answered and the financial impact on the purchase, the committee unanimously recommends that the upcoming bus purchase be done using the diesel option.

In a few years a group of about 30 buses will reach their end of life in a 5-year span. Propulsion options should be evaluated again in advance of those replacements.

Bibliography

Below is a list of documents that were reviewed, minutes of each meeting including who was in attendance as well as websites that were reviewed.

- Original Timeline memo dated July 15th, 2016
- Committee meeting dates and minutes
- Opportunity Assessment: Feasibility of Transitioning Chittenden County Transportation Authority's Bus Fleet to Operation on Compressed Natural Gas
Prepared by: Yborra & Associates, LLC Stephe Yborra - Managing Director
- Vermont Gas documents;
- Game Changer Executive Summary
Prepared by: Gladstein, Neandross & Associates
- Price Projections – CNG vs Diesel
- CNG Pricing & Graphs
- AVSG Proposal #1
- AVSG Proposal #2
- ANG Proposal
- Clean Energy Proposal
- Analysis of Alternative Fuel Vehicles dated October 10th, 2013
Prepared by: Steadman Hill Consulting, Inc.
- Vermont Gas Website Information;
 - a. <https://www.epa.gov/renewable-fuel-standard-program/renewable-identification-numbers-rins-under-renewable-fuel-standard#lifecycle>
 - b. <http://magazine.rewmag.com/article/february-2016/rng-rising-to-the-challenge-february-2016.aspx>
 - c. <http://www.eia.gov/todayinenergy/detail.cfm?id=11511>
 - d. <https://www.epa.gov/renewable-fuel-standard-program/program-overview-renewable-fuel-standard-program>
http://www.transcanada.com/docs/Investor_Centre/TransCanada-2015-CSR-Report.pdf
- TCRP – Report 93 dated 2003
- MJB&A Report #1 dated 2013
- MJB&A Report #2 dated 2013

Getting you where you need to go!

July 15th, 2015

To: Board Chair Chapin Kaynor and the CCTA Board of Commissioners

From: Mark A. Sousa
Assistant General Manager

Cc. Karen Walton
General Manager

Re: CNG Option

Bus Procurement/CNG Option

As you know, our RFP for our bus procurement is out. We have reviewed all the Approved Equals as well as answered all questions from the vendors. Please see the below timeline for next steps and action the Board will need to take;

July 25 – Bids are due. Staff will then review and put together a comparison sheet.

July 27 – Staff to meet with Vermont Gas to start reviewing the documents.

July 28 – Tentative Ad Hoc committee meeting to review the documents.

August 4 – Staff to finalize all information with Vermont Gas and start to formalize a presentation for the Ad Hoc Committee.

August 11 – Second meeting with the Ad Hoc committee. Questions and answer session.

August 19 – Presentation to the Board on the CNG option.

August 30 – Final Ad Hoc meeting (if necessary).

September 12 – Present all information to the Strategy Committee.

September 20 – Board decision on the CNG option.



**CNG Ad Hoc Committee
Green Mountain Transit**

Meeting Notes
Thursday, July 28, 2016, 8:00 am
15 Industrial Parkway, Burlington, VT

Present:

Chair Kaynor, Treasurer Powers, Commissioner Spencer, Commissioner Garabedian, and Commissioner Sharrow

Staff members Karen Walton, General Manager and Assistant General Manager Mark Sousa

Public Comment

None

Adjustment to Agenda

None

GOALS OF THE COMMITTEE

Chair Kaynor stated that his thoughts on the goals were that a decision needs to be made about the fleet going forward as to whether it should remain diesel or change to CNG. He said that we have about 15 buses passed their life cycle and that an order for buses should go out before the end of the year. This committee should do a deep dive into the fuel type, and understand and possibly recommend to the entire Board or at least summarize the issues/options. AGM Sousa added that the staff's intent is to get all of the information in front of the Board regarding price differential on the buses, and infrastructure costs both capital and operational. Chair Kaynor stated that the Board needs to be able to defend why we made each decision in relation to economic, political, and environmental needs.

GM Walton mentioned that VEIC was contracted by VTrans to conduct a quick study comparing diesel bus costs with electric bus costs. She said that she requested that VEIC also factor in infrastructure costs. This study should be completed by the end of August and that Ms. Walton will bring the Board the results of the study.

REVIEW OF THE BUS PURCHASE BIDS

AGM Sousa stated that there were two bidders for the RFP. He reminded the committee that this RFP, though put out by GMT, was actually a statewide RFP. Gillig prices were deemed the lowest, both for the diesel and CNG buses, with a differential between the two being \$47,318.

VERMONT GAS MEETING

AGM Sousa said that the next meeting for the Ad Hoc Committee will include Vermont Gas and that they would be bringing the results of their RFP for the fueling station capital and operating costs. Some of the areas that the Ad Hoc Committee would like to discuss at the next meeting include: Looking at different fuel price scenarios; CNG vs. Propane; a larger discussion on the RNG; a reasonable assessment as to the changes that will have to be made for parts inventory, training, etc.; and what kind of Greenhouse Gas Emissions reduction would we see with CNG as opposed to the clean burning diesel we have now. The Committee also asked if there was a technology review they could look at.

Next Meeting: Thursday, August 11, 2016 at 10:00 a.m.

Meeting adjourned at 9:00 a.m.

**CNG Ad Hoc Committee
Green Mountain Transit**

Meeting Notes
Thursday, August 11th, 2016, 10:00 am
15 Industrial Parkway, Burlington, VT

Present:

Chair Kaynor, Treasurer Powers, Commissioners Garabedian, and Commissioner Sharrow.
Commissioner Spencer was absent.

Staff members Assistant General Manager Mark A. Sousa

Vermont Gas staff Owen Brady, Tom Murray and Rebecca Towne

Public Comment

None

Adjustment to Agenda

None

VERMONT GAS PRESENTATION

All three members from Vermont Gas presented a power point presentation. Several topics were discussed. Below is a list of items that were discussed;

- RNG discussion and where it comes from (Quebec & Salisbury)
- Feasibility study
- Capital funds as well as the third party companies
- Upgrade options on 1 Industrial as well as the use of Burlington DPW locations
- Diesel vs CNG
- Financial impacts from all sources. Bus purchase, upgrading of the facilities, third party involvement (mid-range average was used), and operational costs were included.
- REQ vs RIN.
- Future capacity utilizing digester projects.

Vermont Gas were tasked with sending the committee some documents for review. They included;

1. RIN backup
2. Chart backup
3. Tariff info
4. Third Party Proposals

NEXT STEPS

Chair Kaynor advised that he would like the committee to receive all information from all sources before meeting again. The VEIC report should be out which will include Hybrid Electric information as well as Electric Bus options.

GMT's bus procurement should be part of the information and that information will be collected for the committee review, per Mr. Sousa.

Next Meeting (Tentative): Thursday, September 15th, 2016 at 10:00 a.m.

Meeting adjourned at 12:15 p.m. by Commissioner Sharrow and seconded by Commissioner Powers.

**CNG Ad Hoc Committee
Green Mountain Transit**

Meeting Notes
Thursday, September 6th 2016, 8:30 am
15 Industrial Parkway, Burlington, VT

Present:

Chair Kaynor, Treasurer Powers and Commissioner Sharrow.
Commissioner Spencer was available via phone.

Staff members General Manager Karen Walton & Assistant General Manager Mark A. Sousa

VEIC members in attendance - Bethany Whitaker, Michelle McCutcheon-Shour
Burlington Electric members in attendance - Tom Lyle, Michelle Keller

Meeting opened at 8:30am.

Public Comment

None

Adjustment to Agenda

Moved #3 and #4

VEIC Report

- VEIC explained the report and all the components behind it
- 100K higher over the 12 year period
- Maintenance costs are not really captured yet and more information and data will be available as time goes on
- Quick charge buses and overnight charge buses were discussed
- BED explained their involvement in the electric bus program
- Legislation was discussed
- EV language was discussed at the State level
- Custom program was discussed and the formula of what identifies the program
- Pilot program was discussed and that GMT is not ready at this time to purchase electric buses but maybe after the first 15 buses were purchased, the next round could be looked at for electric buses
- Charging capacity at 15 Industrial was discussed and having a review of the facility
- Meeting with BED and GMT were the next steps as well as VEIC working on the Capital component of the project

Discussion on Vermont Gas and the information that was provided

- Discussion on the reports and information that was supplied to the committee were discussed and the need for more information going forward was also discussed
- RNG information was discussed
- Chart backup was discussed

NEXT STEPS

Going to another location was discussed and Mr. Sousa will be following up with Commissioner Garabedian. Commissioner Sharrow will be looking in the Milton facility to see if it makes sense to go there for a visit.

Next Meeting: Tuesday, September 13th, 2016 at 10:00 a.m.

Meeting adjourned at 10:30 p.m. by Treasurer Powers and seconded by Commissioner Sharrow.

**CNG Ad Hoc Committee
Green Mountain Transit**

Meeting Notes
Tuesday, September 13th 2016, 10:30 am
15 Industrial Parkway, Burlington, VT

Present:

Chair Kaynor, Treasurer Powers and Commissioners Spencer & Sharrow.
Commissioner Garabedian was available via phone.

Staff members in attendance: Assistant General Manager Mark A. Sousa

Meeting opened at 10:36 am.

Public Comment

None

Adjustment to Agenda

None

Discussion on all information gathered

The committee went through all of the information that was gathered. Priorities were set and an outline of all of the findings for each priority were discussed and written down.

Formatting the information

The committee discussed how the information would be disseminated and which committee would review the findings. The committee discussed the possibility of a pilot program of electric buses possibly after this round of buses to be purchased.

Communication

The committee agreed that the Strategy Committee would review the information and the final report. There was a discussion that verbal information would be relayed to the full Board and that the final report would be presented at the October meeting.

Meeting adjourned at 12:30 p.m. by Treasurer Powers and seconded by Commissioner Sharrow.



The Bus has *Arrived.*



Green Mountain Transit
FY17 Marketing and Outreach Plan

Executive Summary | Overview | Mission 3

SWOT Analysis 4

Market Segmentation 5

Geography 6

Brand Platform 7

Marketing Strategy 8

Conclusion 10

Appendix 11-19

Key Staff

- Karen Walton, General Manager
- Mark Sousa, Assistant General Manager
- Trish Redalieu, Director of Administrative and Support Services
- Jamie Smith, Marketing Coordinator
- Katie Mischke, Marketing Coordinator

The Marketing department works in collaboration with all departments, in all locations.

Executive Summary

The Green Mountain Transit (GMT) Marketing and Outreach Plan provides a strategic approach to marketing transit services. It identifies objectives, target markets, market segmentation and strategies, developed by Green Mountain Transit's Board of Commissioners in FY16.

The plan is dynamic and will be modified along with the needs of the organization. The core objectives will remain the same:

- Create a strong brand as one unified organization
- Increase ridership
- Increase user friendliness
- Maintain strong positive relationships within the organization
- Promote sustainability
- Be viewed as an important asset in the communities we serve

Basis for the plan:

- 1. Consumer insights research conducted in 2014 by FUSE Marketing**
- 2. Online brand survey in 2015**
- 3. Research gathered during GMT's recent re-branding**
- 4. Demographic research conducted by the Marketing Department in 2016**

Overview

Chittenden County Transportation Authority and Green Mountain Transit Agency came together in 2011 with a singular unified mission to promote and operate safe, convenient, accessible, innovate, and sustainable public transportation services. The two names refer to the different geographical segments that we serve. The organization is actively working on re-branding under the singular name. The new name will unify the two agencies into one dynamic organization.

Service in Chittenden County offers fixed routes, local commuter routes, LINK Express routes, and ADA paratransit services. It also provides shuttles from senior housing complexes to local supermarkets and school trippers for student transportation to Burlington schools.

Service in Central and Northern Vermont provides public transportation for Washington, Lamoille, Mad River Valley, Franklin and Grand Isle Counties and the towns of Williamstown, Washington and Orange, with connecting services to Chittenden and Caledonia counties. An array of public transportation services are offered, including fixed route, deviated fixed route, demand response, commuter, health care and shopping shuttles, community shuttles, winter seasonal service and special individual service for those who qualify. All services are available to the general public and are ADA accessible.

Mission

The mission of Green Mountain Transit is to promote and operate safe, convenient, accessible, innovative and sustainable public transportation services in the northwest and central Vermont regions that reduces congestion and pollution, encourages transit oriented development and enhances the quality of life for all.

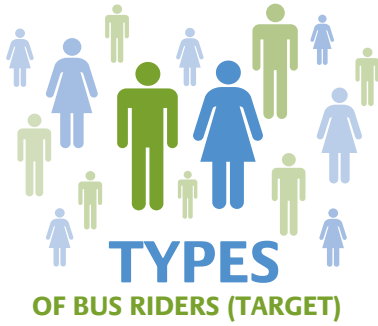
SWOT Analysis

38
GMT conducted a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. The results allow staff to utilize our innate strengths, act on the opportunities present, and recognize our weaknesses and threats to work pro-actively for the success of the organization and community.

- **Strengths:** Characteristics that give GMT the advantage over our competitors.
- **Weaknesses:** Characteristics that place GMT at a disadvantage.
- **Opportunities:** Improve performance and perception.
- **Threats:** Social, environmental, and economic factors in Vermont and the transportation industry in general.



GMT is the largest public transportation provider in Vermont. Its largest competitor is the single occupancy vehicle.

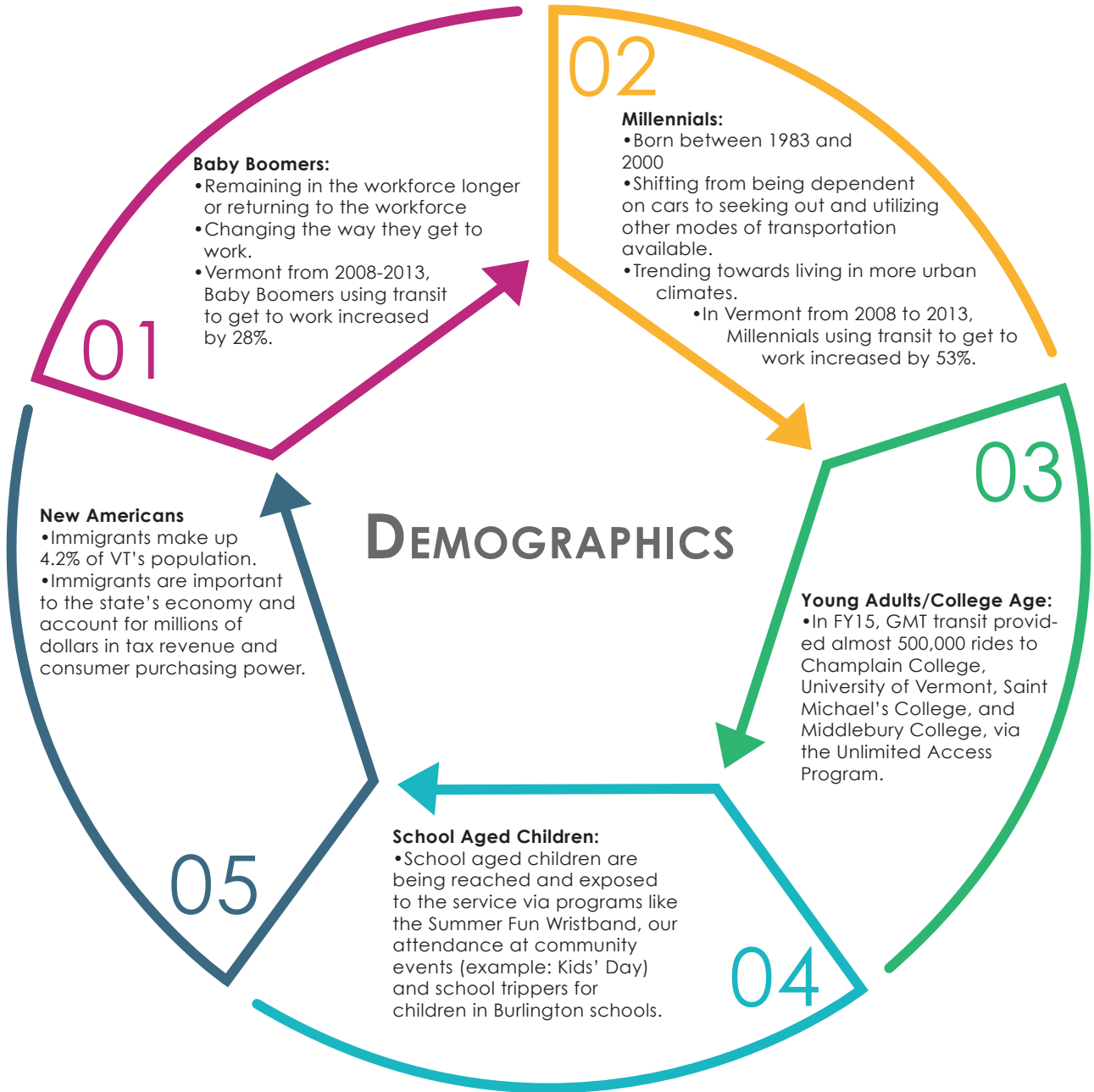


Choice Riders
 Motivation for using GMT:

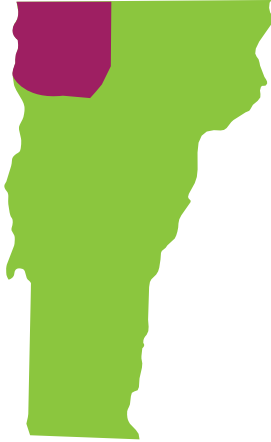
- Convenience
- Environment
- Economic
- Productivity

Dependent Riders
 Motivation for using GMT:

- Rely on public transit as their primary mode of transport
- Economic
- Convenience



The Marketing Department analyzed the communities we serve in terms of geographical locations focusing on social and economic contributors in each region. The Marketing Department aims to best understand the individual markets to most effectively and efficiently serve and educate the individual communities.

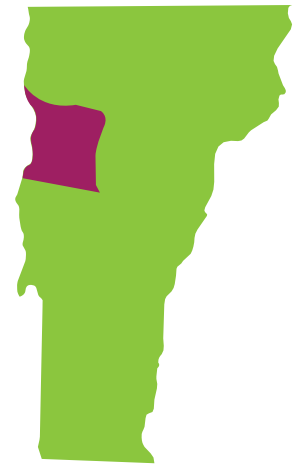


Franklin and Grand Isle Counties:

Franklin and Grand Isle Counties are located in Northwestern Vermont. Franklin County borders Grand Isle County to the west, Canada to the north, Orleans and Lamoille counties to the east, and Chittenden County to the south. Grand Isle County borders Lake Champlain and New York to the West, Canada to the north, Franklin County to the east, and Chittenden County to the south.

Chittenden County:

Chittenden County is located in Northwestern Vermont, boarding Lake Champlain and New York State to the west, Franklin and Grand Isle Counties to the north, Lamoille and Washington Counties to the east, and Addison County to the south.



Central Vermont:

Central Vermont service spans Washington, Lamoille, Mad River Valley, and the towns of Williamstown, Washington and Orange, with connecting services to Chittenden and Caledonia counties.

Seasonal Service:

Green Mountain Transit provides seasonal ski season service in Central Vermont, in the Stowe and Mad River Valley regions.



A branding platform seamlessly defines the organization's identity: our position and attributes projected to our riders and the broader community, quality of services and the value received via using them, our personality portrayed through our employees and marketing and outreach materials, working together to ensure ... *The Bus Has Arrived.*

Position and Attributes:

Green Mountain Transit is a dynamic organization, working within the community to identify, address, and best meet the needs of the community; enhancing the independence and quality of life.

We are embracing new technology, like RouteMatch, to look beyond day-to-day operations. We can improve the riders' experience, better serving the community.

GMT's ever increasing relevant strengths and trans-formative brand position, communicated to the community via technology, employees and the quality of service, allows us to say, **"we are the smart way to travel, providing an effortless journey to on-the-go Vermonters who want to move forward and enjoy the ride."**

It's a whole lot of things. It's been around for years and has learned the ropes. It knows what's good for the environment and has a knack for being thrifty. It's the powerful combination of street-smarts and book-smarts all tied up in a sheet-metal bow. It knows its way around town and is always up on local events and social gatherings. It's your designated driver at the end of the night and your Sherpa when winter's frost bites back. It's strong like Vermont – gathering strength from riders near and far. ***The Bus has Arrived.***

VALUE

GMT's value is created through our brand promise: our commitment to best serve the community, increasing the quality of life for all.

By exploring technology and improving passenger amenities (with projects like the DTC), GMT improves overall satisfaction and creates strong brand loyalty.

BRAND PERSONALITY

GMT's brand personality is a list of attributes characterizing the rider and/or their experience tangibly and intangibly.

It is portrayed through our employees: our interactions directly in the community, how well employees are treated, and via marketing and outreach materials.

GMT and our riders are quirky, approachable, friendly, community oriented, and passionate.

COLLABORATION

Green Mountain Transit's brand slogan is a collaboration of our position and attributes, values, and personality.

It is an action-benefited phrase that expresses the goal of our service. The goal we strive for and achieve on a daily basis is ensure... *The Bus Has Arrived.*

Social media strategy (to be utilized in conjunction with all marketing strategies listed below):

- Use social media as a tool to facilitate two-way communication with riders and potential riders
- Utilize social media to display how we are woven into the infrastructure of the community
- Utilize social media analytics to learn patterns and demographics of riders and potential riders, allowing us to interact in a more transparent and communicative manner

Re-brand

Re-branding provides the opportunity to publicly be seen as one, strong, unified, organization:

- New logo and application on assets
- Bus stop signs with clarifying route type
- Local newspaper campaign
- Radio ad campaign
- Internal signs on the buses
- New singular website
- #IAMGMT Staff campaign

Targeted

Target routes with low or inconsistent ridership:

Targeted campaigns: examples include, Ski service, member town campaign, Hospitality Industry, Business Corridor promotion, and Localvore campaigns targeting communities to promote using public transportation; to attend community and social events, farmers markets, etc.

Bus Advertising

The Bus Advertising program is a large source of revenue for the agency. In FY16, the program netted GMT over \$150,000. Program strategies include:

- Develop a combined region rate and media kit
- Targeted advertising outreach for seasonal service
- Increased availability in areas such as Downtown Transit Center

Sustainability

Promote Sustainability by:

- Promote environmental benefits of public transportation
- Reduces dependence on foreign oil
- Work with communities to aid in achieving safety, environment, wellness goals

Strong internal communications lead to strong external communications; happier and friendlier employees lead to happier faces of the organization:

- Implement Fixed-Route Reduced Fare ID Card Program
- Esigns at drivers' break rooms in all locations
- Celebrate organizational successes
- Transit Driver Appreciation Day
- Recognize achievements / customer service
- Staff photos: Wall of Achievement

Passenger Survey:

Conduct passenger surveys to increase our understanding of the span of individuals and communities we serve.

◎ Promotion

Actively promote new technologies and infrastructure improvements:

- RouteMatch / RouteShout and web based ITS portal Campaign
- New Rider Day Pass
- Mobile Ticketing
- Downtown Transit Center
- Single schedules
- Continue press releases promoting innovations and achievement within GMT.

◎ Volunteer Driver

Create a robust Volunteer Driver Program by:

- Radio Recruitment
- Front Porch Forum
- Tabling events
- Targeting high frequency destinations for riders
- Reaching out to church and civic groups
- Partnering with United Way

Be actively present in the community and continue to form, foster, identify, and promote partnerships

- Way to Go
- Small Business Saturday
- Unlimited Access
- SEABA/Art Hop shelter concert
- Summer Fun Wristband
- SnowCap Commuter season pass

Utilize partnerships to get messaging and campaigns out via cross promotion.

◎ Community

Here is an example of some of our partners: C.I.D.E.R., Mad River Valley TAC, Burlington Business Association, Vermont Lake Monsters, Area colleges and Universities, UVM Medical Center, Central VT Medical Center, Northwestern VT Medical Center, USCRI Refugee Resettlement Program



Communities Served-

Burlington

Census Population: 42,284

Population Density: 4,116 / square mile

Employment:

Major Employers: University of Vermont, Champlain College, University of Vermont, City of Burlington, Dealer.com, Burton Snowboards, Seventh Generation

Median Household Income: \$30,598

School(s):

Burlington Schools:

- Champlain Elementary School
- Edmunds Elementary School
- Flynn Elementary School
- Integrated Arts Academy
- Smith Elementary School
- Sustainable Academy
- Edmunds Middle School
- Hunt Middle School
- Burlington High School
- Burlington Technical Center
- Taft School
- Continuing Education
- Early Education
- RICE Memorial High School

Higher Education:

- University of Vermont
- Champlain College

Transportation:

Mean Travel Time to Work: 17.6 minutes

Largest Competitor: Single occupancy vehicle (52.8%)

Transportation Options Available:

- Green Mountain Transit
- Bike
- Walk
- Taxi
- Van and carpool
- Single occupancy vehicle

Other Important Facts:

- Church Street Marketplace provides a walkable downtown; compiled of 70% local businesses
- Main transportation terminal: Cherry Street, soon to be Saint Paul Street
- Abundance of parks, many on the Lake Champlain waterfront, offering opportunities to swim, boat, bike, walk

Future:

- The Downtown Transit Center will replace the current Cherry Street terminal with a modern facility that will support growing ridership, improve overall customer experience, and promote economic development. There will be a climate-controlled indoor waiting area, restrooms, a covered boarding platform, and public access to Wi-Fi. An on-site break room will accommodate driver needs.
- The Burlington Town Center is in the early stages of “turning the mall inside out”. It is adjacent to the Downtown Transit Center. It will offer retail space, office space, residential space, and parking. Two arcades will repair the urban fabric: the north to south connectivity of both Saint Paul Street and Pine Street.

Essex

Census Population: 20,526

Population Density: 522 / square mile

Employment:

Major Employers: GlobalFoundries, People's United Bank

Median Household Income: \$53,188

School(s):

Essex Junction School District:

- Essex High School
- Summit Street School
- Fleming School
- Albert D. Lawton School
- Hiawatha School
- Center for Technology

Town of Essex School District:

- Essex Elementary School
- Founder's School
- Essex Middle School

Transportation:

Mean Travel Time to Work: 20.0 minutes

Largest Competitor: Single occupancy vehicle (79.9%)

Transportation Options Available:

- Green Mountain Transit
 - Essex Junction (#2)
 - Essex Center (#4)
 - Williston-Essex (#10)
- Essex Department of Recreation:
- Senior Van
- Bike
- Walk
- Taxi
- Van and carpool
- Single occupancy vehicle

Other Important Facts:

Essex has a nationally award winning school system and 70% of students go on to attend college.

Future:

In 2014 GlobalFoundries acquired IBM's global commercial semiconductor technology business. GlobalFoundries has stated plans to make \$72 million in capital expenditures and the State of Vermont has committed to investing in the redevelopment. This acquisition has concluded an extended period of flux in the local community and economy.

Milton

Census Population: 10,572

Population Density: 174 / square mile

Employment:

Major Employers: Husky, R.R. Charlebois Inc.

Median Household Income: \$42,099

School(s):

- Milton Elementary School
- Milton Middle School
- Milton High School

Transportation:

Mean Travel Time to Work: 27.2 minutes

Largest Competitor: Single occupancy vehicle (83.6%)

Transportation Options Available:

- Green Mountain Transit:
 - Milton Commuter (#56)
- Single occupancy vehicle

Other Important Facts:

Milton is a growing residential and commercial community.

Future:

Milton's vision for the future is to support a dense residential and commercial development in the Town Core. It aims to attract and sustain a comfortable mix of housing choices and amenities to satisfy the age spectrum.

Hinesburg

Census Population: 4,485

Population Density: 112 / square mile

Employment:

Major Employers: NRG Systems, Iroquois Manufacturing, AllEarth Renewables

Median Household Income: \$46,982

School(s):

- Hinesburg Community School
- Champlain Valley Union High School
- Chittenden South Supervisory Union (in Shelburne, VT)

Transportation:

Mean Travel Time to Work: 27.1 minutes

Largest Competitor: Single occupancy vehicle (76.3%)

Transportation Options Available:

- Green Mountain Transit:
 - 116 Commuter (#46)
- Single occupancy vehicle

Other Important Facts:

- Hinesburg has a mixed-use, downtown village center, with a balance of residential, commercial, retail and industry.
- Hinesburg values its natural resources including agricultural land, sand and gravel reserves, forests, streams, and wetlands.

Future:

Hinesburg's mixed-use downtown village center is growing and the town is considering allowing a Hannaford Supermarket to potentially come in.

Winooski

Census Population: 7,239

Population Density: 4,826 / square mile

Employment:

Major Employer: MyWebGrocer

Median Household Income: \$29,535

School(s):

- JFK Elementary School
- Winooski Middle School
- Winooski High School
- Saint Francis Xavier

Transportation:

Mean Travel Time to Work: 18.7 minutes

Largest Competitor: Single occupancy vehicle (66.4%)

Transportation Options Available:

- Green Mountain Transit:
 - Essex Junction (#2)
 - Riverside / Winooski (#9)
- Bike
- Walk
- Taxi
- Van and carpool
- Single occupancy vehicle

Other Important Facts:

- Refugee Resettlement Community
- 30+ languages actively spoken
- "Smart Growth" downtown

Future:

Winooski Falls is in the midst of a redevelopment based on "Smart Growth": walkable, mixed-use neighborhoods with a lively street life and excellent public transportation.

Shelburne

Census Population: 7,508

Population Density: 167 / square mile

Employment:

Major Employers: Shelburne Farms, Shelburne Museum, Vermont Teddy Bear Factory

Median Household Income: \$59,376

School(s):

- Shelburne Community School
- Lake Champlain Waldorf School
- Heartworks
- Renaissance & Endeavor School
- Champlain Valley Union High School
- Chittenden South Supervisory Union

Transportation:

Mean Travel Time to Work: 18.0 minutes

Largest Competitor: Single occupancy vehicle (82.1%)

Transportation Options Available:

- Green Mountain Transit:
 - Shelburne Road (#6)
 - Middlebury LINK Express (#76)
- Single occupancy vehicle

Other Important Facts:

Shelburne is home to many popular tourist attractions and special events, drawing thousands of visitors each year. The most popular local attractions are the Shelburne Farms, Shelburne Museum and Vermont Teddy Bear Factory. Other special events include concerts, races, and various year round festivals.

Future:

- On December 28, 2015, Vermont Rail Systems (VRS) purchased a 32 acre parcel of land north of Shelburne Village along Route 7 immediately west of Harbor Industries. VRS is currently constructing an inter-modal facility at this site which will include but may not be limited to the following activities: salt storage, fuel containment, vehicle storage, heavy equipment storage, office building(s), etc.
- Shelburne's southern gateway is an area of growing economic activity. It is also an area of long-standing and growing use by pedestrians. For many years, certain seasonal employees of Vermont Teddy Bear Company unable to access transit have walked along US Route 7, which has no sidewalks. More recently, customers of new businesses located along either side of US Route 7 have begun to cross the highway in a zone with relatively high speed vehicle traffic and no marked crossing. Residents of the area also travel the area on foot. The Town of Shelburne has teamed up with the Chittenden County Regional Planning Commission and Dubois & King to examine pedestrian patterns, identify problems, and propose viable solutions. We encourage you to contact us with feedback and ideas.

Williston

Census Population: 9,014

Population Density: 294 / square mile

Employment:

Major Employers: big-box stores (example: Walmart, Dick's Sporting Goods, Old Navy)

Median Household Income: \$55,586

School(s):

- Allen Brook School
- Williston Central School

- Chittenden South Supervisory Union (in Shelburne, VT)

Transportation:

Mean Travel Time to Work: 20.0 minutes

Largest Competitor: Single occupancy vehicle (82.5%)

Transportation Options Available:

- Green Mountain Transit:
 - Williston (#1)
 - Williston Village (#1V)
 - Williston / Essex (#10)
- Taxi
- Van and carpool
- Single occupancy vehicle

Other Important Facts:

Williston is home to epicenter of big-box stores in northwestern Vermont, keeping taxes reasonable and the quality of life high.

Future:

Williston has strong and growing commercial and industrial business.

South Burlington

Census Population: 17,904

Population Density: 604.9 / square mile

Employment:

Major Employers: Pizzagalli Construction, stores in University Mall, University of Vermont Medical Center

Median Household Income: \$45,787

School(s): Chamberlin School

- Frederick H. Tuttle Middle School
- Orchard School
- Rick Marcotte Central School
- South Burlington High School

Transportation:

Mean Travel Time to Work: 16.0 minutes

Largest Competitor: Single occupancy vehicle (78.5%)

Transportation Options Available:

- Green Mountain Transit:
 - UMall / Airport (#12)
- Tilley Drive Shuttle
- Taxi
- Van and carpool
- Single occupancy vehicle

Other Important Facts:

- Burlington International Airport is located in South Burlington
- Excellent public school system
- Has vibrant hospitality, retail, medical, and corporate business communities

Future:

University of Vermont Medical Center is increasingly expanding offices into South Burlington.

Washington County

Census Population: 59,319

Population Density: 86.6 / square mile

Towns: Barre City, Barre Town, Berlin, Cabot, Calais, Duxbury, East Montpelier, Fayston, Marshfield, Middlesex, Montpelier City, Moretown, Northfield, Plainfield, Roxbury, Waitsfield, Warren, Waterbury, Woodbury, Worcester

Employment:

Major Employers: State of Vermont, Sugarbush, Mad River Glen

Median Household Income: \$45,372

School(s): Barre City Elementary Middle School, Barre Technical Center, Barre Town Elementary School, Berlin Elementary School, Cabot School, Calais Elementary School, Crosset Brook Middle School, Doty Memorial School, East Montpelier Elementary School, Fayston Elementary School, Harwood High School, Harwood Union Middle, Main Street School, Montpelier High School, Moretown Elementary School, Northfield Elementary School, Northfield Middle / High School, Orange Center School, Rumney School, Smilie Memorial Elementary School, Spaulding High School, Thatcher Brook Primary School, Twinfield, U-32 High School, Union Elementary School, Waitsfield Elementary School, Warren Elementary School, Woodbury Elementary School

Transportation:

Mean Travel Time to Work: 22.5 minutes

Largest Competitor: Single occupancy vehicle

Transportation Options Available:

- Green Mountain Transit:
 - UVM Health Network / CVMC Barre Health Shuttle (#79)
 - Hannaford Shopping Shuttle (#85)
 - Northfield Community Shuttle (#87)
 - Health Shuttle of Plainfield Shuttle (#90)
 - Capital Shuttle (#88)
 - Barre Hospital Hill Demand Response (#91)
 - Snow Cap Commuter (#126)
 - Montpelier Circulator (#92)
 - City Commuter (#89)
 - City Route Mid-Day (#80)
 - Barre Hospital Hill (#81)
 - Montpelier Hospital Hill (#82)
 - Waterbury Commuter (#83)
 - Northfield Commuter (#93)
 - US 2 Commuter (#84)

- Montpelier LINK Express (#86)
- Valley Evening Floor (#121)
- Valley Floor (#120)
- Mount Ellen (#122)
- Snow Cap Commuter (#126)
- Mountain Condos (#124)
- Access Road (#125)
- Taxi
- Van and carpool
- Single occupancy vehicle

Other Important Facts:

Montpelier is the Capital of Vermont

Future:

Montpelier Multi-Modal Transportation Center is in the early stages of development.

Lamoille County

Census Population: 25,067

Population Density: 53.3 / square mile

Towns: Belvidere, Cambridge, Eden, Elmore, Hyde Park, Johnson, Morristown, Stowe, Waterville, Wolcott

Employment:

Major Employers: Copley Hospital, VanTrapp Family Lodge, Stowe Mountain Resort, Smugglers Notch

Median Household Income: \$35,599

School(s): Cambridge Elementary School, Eden Central School, Green Mountain Technology And Career Center, Hyde Park Elementary School, Johnson Elementary School, Lake Elmore School, Lamoille High School, Lamoille Union Middle School, Morristown Elementary School, Peoples Academy, Peoples Academy Middle School, Stowe Elementary School, Stowe Middle / High School, Waterville Elementary School, Wolcott Elementary School

Transportation:

Mean Travel Time to Work: 25.8 minutes

Largest Competitor: Single occupancy vehicle

Transportation Options Available:

- Green Mountain Transit:
 - Route 100 Commuter (#100)
 - Mountain Road Shuttle (#101)
 - Morrisville Loop (#102)
 - Morrisville Shopping Shuttle (#103)
- Taxi
- Van and carpool
- Single occupancy vehicle

Other Important Facts:

Local economy is highly dependent on weather and tourism.

Franklin County

Census Population: 48,294

Population Density: 75.3 / square mile

Towns: Bakersfield, Berkshire, Enosburg, Fairfax, Fairfield, Fletcher, Franklin, Georgia, Highgate, Montgomery, Richford, St. Albans City, St. Albans Town, Sheldon, Swanton

Employment:

Major Employers: Northwestern Medical Center, Custom Houses and U.S. Immigration and Naturalization (including Homeland Security). Franklin County continues to lead Vermont in dairy, maple production, and other agricultural products.

Median Household Income: \$43,011

School(s): Bakersfield School, Bellows Free Academy, Berkshire Elementary School, Cold Hollow Career Center, Enosburg Falls Elementary School, Enosburg Falls Junior / Senior High School, Fairfield Center School, Franklin Center School, Georgia Elementary & Middle School, Highgate School, Missisquoi Valley High School, Montgomery Center School, Northwest Technical Center, Richford Elementary School, Richford Junior / Senior High School, Sheldon Elementary School, St. Albans City Elementary School, St. Albans Town Educational Center, Swanton Schools Elementary School

Transportation:

Mean Travel Time to Work: 26.3 minutes

Largest Competitor: Single occupancy vehicle

Transportation Options Available:

- Green Mountain Transit:
 - St. Albans Downtown Shuttle (#110)
 - Alburgh / Georgia Commuter (#115)
 - Richford / St. Albans Commuter (#116)
 - St. Albans LINK Express (#96)
 - Price Chopper Shopping Shuttle (#109)
- Van and carpool
- Single occupancy vehicle

Other Important Facts: The county's economic history has been strongly influenced by its environmental assets and its proximity to Montreal, Quebec. Canadian companies have located their United States operations within many industrial parks within Franklin County. Many new residents have settled and the population has increased 17% since 1990.

Future: VEDA approved financing to partially fund completion of infrastructure improvements to four of the nine lots in the expanded 93-acre St. Albans Industrial Park. The improvements to the park land will prepare the lots for sale and development.

MEMO

To: Board of Commissioners
FR: Michelle Daley, Director of Finance
RE: Pension Plan changes

The newly created investment committee is made up of a board member, a couple of drivers and several admin staff including the GM, AGM, HR Director and Director of Finance. The committee's charge was to review the pension plan investment options. We invited Daryl Straw from Future Planning Associates and Antoine Williams the plan investment advisor. Mr. Williams went through the investment line up, and by the end of the conversation we were confident that the current make up of investment options were decent and worth keeping. We learned that in order to add additional investments we would need to change the platform of our current investments. Mr. Straw revealed that the current platform while great when it was implemented was now outdated. The committee recommended that Mr. Straw provide the Finance committee with a couple of options for different platforms to choose from and then recommend to the plan trustees. The plan trustees are the Officers of the Board of Commissioners

At the September Finance Committee meeting Mr. Straw presented to the committee two different platforms for comparison to our existing platform (attached). The existing plan platform total expenses are approximately \$55,093, the recommended plan platform with Charles Schwab would approximate a total cost of \$40,592. Based on the value of the plan at the time of the evaluation, this would be a savings of \$14,000. This new platform will save the agency money while also creating some efficiencies for current staff with respect to tax filings, distribution and loan processing will be automated. Based on this, the Finance Committee recommends that the plan platform be changed to the Charles Schwab plan.

A couple of weeks ago, we invited Antoine and Daryl back to go through with the committee the investment options available under the new platform. The committee is recommending to keep the existing investment options while adding a collection of vanguard funds (attached).

Lastly, we are recommending that with these changes the board should approve that all staff will be covered under this new plan. Currently, there is a small handful of staff that continue to contribute to the legacy plan with ICMA.

	CCTA Retirement Plan			CCTA 457 Plan		
	Current Market Value	Current Participant Count		Current Market Value	Current Participant Count	
	\$2,985,000	147		\$3,202,750	160	
Investment Custodian	American Funds (Current)	Ascensus	Charles Schwab Bank	American Funds (Current)	Ascensus	Charles Schwab Bank
Custody Fee:						
Base Fee	\$0	\$0	\$0	\$0	\$0	\$0
Asset Fee	\$0	\$0	\$746	\$0	\$0	\$801
	n/a	n/a	(2.5 bps)	n/a	n/a	(2.5 bps)
Investment Advisor Fee:						
Private Advisors Group	\$7,463	\$7,463	\$7,463	\$8,007	\$8,007	\$8,007
	(25 bps)	(25 bps)	(25 bps)	(25 bps)	(25 bps)	(25 bps)
Recordkeeping Fees:						
Base Fee	\$0	\$2,800	\$0	\$0	\$2,800	\$0
Participant Fee	\$0	\$7,400	\$0	\$0	\$8,550	\$0
	n/a	(\$50 per ppt)	n/a	n/a	(\$53 per ppt)	n/a
TPA Fees:						
Future Planning Associates						
Base Fee	\$2,500	\$1,800	\$3,000	\$2,500	\$2,800	\$3,000
Participant Fee	\$1,764	\$3,675	\$3,675	\$1,920	\$4,000	\$4,000
	(\$12 per ppt)	(\$25 per ppt)	(\$25 per ppt)	(\$12 per ppt)	(\$25 per ppt)	(\$25 per ppt)
Internal Fund Expenses:						
(average)	\$14,925	\$4,776	\$4,776	\$16,014	\$5,124	\$5,124
	(50 bps)	(16 bps)	(16 bps)	(50 bps)	(16 bps)	(16 bps)
Estimated Fee Offsets	\$0	\$0	\$0	\$0	\$0	\$0
Total Plan Expense	\$26,652	\$27,914	\$19,660	\$28,441	\$31,281	\$20,932
Paid from Plan assets	\$22,388	\$12,239	\$12,239	\$24,021	\$13,131	\$13,131
Paid by CCTA	\$4,264	\$15,675	\$7,421	\$4,420	\$18,150	\$7,801
Total Plan Expense	\$26,652	\$27,914	\$19,660	\$28,441	\$31,281	\$20,932
'Basis Points'	89.3	93.5	65.9	88.8	97.7	65.4

Schwab Investment Search - CCTA Retirement & 457 Plans

Last Updated: 10/04/2016

Average Annual Total Return as of: 8/31/2016

Investment Name	NASDAQ Symbol	Net OER %	Sub T/A Payment Investment Category	Average Annual Total Returns						Since Inception	Inception Date
				YTD	1 Yr	3 Yr	5 Yr	10 Yr			
AMERICAN FUNDS 2010 TRGT DATE RETIRE R6	RFTTX	0.36	0 TARGET-DATE 2000-2010	7.07	8.05	6.63	7.48		9.35	7/13/2009	
AMERICAN FUNDS 2015 TRGT DATE RETIRE R6	RFJTX	0.36	0 TARGET-DATE 2015	7.06	8.16	7.19	8.2		9.91	7/13/2009	
AMERICAN FUNDS 2020 TRGT DATE RETIRE R6	RRCTX	0.37	0 TARGET-DATE 2020	6.59	8.1	7.76	9.05		10.7	7/13/2009	
AMERICAN FUNDS 2025 TRGT DATE RETIRE R6	RFDTX	0.4	0 TARGET-DATE 2025	6.66	8.39	8.42	10.33		11.8	7/13/2009	
AMERICAN FUNDS 2030 TRGT DATE RETIRE R6	RFETX	0.41	0 TARGET-DATE 2030	6.71	8.66	8.93	10.93		12.36	7/13/2009	
AMERICAN FUNDS 2035 TRGT DATE RETIRE R6	RFFTX	0.42	0 TARGET-DATE 2035	6.76	8.84	9.03	11.03		12.43	7/13/2009	
AMERICAN FUNDS 2040 TRGT DATE RETIRE R6	RF GTX	0.42	0 TARGET-DATE 2040	6.81	8.95	9.1	11.17		11.35	7/27/2009	
AMERICAN FUNDS 2045 TRGT DATE RETIRE R6	RFHTX	0.44	0 TARGET-DATE 2045	6.83	8.94	9.15	11.2		12.54	7/13/2009	
AMERICAN FUNDS 2050 TRGT DATE RETIRE R6	RFITX	0.44	0 TARGET-DATE 2050	6.83	8.98	9.16	11.21		12.54	7/13/2009	
AMERICAN FUNDS 2055 TRGT DATE RETIRE R6	RFKTX	0.47	0 TARGET-DATE 2055	6.82	9.02	9.13	11.18		10.47	2/01/2010	
AMERICAN FUNDS 2060 TRGT DATE RETIRE R6	RFUTX	0.47	0 TARGET-DATE 2060+	6.86	8.95				3.56	3/27/2015	
AMERICAN FUNDS AMCAP R6	RAFGX	0.37	0 LARGE GROWTH	6.88	8.34	11.67	14.63		15.53	5/01/2009	
AMERICAN FUNDS AMERICAN BALANCED R6	RLBGX	0.29	0 ALLOCATION--50% TO 70% EQ	6.85	11.23	9.73	11.33		12.62	5/01/2009	
AMERICAN FUNDS BOND FUND OF AMER R6	RFBGX	0.25	0 INTERMEDIATE-TERM BOND	5.61	5.67	4.43	3.59		5.92	5/01/2009	
AMERICAN FUNDS GROWTH FUND OF AMER R6	RGAGX	0.33	0 LARGE GROWTH	5.52	9.68	12.11	14.53		14.62	5/01/2009	
AMERICAN FUNDS INCOME FUND OF AMER R6	RIDGX	0.28	0 ALLOCATION--70% TO 85% EQ	8.94	12.3	8.6	10.06		12.48	5/01/2009	
AMERICAN FUNDS INVMT CO OF AMER R6	RICGX	0.3	0 LARGE BLEND	10.79	13.36	12.02	14.3		14.24	5/01/2009	
AMERICAN FUNDS NEW PERSPECTIVE R6	RNPGX	0.45	0 WORLD STOCK	3.14	7.03	9.18	10.99		13.06	5/01/2009	
AMERICAN FUNDS SMALLCAP WORLD R6	RLLGX	0.71	0 WORLD STOCK	6.3	4.74	8.18	10.61		14.68	5/01/2009	
AMERICAN FUNDS WASHINGTON MUTUAL R6	RWIMGX	0.3	0 LARGE VALUE	7.92	13.61	11	13.73		14.98	5/01/2009	
VANGUARD 500 INDEX ADMIRAL	VFIAX	0.05	0 LARGE BLEND	7.79	12.51	12.26	14.65	7.5	5.08	11/13/2000	
VANGUARD BALANCED INDEX ADM	VBIAX	0.08	0 ALLOCATION--50% TO 70% EQ	7.46	9.52	8.86	10	6.95	5.87	11/13/2000	
VANGUARD EMERGING MKTS STOCK IDX ADM	VEMAX	0.15	0 DIVERSIFIED EMERGING MKTS	14.74	10.65	2.09	-0.4	3.85	4.76	6/23/2006	
VANGUARD GROWTH INDEX ADM	VIGAX	0.08	0 LARGE GROWTH	5.88	9.56	12.84	14.57	9.04	4.76	11/13/2000	
VANGUARD MID CAP INDEX ADM	VIMAX	0.08	0 MID-CAP BLEND	8.5	8.12	11.41	14.04	8.34	9.73	11/12/2001	
VANGUARD MID-CAP GROWTH INDEX ADMIRAL	VMGMX	0.08	0 MID-CAP GROWTH	6.93	5.6	10.4			13.89	9/27/2011	
VANGUARD MID-CAP VALUE INDEX ADMIRAL	VMVAX	0.08	0 MID-CAP VALUE	9.92	10.42	12.27			16.78	9/27/2011	
VANGUARD REIT INDEX ADM	VGSLX	0.12	0 REAL ESTATE	13.91	25.61	15.94	13.46	6.87	11.74	11/12/2001	
VANGUARD SHORT-TERM BOND INDEX ADM	VBIRX	0.09	0 SHORT-TERM BOND	2.42	2.26	1.77	1.4	3.26	3.15	11/12/2001	
VANGUARD SMALL CAP GROWTH INDEX ADMIRAL	VSGAX	0.08	0 SMALL GROWTH	8.6	6.18	7.92			14.32	9/27/2011	
VANGUARD SMALL CAP INDEX ADM	VSMAX	0.08	0 SMALL BLEND	11.05	9.34	9.79	13.93	8.48	8.76	11/13/2000	
VANGUARD SMALL CAP VALUE INDEX ADMIRAL	VSIAX	0.08	0 SMALL VALUE	13.1	12.06	11.35			16.56	9/27/2011	
VANGUARD TOTAL BOND MARKET INDEX ADM	VBTLX	0.06	0 INTERMEDIATE-TERM BOND	6.04	6.2	4.34	3.2	4.86	4.57	11/12/2001	
VANGUARD TOTAL INTL BD IDX ADMIRAL	VTABX	0.14	0 WORLD BOND	6.87	8.02	5.95			5.07	5/31/2013	
VANGUARD TOTAL INTL STOCK INDEX ADMIRAL	VTIAX	0.12	0 FOREIGN LARGE BLEND	5.23	3.91	2.78	3.73		3.26	11/29/2010	
VANGUARD TOTAL STOCK MKT IDX ADM	VTSAX	0.05	0 LARGE BLEND	8.04	11.43	11.69	14.44	7.75	5.7	11/13/2000	
VANGUARD VALUE INDEX ADM	VVIAX	0.08	0 LARGE VALUE	9.19	13.92	11.3	14.43	6.28	5.72	11/13/2000	