



**Green Mountain Transit Board of Commissioners
December 17, 2019 - 7:30 a.m.
101 Queen City Road, 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
- 7:33 a.m. 3. Public Comment
- 7:35 a.m. 4. Consent Agenda (Action Item)
- November 26, 2019 Board Minutes- Pages 1-3
 - Check Register- Pages 4-9
 - Maintenance Report- Page 10
 - Planning, Marketing and Public Affairs Report- Page 11
 - IT Support, Administrative Support, Training and HR Report- Page 12
 - Ridership Reports- Pages 13-14
 - ADA Ridership Report- Page 15
- 7:45 a.m. 5. General Manager Report- Pages 16-17
- 7:55 a.m. 6. VTrans Update
- 8:05 a.m. 7. GM Search Process- Pages 18-26
- 8:10 a.m. 8. FY21 Budget Discussion- Pages 27-33
- 8:30 a.m. 9. FY21 Member Municipality Assessment Increase (Action Item)
- 8:40 a.m. 10. Service Guidelines Policy Discussion- Pages 34-38
- 9:00 a.m. 11. Colchester Service Agreement (Action Item)- Pages 39-46
- 9:15 a.m. 12. Committee Reports
- Leadership Committee: January 13, 2020 at 11:00AM
 - Strategy Committee: January 13, 2020 at 8:30AM



- Finance Committee: January 16, 2020 at 8:00AM
- Operations Committee: January 13, 2020 at 10:00AM
- Commissioner Comments & Announcements

9:30 a.m. 13. Possible Executive Session Related to the FY21 Budget
Possible Motion: I make a motion to enter Executive Session to discuss Personnel.

10:00 a.m. 14. Adjourn

Conference call in number: 802-540-2449 (quest ID# 11592)

Next GMT Board of Commissioners Meeting Date: December 17, 2019

NOTES

- Persons with disabilities who require assistance or special arrangements to participate in programs or activities are encouraged to contact Jamie Smith at 802-540-1098 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 802-540-2468.
- Municipal Clerks: Please post this public meeting notice pursuant to Act 78 of the Acts of the 1979 Vermont Legislature. Thank you.

Green Mountain Transit Special Board Meeting
November 12, 2019, 7:30AM
GMT Administrative Offices
101 Queen City Park Road, Burlington, VT 05401

Present:

Commissioner Waninger
Commissioner Sharrow
Commissioner Kaynor
Commissioner Bohne
Commissioner Spencer (phone)
Commissioner Davis (phone)
Commissioner Powers (Phone)
Commissioner Buermann (phone)

Commissioner Pouech (phone)
Commissioner Dimitruk (phone)
Jamie Smith, Dir. of Marketing/Planning
Sarah McKee, GovHR
Ed Adrienne, Legal Counsel
Scott Cameron, Legal Counsel
Jon Moore, Interim General Manager

- Welcome & Introductions
 - Commissioner Waninger opened the meeting at 7:35AM.
- Adjustments to the Agenda
 - There were no adjustments to the agenda.
- Public Comment
 - Commissioner Kaynor came early, observed the buses running like clockwork despite the weather. He wanted to give kudos to staff.
 - Commissioner Sharrow noted that reliable service in bad weather is a big plus for riders, and makes our service more appealing.
- General Manager Search
 - Commissioner Waninger gave an update on the General Manager search process and timeline. This meeting is the kick-off with GovHR. The anticipated start date for the new hire would be around March 30, 2020. There is a chance that date will change, depending on Board schedules, etc.
 - Commissioner Waninger will update the GMT full staff on the process via memo.
- Recap of General Manager search process and anticipated schedule Interview with Executive Search Firm
 - Sarah McKee gave a brief update on the schedule, including the timeline for brochure delivery and the anticipated date for the job announcement.
 - Sarah McKee walked through a series of interview questions with the GMT Board of Commissioners:
 - **Question 1: Verifying the experience details for the announcement.**
There was a discussion regarding experience, wage, and other

details. Commissioner Waninger offered to do a quick wage comparison locally to help determine a fare compensation.

▪ **Question 2: What challenges and opportunities will the new GM face?**

- Opportunity to connect the rural and urban systems in a way that other municipalities across the country are trying to do.
- Immediate challenge would include three collective bargaining agreements being negotiated at once. A long-term opportunity to look at new and creative models for transit.
- Immediate challenge would include financial stability.
- Opportunity to bring staff together, creating a tighter organization overall.
- Opportunity to work with the State of VT on climate goals.
- Opportunity to address first mile, last mile concerns.
- Opportunity to change the culture of the organization from back to front.
- Opportunity to find new sources of revenue.
- Opportunity to explore fleet electrification and work to reduce the barriers to electrification.
- Opportunity to build communication, inclusion.
- Opportunity to create stronger relationships with all communities.
- Opportunity to instill confidence and boost morale for everyone.

▪ **Question 3: Why would someone want to move here?**

- VT is a small state and a great place to live and raise a family.
- Recreational activities and outdoor activities all year.
- Educational opportunities, strong public education system.
- Opportunity to live in an urban or rural location and still be close to everything.
- Easily accessible and available medical facilities.
- VT is largely supportive of public transportation.
- Quality of life, however someone would choose to quantify that.
- Scale of the state is such that we have access to legislators; they are often our friends.
- There is an opportunity to solve a big transportation problem that would become a model nationally.

▪ **Question 4: What skills or qualifications would you like to see in the next General Manager?**

- Strong leader
- Public face
- Positive history of working with a unionized workforce
- Strong process background
- Strong communicator

- Values inclusion and diversity
- Strong and respected without being a dictator
- Self-assured, confident without arrogance
- Willing to take on a challenge and make a big impact
- **What does “It” look like and what if “it” went away?**
 - Revenue/budget, if those challenges went away there would be an opportunity to move forward.
 - Ability to change and be flexible
 - Trust, if it goes away then we are back where we started

Sarah McKee noted one thing that has not been mentioned previously. The ability for a manager to build a strong board, building board consensus is a skill. Goes back to communication and the difference between working for a board -vs- managing a board.

The Board of Commissioners went into a five-minute break at 8:55AM and reconvened at 9:01AM.

- Possible Executive Session(s)
 - A motion was made to go into executive session to receive legal advice regarding a labor issue previously discussed in executive session; premature public knowledge of this matter would place GMT at a disadvantage. Commissioner Kaynor moved the motion, Commissioner Bohne seconded. All were in favor and the motion carried.
 - Commissioner Kaynor made a motion to enter executive session inviting legal counsel and Interim General Manager Jon Moore to stay. Commissioner Sharrow seconded. All were in favor and the motion carried.

10:00AM: Commissioner Bohne made a motion to leave executive session; Commissioner Sharrow seconded. All were in favor and the motion carried.

10:03AM: Commissioner Kaynor made a motion to Authorize counsel to file a response to the petition pending at the Vermont Labor Relations Board to determine whether the supervisory positions at issue are eligible to form a bargaining unit; Commissioner Bohne seconded. All were in favor and the motion carried.

Commissioner Bohne made a motion was made to adjourn, Commissioner Sharrow seconded the motion. All were in favor and the motion carried. The meeting adjourned at 10:04AM.

Vendor ID	Vendor Name	Document Date	Document Number	Document Amount	
V1446	M T Wallets, LLC	10/1/19	EFT000000014681	2,900.00	Lease
V468	Vermont Department of Motor Vehicles	10/2/19	89675	99.00	
V279	ABC Bus Companies-Muncie	10/4/19	89676	3,179.09	2 Part Invoices
V696	BANG	10/4/19	89677	301.46	
V284	Brenntag Lubricants Northeast	10/4/19	89678	448.25	
V1755	Brown, Heidi	10/4/19	89679	400.00	
V225	Burlington Electric Department	10/4/19	89680	6,344.26	5 Electric Bills
V226	Burlington Public Works-Water	10/4/19	89681	340.30	
V220	Class C Solutions Group	10/4/19	89682	1,739.75	5 Part Invoices
V928	Conway Office Solutions	10/4/19	89683	97.58	
V321	Empire Janitorial Supply Company	10/4/19	89684	60.98	
V250	Fisher Auto Parts	10/4/19	89685	184.98	
V1347	Foley Distributing Corp.	10/4/19	89686	454.31	
V257	Gillig Corp.	10/4/19	89687	2,426.53	6 Part Invoices
V1129	Global Montello Group Corp	10/4/19	89688	17,464.72	Fuel
V258	Gordon Stamp & Engraving	10/4/19	89689	14.51	
V259	Grainger	10/4/19	89690	298.37	
V260	Green Mountain Kenworth, Inc.	10/4/19	89691	1,974.70	5 Part Invoices
V261	Green Mountain Power	10/4/19	89692	22.72	
V1204	Interstate Batteries	10/4/19	89693	865.00	
V702	Lincoln National Life Insurance Company, Th	10/4/19	89694	13,300.41	Insurance
V274	McMaster-Carr	10/4/19	89695	94.71	
V1068	Midwest Bus Corporation	10/4/19	89696	5,948.06	3 Part Invoices
V280	Mutual of Omaha Insurance Co.	10/4/19	89697	28.40	
V792	Myers Container Service Corp.	10/4/19	89698	143.87	
V223	O'Reilly Auto Enterprises, LLC	10/4/19	89699	21.00	
V296	Rouse Tire Sales	10/4/19	89700	3,856.36	4 Tire Invoices
V297	Safety-Kleen Systems, Inc.	10/4/19	89701	1,140.56	2 Maintenance Supply Invoices
V273	Transit Holding, Inc.	10/4/19	89702	3,029.24	7 Part Invoices
V1030	UniFirst Corporation	10/4/19	89703	78.22	
V315	United Parcel Service	10/4/19	89704	25.09	
V336	W.B Mason Co., Inc.	10/4/19	89705	59.97	
V433	Workplace Solutions, Inc.	10/4/19	89706	1,450.00	EAP

Vendor Number	Vendor Name	Document Date	Document Number	Document Amount
V468	Vermont Department of Motor Vehicles	10/7/19	89707	154.00
V1305	Allegiant Care	10/7/19	89708	203,537.00 Insurance
V1467	Charles Schwab	10/7/19	V1467 2019 1007	17,670.34 Retirement
V265	ICMA	10/7/19	V265 2019 1007	1,272.01 Retirement
V266	IRS - EFTPS	10/7/19	V266 2019 1007	93,070.53 Federal Payroll Taxes
V364	Vermont Dept of Taxes	10/7/19	V364 2019 1007	12,601.44 State Payroll Taxes
V1467	Charles Schwab	10/8/19	V1467 2019 1008	86,780.20 Employer Quarterly Match
V1423	Alling, Andrew	10/11/19	89710	87.00
V1025	Alter, Charles	10/11/19	89711	150.22 Volunteer
V1480	Andrews-Ford, Sheri	10/11/19	89712	303.92 Volunteer
V156	Anthony, Peter	10/11/19	89713	553.32 Volunteer
V1435	Besette, Greg	10/11/19	89714	97.48
V1135	Blanchard, Thomas	10/11/19	89715	53.36
V935	Bourbeau, Brittany	10/11/19	89716	141.08 Volunteer
V1482	Cady, Duane	10/11/19	89717	178.06 Volunteer
V1753	Campbell Dorothy	10/11/19	89718	24.36
V471	Constantine, Julia	10/11/19	89719	352.64 Volunteer
V1573	Fairbanks, Dori	10/11/19	89720	79.46
V1084	Fisher, Allan	10/11/19	89721	34.80
V1762	Franks Ginger	10/11/19	89722	67.32
V1687	Houghton, Gregory	10/11/19	89723	986.58 Volunteer
V203	Ladd, Joyce	10/11/19	89724	226.78 Volunteer
V1704	Larrow, Michael	10/11/19	89725	86.94
V1758	Leach Robin	10/11/19	89726	230.84 Volunteer
V181	Owen, Helen	10/11/19	89727	1,549.18 Volunteer
V1719	Pelletier, Charles	10/11/19	89728	226.78 Volunteer
V1562	Roberts, Carrie	10/11/19	89729	53.94
V1720	Schmitt, Karlyn	10/11/19	89730	220.98 Volunteer
V1655	Sciria, Andrew	10/11/19	89731	440.80 Volunteer
V881	Wakefield, Richard	10/11/19	89732	32.48
V1595	Waller, Marlys	10/11/19	89733	144.42 Volunteer
V962	Williams, Kenneth	10/11/19	89734	54.72
V944	Woodward, Patricia	10/11/19	89735	860.72 Volunteer
V1695	Austin, Tyler	10/11/19	89736	1,100.00 Tool Allowance
V964	Campbell, Arthur	10/11/19	89737	192.31 DCAP Reimbursement
V1487	Chamberlin, Justin	10/11/19	89738	192.31 DCAP Reimbursement
V1639	Gratton, Yancey	10/11/19	89739	130.00 FSA Reimbursement
V1165	Posner, Jordan	10/11/19	89740	51.68
V1166	Sinanovic, Almir	10/11/19	89741	100.00 Shoe Reimbursement
V198	Smoren, Randolph	10/11/19	89742	100.00 Shoe Reimbursement
V1713	Datto Sales and Service	10/11/19	89743	492,798.00 6 Buses
V279	ABC Bus Companies- Muncie	10/11/19	89744	1,378.53 3 Part Invoices
V316	Able Paint, Glass & Flooring Co.	10/11/19	89745	48.87
V1062	Bailey Spring & Chassis	10/11/19	89746	140.00
V696	BANG	10/11/19	89747	301.46
V248	Bay State Elevator Company	10/11/19	89748	479.78
V284	Brenntag Lubricants Northeast	10/11/19	89749	4,668.05 3 Part Invoices
V226	Burlington Public Works- Water	10/11/19	89750	1,694.16 2 Water Bills
V227	Burlington Telecom	10/11/19	89751	4,231.01 IT Invoice
V1264	CDW Government	10/11/19	89752	2,156.00 WIFI for the Buses
V220	Class C Solutions Group	10/11/19	89753	2,233.25 4 Part Invoices
V236	Colonial Supplemental Insurance	10/11/19	89754	34.95
V928	Conway Office Solutions	10/11/19	89755	60.00
V239	Cummins Northeast LLC	10/11/19	89756	1,716.86 Part Invoice
V250	Fisher Auto Parts	10/11/19	89757	531.04
V253	FleetWave Partners, LLP	10/11/19	89758	3,042.00 2 Radio Repeater Invoices
V394	Formula Ford Inc.	10/11/19	89759	793.73
V799	Gauthier Trucking Company, Inc.	10/11/19	89760	384.14
V257	Gillig Corp.	10/11/19	89761	6,541.03 9 Part Invoices
V1129	Global Montello Group Corp	10/11/19	89762	16,976.00 Fuel
V260	Green Mountain Kenworth, Inc.	10/11/19	89763	17,108.12 5 Part Invoices
V1204	Interstate Batteries	10/11/19	89764	378.54
V326	J&B International Trucks, Inc.	10/11/19	89765	7,912.05 Air Dryers for the Buses
V1509	Lawson Products, Inc	10/11/19	89766	349.78
V693	MacMan Inc.	10/11/19	89767	190.96
V278	Mohawk Mfg. & Supply Co.	10/11/19	89768	2,886.07 3 Part Invoices
V1709	Monaghan Safar Ducham PLLC	10/11/19	89769	2,450.00 Legal Invoices
V283	Neopart LLC	10/11/19	89770	193.82
V1576	New England Auto Glass LLC	10/11/19	89771	225.00
V950	Northern ToyotaLift	10/11/19	89772	112.64
V223	O'Reilly Auto Enterprises, LLC	10/11/19	89773	699.55
V545	Pitney Bowes - Leasing	10/11/19	89774	75.00
V291	Prevost Parts	10/11/19	89775	2,065.80 Part Invoice
V1368	Prime Middlebury LLC	10/11/19	89776	787.50
V296	Rouse Tire Sales	10/11/19	89777	5,449.10 7 Tire Invoices
V299	SB Collins, Inc.	10/11/19	89778	16,492.36 Fuel
V302	Sports & Fitness Edge Inc.	10/11/19	89779	691.00
V311	Teamsters Local 597	10/11/19	89780	7,866.00 Union Dues
V273	Transit Holding, Inc.	10/11/19	89781	1,533.34 3 Part Invoices
V1030	UniFirst Corporation	10/11/19	89782	707.00
V315	United Parcel Service	10/11/19	89783	65.67
V876	Vehicle Maintenance Program, Inc.	10/11/19	89784	41.33
V689	Vermont Elevator Inspection Services Inc.	10/11/19	89785	200.00
V410	Vermont Gas Systems, Inc.	10/11/19	89786	67.70

V707	Westward Equipment Service	10/11/19	89787	1,952.50	2 Lift Repair Invoices
V251	Wex Fleet Universal	10/11/19	89788	22,394.43	Fuel
V454	World Publications	10/11/19	89789	106.30	
V1723	Abare, Ronald	10/11/19	EFT000000014683	864.78	Volunteer
V153	Alburgh Taxi	10/11/19	EFT000000014684	1,927.00	Volunteer
V55	Boudreau, James	10/11/19	EFT000000014685	1,226.12	Volunteer
V1007	Bova, Wendy	10/11/19	EFT000000014686	92.22	
V1150	Bruley SR, Mark	10/11/19	EFT000000014687	1,327.04	Volunteer
V1291	Callan, Linda	10/11/19	EFT000000014688	512.72	Volunteer
V1707	Chase, Betty	10/11/19	EFT000000014689	856.66	Volunteer
V1676	Croteau, William	10/11/19	EFT000000014690	1,202.92	Volunteer
V60	Farr, Delores	10/11/19	EFT000000014691	299.28	Volunteer
V1117	Hall, John	10/11/19	EFT000000014692	476.76	Volunteer
V170	Hertz, Kenneth	10/11/19	EFT000000014693	239.54	Volunteer
V174	Langlois, Paulette	10/11/19	EFT000000014694	1,115.92	Volunteer
V1420	Lawyer, Ronald	10/11/19	EFT000000014695	578.84	Volunteer
V70	LeClair, Raymond	10/11/19	EFT000000014696	630.46	Volunteer
V71	Lightholder, Stephen	10/11/19	EFT000000014697	167.04	Volunteer
V74	Markham, Laurel	10/11/19	EFT000000014698	301.60	Volunteer
V75	Martin, Ronald	10/11/19	EFT000000014699	709.34	Volunteer
V1440	Menard, Leighanne	10/11/19	EFT000000014700	111.36	Volunteer
V1018	Metivier, Shelli	10/11/19	EFT000000014701	689.04	Volunteer
V1570	Murphy Sandra	10/11/19	EFT000000014702	229.68	Volunteer
V82	Parah, Donna	10/11/19	EFT000000014703	526.64	Volunteer
V83	Parah, Maurice	10/11/19	EFT000000014704	1,205.82	Volunteer
V86	Pike, Gail	10/11/19	EFT000000014705	1,461.02	Volunteer
V771	Sammons, Chandra	10/11/19	EFT000000014706	414.12	Volunteer
V89	Sayers, Gail	10/11/19	EFT000000014707	955.26	Volunteer
V93	Timm, Marta	10/11/19	EFT000000014708	1,171.02	Volunteer
V522	Turcotte, S Jeanette	10/11/19	EFT000000014709	181.54	Volunteer
V1725	Utton, Debra	10/11/19	EFT000000014710	926.84	Volunteer
V712	Ward, Jacqueline	10/11/19	EFT000000014711	17.40	
V1623	Wells, Roy	10/11/19	EFT000000014712	367.14	Volunteer
V1182	Charissakis, John	10/11/19	EFT000000014713	75.00	
V583	Griffith, Tom	10/11/19	EFT000000014714	62.93	
V38	Moore, Jon	10/11/19	EFT000000014715	242.19	DCAP and Mileage Reimbursement
V141	Riley, Shawn	10/11/19	EFT000000014716	34.68	
V17	Smith, Jamie L	10/11/19	EFT000000014717	192.30	DCAP Reimbursement
V39	Sweeney, Cecil	10/11/19	EFT000000014718	120.54	FSA Reimbursement
V1626	Whiting, Jeremy	10/11/19	EFT000000014719	192.31	DCAP Reimbursement
V303	SSTA	10/11/19	EFT000000014720	40,617.78	Eand D

Vendor ID	Vendor Name	Document Date	Document Number	Document Amount	
V1467	Charles Schwab	10/21/19	V1467 2019 1021	17,350.53	Retirement
V265	ICMA	10/21/19	V265 2019 1021	1,277.09	Retirement
V266	IRS - EFTPS	10/21/19	V266 2019 1021	90,088.49	Federal Payroll Taxes
V364	Vermont Dept of Taxes	10/21/19	V364 2019 1021	12,187.05	State Payroll Taxes
V468	Vermont Department of Motor Vehicles	10/22/19	89828	105	
V1423	Alling, Andrew	10/25/19	89829	31.32	
V1025	Alter, Charles	10/25/19	89830	215.76	Volunteer
V156	Anthony, Peter	10/25/19	89831	447.18	Volunteer
V1099	Barnett, Wendy	10/25/19	89832	1,125.20	Volunteer
V1482	Cady, Duane	10/25/19	89833	175.74	Volunteer
V1619	Cherrad, Tracy	10/25/19	89834	121.86	Volunteer
V1706	Cobb, Evan	10/25/19	89835	32.48	
V471	Constantine, Julia	10/25/19	89836	490.1	Volunteer
V1763	Couture Linda	10/25/19	89837	58	
V554	Desarno, David	10/25/19	89838	45.24	
V1573	Fairbanks, Dori	10/25/19	89839	118.9	Volunteer
V1084	Fisher, Allan	10/25/19	89840	35.96	
V1516	Gagnon, Chaz	10/25/19	89841	248.4	Volunteer
V1694	Hebda, Jerome	10/25/19	89842	33.06	
V896	Hodgson, Sandra	10/25/19	89843	156.02	Volunteer
V1687	Houghton, Gregory	10/25/19	89844	1,005.14	Volunteer
V203	Ladd, Joyce	10/25/19	89845	37.12	
V181	Owen, Helen	10/25/19	89846	1,541.56	Volunteer
V1700	Owen, Holly	10/25/19	89847	99.27	
V1719	Pelletier, Charles	10/25/19	89848	306.24	Volunteer
V1394	Rolland-Forkey, Erin	10/25/19	89849	391.5	Volunteer
V165	Sanborn, Raeline	10/25/19	89850	97.2	
V1720	Schmitt, Karlyn	10/25/19	89851	133.98	Volunteer
V1655	Sciria, Andrew	10/25/19	89852	383.96	Volunteer
V1747	Stetson, Nicole	10/25/19	89853	97.44	
V1592	Stiles, Janet	10/25/19	89854	17.4	
V1614	Vermont Ride Network, Inc.	10/25/19	89855	592.25	Volunteer
V1595	Waller, Marlys	10/25/19	89856	140.36	Volunteer
V1549	Ware, Michael	10/25/19	89857	133.4	Volunteer
V1566	Wisell, David	10/25/19	89858	51.62	
V944	Woodward, Patricia	10/25/19	89859	803.3	Volunteer
V1229	Ahmed, Farhan	10/25/19	89860	100	Shoe Reimbursement
V1695	Austin, Tyler	10/25/19	89861	250	FSA Reimbursement
V964	Campbell, Arthur	10/25/19	89862	192.31	DCAP Reimbursement
V1487	Chamberlin, Justin	10/25/19	89863	192.31	DCAP Reimbursement
V1136	Gurung, Damber	10/25/19	89864	100	Shoe Reimbursement
V1413	Holm, Cody	10/25/19	89865	128.61	Training Reimbursement
V1684	McNally, Mike	10/25/19	89866	224.94	Training Reimbursement
V960	Peterson, Cynthia	10/25/19	89867	100	Shoe Reimbursement
V198	Smoren, Randolph	10/25/19	89868	169	FSA Reimbursement
V1765	Wood Jennifer	10/25/19	89869	186.76	Mileage Reimbursement
V279	ABC Bus Companies- Muncie	10/25/19	89871	2,333.54	3 Part Invoices
V415	Amazon	10/25/19	89872	1,164.03	8 IT and Office Supply Invoices
V399	Axle Tech International	10/25/19	89873	88.38	
V1334	Background Investigation Bureau, LLC	10/25/19	89874	966	
V696	BANG	10/25/19	89875	301.46	
V1481	Blue Flame Gas	10/25/19	89876	77.28	
V284	Brenntag Lubricants Northeast	10/25/19	89877	448.25	
V224	Burlington Communications	10/25/19	89878	1,314.10	2 Radio Repair Invoices
V225	Burlington Electric Department	10/25/19	89879	6,221.57	6 Electric Bills
V228	C.I.D.E.R., Inc.	10/25/19	89880	24,887.83	E & D and Medicaid Invoices
V1369	Capitol City Auto Mart Inc dba	10/25/19	89881	136.45	
V851	Champlain Medical	10/25/19	89882	400	
V220	Class C Solutions Group	10/25/19	89883	2,421.54	5 Part Invoices
V1240	ClearChoiceMD	10/25/19	89884	950	
V239	Cummins Northeast LLC	10/25/19	89885	1,140.32	2 Part Invoices
V245	DRIVE	10/25/19	89886	38	
V246	Duffy Waste & Recycling	10/25/19	89887	59.5	
V321	Empire Janitorial Supply Company	10/25/19	89888	73.84	
V250	Fisher Auto Parts	10/25/19	89889	1,286.53	17 Part Invoices
V1347	Foley Distributing Corp.	10/25/19	89890	599.58	
V394	Formula Ford Inc.	10/25/19	89891	361.91	
V257	Gillig Corp.	10/25/19	89892	1,714.17	4 Part Invoices
V1129	Global Montello Group Corp	10/25/19	89893	16,960.00	Fuel
V259	Grainger	10/25/19	89894	55.89	
V260	Green Mountain Kenworth, Inc.	10/25/19	89895	2,313.07	8 Part Invoices
V261	Green Mountain Power	10/25/19	89896	170.15	
V446	Janek Corporation, The	10/25/19	89897	4,400.00	2 Part Invoices
V328	Kirk's Automotive Inc.	10/25/19	89898	208.51	
V1509	Lawson Products, Inc	10/25/19	89899	12.5	
V1191	Lucky's Trailer Sales Inc.	10/25/19	89900	22.44	
V276	Metalworks	10/25/19	89901	41.25	

V1068	Midwest Bus Corporation	10/25/19	89902	4,537.72	2 Part Invoices
V329	Minuteman Press	10/25/19	89903	91.32	
V278	Mohawk Mfg. & Supply Co.	10/25/19	89904	154.5	
V280	Mutual of Omaha Insurance Co.	10/25/19	89905	28.4	
V1760	NCH Corporation	10/25/19	89906	209.02	
V283	Neopart LLC	10/25/19	89907	194.75	
V223	O'Reilly Auto Enterprises, LLC	10/25/19	89908	983.08	
V291	Prevost Parts	10/25/19	89909	660.72	
V296	Rouse Tire Sales	10/25/19	89910	696	
V299	SB Collins, Inc.	10/25/19	89911	6,426.59	Fuel
V1678	Tera Office Solutions	10/25/19	89912	375.78	
V273	Transit Holding, Inc.	10/25/19	89913	4,425.89	7 Part Invoices
V1030	UniFirst Corporation	10/25/19	89914	432.58	
V335	Vermont Department of Labor	10/25/19	89915	1,398.66	Unemployment Tax
V410	Vermont Gas Systems, Inc.	10/25/19	89916	617.23	
V1459	Vermont Information Consortium LLC	10/25/19	89917	3,348.00	Background Checks
V336	W.B Mason Co., Inc.	10/25/19	89918	496.43	
V1723	Abare, Ronald	10/25/19	EFT000000014722	565.5	Volunteer
V153	Alburgh Taxi	10/25/19	EFT000000014723	2,334.09	Volunteer
V1628	Andrews, Nancy	10/25/19	EFT000000014724	25.52	
V55	Boudreau, James	10/25/19	EFT000000014725	1,134.48	Volunteer
V1007	Bova, Wendy	10/25/19	EFT000000014726	77.72	
V1150	Bruley SR, Mark	10/25/19	EFT000000014727	1,588.62	Volunteer
V1291	Callan, Linda	10/25/19	EFT000000014728	707.02	Volunteer
V1707	Chase, Betty	10/25/19	EFT000000014729	650.18	Volunteer
V1676	Croteau, William	10/25/19	EFT000000014730	396.14	Volunteer
V60	Farr, Delores	10/25/19	EFT000000014731	370.62	Volunteer
V1117	Hall, John	10/25/19	EFT000000014732	640.32	Volunteer
V170	Hertz, Kenneth	10/25/19	EFT000000014733	451.82	Volunteer
V67	Jewett, Sheryl	10/25/19	EFT000000014734	91.64	
V174	Langlois, Paulette	10/25/19	EFT000000014735	412.38	Volunteer
V1420	Lawyer, Ronald	10/25/19	EFT000000014736	759.8	Volunteer
V70	LeClair, Raymond	10/25/19	EFT000000014737	882.76	Volunteer
V71	Lightholder, Stephen	10/25/19	EFT000000014738	164.72	Volunteer
V74	Markham, Laurel	10/25/19	EFT000000014739	574.2	Volunteer
V75	Martin, Ronald	10/25/19	EFT000000014740	406	Volunteer
V1018	Metivier, Shelli	10/25/19	EFT000000014741	765.6	Volunteer
V1570	Murphy Sandra	10/25/19	EFT000000014742	401.94	Volunteer
V82	Parah, Donna	10/25/19	EFT000000014743	570.72	Volunteer
V83	Parah, Maurice	10/25/19	EFT000000014744	1,237.14	Volunteer
V86	Pike, Gail	10/25/19	EFT000000014745	1,538.16	Volunteer
V771	Sammons, Chandra	10/25/19	EFT000000014746	517.94	Volunteer
V89	Sayers, Gail	10/25/19	EFT000000014747	836.94	Volunteer
V741	Steiner, Timothy	10/25/19	EFT000000014748	35.96	
V93	Timm, Marta	10/25/19	EFT000000014749	1,223.22	Volunteer
V522	Turcotte, S Jeanette	10/25/19	EFT000000014750	146.74	Volunteer
V1725	Utton, Debra	10/25/19	EFT000000014751	556.8	Volunteer
V1623	Wells, Roy	10/25/19	EFT000000014752	756.32	Volunteer
V1182	Charissakis, John	10/25/19	EFT000000014753	204.51	FSA Reimbursement
V38	Moore, Jon	10/25/19	EFT000000014754	297.29	DCAP and Mileage Reimbursement
V141	Riley, Shawn	10/25/19	EFT000000014755	48.1	
V17	Smith, Jamie L	10/25/19	EFT000000014756	532.18	DCAP and Mileage Reimbursement
V39	Sweeney, Cecil	10/25/19	EFT000000014757	615.79	FSA Reimbursement
V1626	Whiting, Jeremy	10/25/19	EFT000000014758	192.31	DCAP Reimbursement
V303	SSTA	10/25/19	EFT000000014759	89,505.24	ADA and Tilley Drive

Vendor ID	Vendor Name	Document Date	Document Number	Document Amount	
V1713	Dattco Sales and Service	11/25/19	90142	78,322.00	Bus
V1778	Wheeler Johnathan	11/26/19	90143	192.06	
V279	ABC Bus Companies-Muncie	11/29/19	90144	456.79	
V1558	Aella Consulting Group, Inc.	11/29/19	90145	2,474.75	Consulting Invoice Berlin
V415	Amazon	11/29/19	90146	1,013.86	13 IT and Office Supply Invoices
V563	Bank Supplies	11/29/19	90147	552.48	
V590	Barrett Trucking Co., Inc.	11/29/19	90148	625.24	
V1481	Blue Flame Gas	11/29/19	90149	341.31	
V284	Brenntag Lubricants Northeast	11/29/19	90150	1,280.16	Part Invoice
V224	Burlington Communications	11/29/19	90151	147	
V225	Burlington Electric Department	11/29/19	90152	6,029.25	6 Electric Bills
V220	Class C Solutions Group	11/29/19	90153	674.01	
V239	Cummins Northeast LLC	11/29/19	90154	579.6	
V241	D & W Diesel, Inc.	11/29/19	90155	1,940.59	Part Invoice
V321	Empire Janitorial Supply Compa	11/29/19	90156	124.26	
V250	Fisher Auto Parts	11/29/19	90157	636.73	
V252	FleetPride, Inc	11/29/19	90158	54.5	
V1347	Foley Distributing Corp.	11/29/19	90159	319.39	
V394	Formula Ford Inc.	11/29/19	90160	262.67	
V256	Genfare	11/29/19	90161	2,128.20	2 Bus Ticket Invoices
V257	Gillig Corp.	11/29/19	90162	6,351.18	4 Part Invoices
V1129	Global Montello Group Corp	11/29/19	90163	17,415.20	Fuel
V259	Grainger	11/29/19	90164	119.2	
V260	Green Mountain Kenworth, Inc.	11/29/19	90165	1,489.17	4 Part Invoices
V264	IBF Solutions, Inc.	11/29/19	90166	1,011.80	2 Maintenance Uniform Invoices
V1204	Interstate Batteries	11/29/19	90167	287.5	
V326	J&B International Trucks, Inc.	11/29/19	90168	194.76	
V446	Janek Corporation, The	11/29/19	90169	2,510.00	Part Invoice
V328	Kirk's Automotive Inc.	11/29/19	90170	4,956.13	5 Part Invoices
V1509	Lawson Products, Inc	11/29/19	90171	139.3	
V702	Lincoln National Life Insurance	11/29/19	90172	12,311.30	Insurance
V1191	Lucky's Trailer Sales Inc.	11/29/19	90173	682.66	
V276	Metalworks	11/29/19	90174	118	
V1068	Midwest Bus Corporation	11/29/19	90175	3,375.47	4 Part Invoices
V1599	Miller, Holly & Bob 2017 Charita	11/29/19	90176	974.2	
V278	Mohawk Mfg. & Supply Co.	11/29/19	90177	1,112.81	2 Part Invoices
V1645	Norris, Inc.	11/29/19	90178	46,153.80	Security Montpelier
V223	O'Reilly Auto Enterprises, LLC	11/29/19	90179	5.76	
V291	Prevost Parts	11/29/19	90180	948.53	
V296	Rouse Tire Sales	11/29/19	90181	7,593.83	5 Tire Invoices
V297	Safety-Kleen Systems, Inc.	11/29/19	90182	178.92	
V312	Stowe, Town of	11/29/19	90183	319.89	
V273	Transit Holding, Inc.	11/29/19	90184	947.96	
V1030	UniFirst Corporation	11/29/19	90185	426.62	
V315	United Parcel Service	11/29/19	90186	13.74	
V876	Vehicle Maintenance Program,	11/29/19	90187	85.68	
V410	Vermont Gas Systems, Inc.	11/29/19	90188	2,037.47	6 Gas Bills
V1683	VHV Company	11/29/19	90189	1,130.54	Heater Repair



Month:	November 2019	
Urban Data	Data	Notes
Miles Operated:	162,472	Revenue Vehicles
Major Road Calls:	5	Failure prevented a vehicle from completing or starting a scheduled revenue trip
Major Road Calls/100,000 Miles:	3.08	
Minor Road Calls:	10	Vehicle physically able to continue in revenue service without creating a safety concern (i.e. fare box, HVAC)
Total Road Calls/100,000 Miles:	9.25	
"C" PM's Completed:	33	"C" PM is a major inspection consisting of a PM checklist, brake inspection, chassis grease and engine oil change, preformed every 6,000 miles
"C" PM On-time %	100%	Within 10% of the scheduled mileage per the FTA
Active Fleet Avg. Age	8.01 years	Transit buses have a 12 year life expectancy
Rural Data		Notes
Miles Operated:	79,385	Revenue Vehicles
Major Road Calls:	0	Failure prevented a vehicle from completing or starting a scheduled revenue trip
Major Road Calls/100,000 Miles:	0	
Minor Road Calls:	0	Vehicle physically able to continue in revenue service without creating a safety concern (i.e. fare box, HVAC)
Total Road Calls/100,000 Miles:	0	
"C" PM's Completed:	12	"C" PM is a major inspection consisting of a PM checklist, brake inspection, chassis grease and engine oil change, preformed every 6,000 miles
"C" PM On-time %	100%	Within 10% of the scheduled mileage per the FTA
Cut-away Active Fleet Avg. Age	2.62 years	Cut-away buses have a 5 year life expectancy



To: GMT Board of Commissioners
From: Jamie L. Smith, Director of Marketing and Planning
Date: December 12, 2019
Re: Marketing, Public Affairs, and Planning Report

- **Marketing Updates:**

- **Bus Advertising:** Bus advertising is trending higher than this time last year, and with some new initiatives the Marketing Department is hoping that we will meet (possibly exceed) our revenue target for FY20.
- **Bus Map and Guides:** In an effort to lower the printing costs associated with the GMT Bus Map and Guides, Marketing staff is selling coupon spaces. In Central Vermont we sold four spaces (one additional guide panel) to start and to gauge interest. We are exploring a new format for the Chittenden County guide, a large folded map style, and believe we can sell over twenty coupon spaces.
- **Seasonal Service:** Marketing staff is working with the seasonal properties to plan seasonal advertising. In Mad River Valley we are working with the folks at The Valley Reporter to find businesses that will sponsor weekly display ads featuring our system map.

- **Planning Updates:**

- **Service Guidelines Document and Policy:** Planning staff presented a draft policy to the board (see the draft in this packet). The overall goal is to find a balanced decision-making process to assess GMT services.
- **Transit App:** Planning staff met with Transit app recently and discovered some additional alert capabilities. We are working to establish a system in which service alerts will show in real-time in the app, creating a better experience for passengers. This new dashboard access will also show how many passengers are using the app daily, monthly, quarterly, etc.
- **Passenger counter app (ongoing):** Planning staff is working with Steve Falbel to implement a tablet-based program in our rural areas allowing drivers to record boarding and alighting per stop. Moving forward this data will be necessary for reporting purposes; will help us convey accurate ridership by stop; and will allow Planning staff time to be used more efficiently.



To: GMT Board of Commissioners

From: Trish Redalieu, Director of Human Resources

Date: December 17, 2019

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

Congratulations to Tim McLaughlin for 41 years of service as a bus driver. Many of you may know him by his nickname, “Timmy Mac”. Tim retired on his anniversary - December 16, and GMT is hopeful he will return as a part-time driver. Best of luck to you, Tim!

Amanda Atkins (MTC CSR), Raju Dahal, Burlington Bus Driver, and Elizabeth Goddette, non-CDL Driver in Berlin, have joined the GMT team. A warm welcome to all!

Musafiri Mulinga and Tom Frazier have both successfully completed the CDL training, passed the skills test, and will be working in the mountains as seasonal drivers. Shawn Smith and Stu Hall have both successfully passed their CDL permit test, and are training for the skills test scheduled in the next two weeks. Once they pass the skills test, they will also provide seasonal service in the mountains.

GMT hosted the first of several implicit Bias trainings last week with two more scheduled for this week, and the remainder to be conducted in 2020.

In keeping with GMT’S tradition, GMT continued the long-held tradition of offering holiday gifts to our employees. Each year employees have the option to donate their turkey to the food shelf. This year GMT employees donated 268 pounds of turkey. Thank you GMT for your generosity in continuing to support those in need.

FY20 GMT Urban Ridership by Month

Number of Service Days																				
		Saturday		Sunday		Weekday		School Days												
		4	5	4	4	5	4	4	5	4	4									
		4	4	5	4	4	4	5	4	5	4									
		22	22	20	23	20	21	22	20	22	106									
		0	3	20	22	16	15	20	15	17	60									
		School Days																		
#	Route Name	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY20 YTD	FY19 YTD	% riders	Difference (FY20-FY19)	FY18 YTD	% riders	Difference (FY20-FY18)
1	Williston-Wal-Mart	33,370	36,258	42,499	45,472	38,852	0	0	0	0	0	0	0	196,451	198,178	-1,727	-0.87%	183,132	15,046	82.2%
1V	Williston Village	0	0	0	0	0	0	0	0	0	0	0	0	0	5,840	-5,840	-100.00%	7,355	-1,515	-20.60%
1 & 7	North Avenue RED LINE	20,262	19,757	24,389	28,821	23,861	19,757	117,090	104,035	12,555%	13,055	104,035	12,555%	313,541	308,052	5,489	1.78%	294,282	19,259	6.54%
		53,632	56,015	66,888	74,293	62,713	58,417	302,845	302,827	18	0.01%	28.379%	7,654	3,021	1,300	13.6%				
2 & 6	BLUE LINE	56,798	57,948	61,490	68,192	58,417	10,675	9,649	9,665	12,179	-2,514	-20.64%	7,596	2,069	27.24%					
10	ORANGE LINE	2,247	2,182	2,053	2,136	2,057	9,665	20,256	70,173	96,396	-26,223	-27.20%	101,887	-31,174	-31.13%					
5 & 9	GREEN LINE	19,118	18,684	18,325	21,346	19,476	160	900	900	950	-31	-3.26%	860	59	6.86%					
4	SILVER LOOP	994	1,065	2,599	2,778	2,229	919	1,346	1,069	869	40	4.60%	590	319	54.07%					
8	GOLD LOOP	3,470	3,708	4,031	4,668	4,379	54,022	60,538	-6,516	-10.76%	2,143	-2,143	-100.00%	7,856	-5,156	-65.63%				
11 & 12	PURPLE LINE	15,399	13,762	13,965	14,746	12,301	7,378	7,753	-375	-4.84%	5,584	-801	-14.34%							
3	Lakeside Commuter	72	54	14	16	4	48,060	51,343	-3,283	-6.39%	6,436	1,177	18.29%							
16	Hanna ford's	200	160	174	219	166	7,613	7,613	0	0.00%	1,594	54	3.39%							
19	Price Chopper #1	310	248	248	294	246	5,185	4,258	927	21.77%	1,436	2,401	NA							
20	Price Chopper #2	256	272	130	135	116	2,401	0	2,401	NA	-8,693	-0.90%								
21	School Trippers	-	2,036	18,731	20,561	12,694	961,228	1,001,959	-40,731	-4.07%	28,505	-20,689	-2.07%							
18	Sunday Service	-	-	-	-	-	0	2,592	-2,592	-100.00%	7,856	6,770	608	898%						
26	Other	2,700	-	-	-	-	7,378	7,753	-375	-4.84%	5,584	-801	-14.34%							
56	Milton Commuter	1,534	1,396	1,548	1,610	1,290	6,833	6,833	-2,050	-30.00%	48,900	-840	-1.72%							
76	Middlebury Link	967	1,028	810	1,024	954	48,060	51,343	-3,283	-6.39%	6,436	1,177	18.29%							
86	Montpelier Link	9,054	9,176	8,906	11,212	9,712	7,613	7,613	0	0.00%	1,594	54	3.39%							
96	St. Albans Link	1,408	1,465	1,513	1,611	1,616	1,648	1,895	-247	-13.02%	1,436	2,401	NA							
46	116 Commuter	346	374	320	337	271	1,648	1,895	-247	-13.02%	1,594	54	3.39%							
36	Jeffersonville Commuter	966	909	1,113	1,327	870	5,185	4,258	927	21.77%	1,436	2,401	NA							
97	Barre LINK	419	564	578	454	386	2,401	0	2,401	NA	-8,693	-0.90%								
SUBTOTAL		169,890	171,046	203,436	226,959	189,897	0	0	0	0	0	0	0	961,228	1,001,959	-40,731	-4.07%	969,921	-8,693	-0.90%
ADA Paratransit		3,911	4,109	3,930	4,559		16,509	28,021	-11,512	-41.08%	28,505	-20,689	-2.07%							
TOTAL		173,801	175,155	207,366	231,518	189,897	0	0	0	0	0	0	0	977,737	1,025,980	-52,243	-5.07%	998,426	-20,689	-2.07%

FY20 GMT Rural Ridership by Month

Number of Service Days													FY20 YTD				FY19 YTD				FY18 YTD			
Saturday	4	5	4	4	4	5	4	4	4	4	5	4	4	5	4	4	22	21	22	22				
	4	4	5	4	4	4	5	4	4	5	4	4	4	5	4	4	21	22	22	22				
	23	22	21	23	23	21	22	22	23	20	22	22	22	21	22	22	110	107	106	106				
	0	3	20	22	22	16	15	20	15	20	19	17	20	20	10	61	61	61	60	60				

Route Name	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	FY20 YTD	FY19 YTD	Riders	%	FY18 YTD	Riders	%	Difference (FY20-FY18)			
City Route Mid-day	2,237	2,325	2,115	2,294	2,177								11,148	10,783	365	3.4%	8,928	2,220	24.9%				
Barre Hospital Hill	3,044	3,561	2,977	3,102	3,010								15,694	14,994	700	4.7%	12,058	3,636	30.2%				
Montpelier Hospital Hill	2,307	2,410	2,182	2,580	2,373								11,852	10,161	1,691	16.6%	9,040	2,812	31.1%				
Waterbury Commuter	877	781	776	872	696								4,002	4,545	(543)	-11.9%	4,668	(666)	-14.3%				
US 2 Commuter	689	677	722	805	713								3,606	3,333	273	8.2%	3,208	398	12.4%				
Hannaford Shopping Special	119	50	101	148	97								515	731	(216)	-29.5%	1,135	(620)	-54.6%				
Northfield Shuttle	42	70	63	73	49								297	378	(81)	-21.4%	501	(204)	-40.7%				
Capital Shuttle	0	0	0	0	0	0							0	2,141	(2,141)	-100.0%	671	(671)	0.0%				
City Commuter	3,472	3,430	3,419	3,614	3,200								17,135	15,292	1,843	12.1%	16,094	1,041	6.5%				
Plainfield Shuttle	28	56	40	75	41								240	250	(10)	-4.0%	303	(63)	-20.8%				
Hospital Hill Demand Response	0	0	0	0	0	0	0	0	0	0	0	0	0	471	(471)	-100.0%	521	(521)	-100.0%				
Montpelier Circulator	1,238	1,246	1,234	1,522	1,354								6,594	6,275	319	5.1%	7,363	(769)	-10.4%				
Northfield Commuter	540	441	502	559	518								2,560	3,494	(934)	-26.7%	3,078	(518)	-16.8%				
Route 100 Commuter	460	521	672	645	470								2,768	3,640	(872)	-24.0%	3,435	(667)	-19.4%				
Mountain Road Shuttle	0	0	0	0	217								217	455	(238)	-52.3%	637	(420)	-65.9%				
Morrisville Loop	279	259	236	366	325								1,465	1,649	(184)	-11.2%	1,899	(434)	-22.9%				
Morrisville Shopping Shuttle	215	177	290	338	288								1,308	1,610	(302)	-18.8%	1,564	(256)	-16.4%				
Tuesday Shopping Shuttle (FGI)	90	74	68	98	54								384	326	58	17.8%	303	81	26.7%				
St.Albans DT Shuttle	2,222	2,515	1,940	2,253	2,239								11,169	9,481	1,688	17.8%	9,222	1,947	21.1%				
Alburg-Georgia Commuter	529	669	509	562	555								2,824	3,048	(224)	-7.3%	2,351	473	20.1%				
Richford-St.Albans Commuter	683	768	785	700	604								3,540	2,865	675	23.6%	3,092	448	14.5%				
Valley Floor	0	0	0	0	0								0	0	0		0	0					
Valley Evening Service	0	0	0	0	0								0	0	0		0	0					
Mount Ellen	0	0	0	0	0								0	0	0		0	0					
Mountain Condos	0	0	0	0	0								0	0	0		0	0					
Access Road	0	0	0	0	0								0	0	0		0	0					
Special Services	1,834	0	0	0	0								1,834	1,472	362	24.6%	2,384	(550)	-23.1%				
SUBTOTAL	20,905	20,030	18,631	20,606	18,980	0	0	0	0	0	0	0	99,152	97,394	1,758	1.8%	92,455	6,697	7.2%				

Route Name	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	FY20 YTD	Difference (FY20-FY19)			Difference (FY20-FY18)		
Capital District	15,547	16,004	15,329	16,993	15,311	0	0	0	0	0	0	0	79,184	79,747	(563)	-0.7%	74,466	4,718	6.3%
Franklin/Grand Isle	3,524	4,026	3,302	3,613	3,452	0	0	0	0	0	0	0	17,917	15,720	2,197	14.0%	14,968	2,949	19.7%
Seasonal Service	0	0	0	0	217	0	0	0	0	0	0	0	217	1,927	(1,710)	-88.7%	3,021	(2,804)	-92.8%

ADA Ridership Report (by Town) : FY19

Total Rides

Benchmark for comparison is 42%									
% increase/(decrease) from prior year									
CITY/TOWN	July	August	September	October	November	Total FY20 YTD	Total FY19 Rides	% of FY19 YTD compared to FY19	
BURLINGTON	944	1,130	948	1,165	938	5,125	14,589	35%	
	-12.67%	-12.40%	-18.77%	-17.43%	-21.37%				
COLCHESTER	145	79	134	193	148	699	1,832	38%	
	36.79%	-38.76%	-21.64%	-1.03%	-6.92%				
ESSEX	369	356	347	388	355	1,815	4,343	42%	
	2.22%	-10.10%	10.51%	13.12%	-6.33%				
OTHER	0	0	1	5	0	6	75	8%	
	-100.00%	-100.00%	-50.00%	500.00%	0.00%				
SHELBURNE	236	204	210	251	187	1,088	3,027	36%	
	-4.84%	-31.54%	-19.23%	-13.75%	-19.05%				
SO. BURLINGTON	1,028	1,133	1,158	1,339	1,233	5,891	12,546	47%	
	33.33%	27.88%	16.38%	18.29%	17.43%				
WILLISTON	114	137	150	150	157	708	1,621	44%	
	-8.80%	-11.61%	18.11%	25.00%	45.37%				
WINOOSKI	472	568	537	597	506	2,680	5,413	50%	
	-4.07%	22.94%	45.53%	35.68%	21.63%				
TOTAL	3,308	3,607	3,485	4,088	3,524	18,012	43,446	41%	
Cost to Members	\$ 88,034.19	\$ 90,381.98	\$ 88,261.43	\$ 103,545.06	\$ 88,308.22	\$ 178,416.17			
Cost/Trip	\$ 26.61	\$ 25.06	\$ 25.33	\$ 25.33	\$ 25.06	\$ 25.80			



To: GMT Board of Commissioners
From: Jon Moore, Interim General Manager
Date: December 17, 2019
RE: General Manager Report

Fleet Electrification: The delivery of the two Proterra electric buses has been delayed again to early January due to exterior paint defects and our City of Burlington Energizer Permit for the chargers has been delayed to January 14th. Based on these delays we are planning on having the electric buses in revenue service around March 1.

Urban Fleet: The FY21 Capital Budget will include two cutaways for the urban fleet. This will be the first time cutaways will be purchased for urban revenue service and in addition to saving approximately \$40,000 per vehicle in local capital match they are also generally less expensive to operate than full-size transit buses due to better fuel economy. There are multiple routes in the urban service area that have ridership volumes that can be accommodated by cutaway buses. Staff will monitor the impacts of vehicle assignments based on driver schedules and consider additional urban cutaways in future years.

Montpelier Transit Center: Operations have gone well from the MTC. Passengers and drivers have adjusted to the new location and associated routings. We have hired a Customer Service Representative and will be able to open the indoor waiting area to the public starting on Monday 12/16. The lobby will be open on weekdays from 6 AM until 6 PM with staffing available from 6 AM to 10 AM and again from 2 PM to 6 PM. While the lobby will be open during the middle of the day when the building is not staffed the public bathrooms will not be available.

Federal Transit Administration (FTA) Representatives from Region One will be touring both the Burlington and Montpelier Transit Centers on Wednesday 12/18 with GMT and VTrans staff.

National Transit Database (NTD) Report: GMT working with Steadman Hill Consulting has completed our annual NTD reporting requirements. This data submission is required by the FTA and GMT for the first time was required to combine urban and rural data for the reporting. The reporting takes a significant amount of staff time and coordination and I thank everyone for their help.



Berlin Facility: GMT has been notified by VTrans that the Federal Highway Administration (FHWA) will allow the repurposing of the earmark designated to the Berlin facility for another facility located in Washington County. GMT will work with VTrans on identifying next steps including scoping work for a potential new Washington County Maintenance & Administrative facility.

MEMORANDUM

Date: December 12, 2019
To: GMT Board of Commissioners
From: Bonnie Waninger, Vice Chair
Re: General Manager Search Update

Search Committee

In mid-November, Tony St. Hilaire emailed that he could no longer participate in the Search Committee. He indicated that the process for finding a new General Manager was not what he expected. He said the focus seems to be looking for a front person to the community and not a manager for the company. He felt the Board or chair should be the community-facing person with the General Manager having a business background to run the day-to-day operations.

The loss of Tony specifically and a union representative generally is unfortunate. Paul and I both reached out in hopes of having a conversation to bridge this gap in expectations. We were not successful. A General Manager position requires skills in both community engagement and organizational management.

Candidate Recruitment & Screening

The final recruitment brochure is enclosed. Applications for GMT's General Manager position have begun arriving. As of December 10, eight applications had been received through GovHR's portal. The application period closes January 3, 2020. GovHR provides weekly updates on application numbers.

GovHR will screen candidates in advance of submitting a Recruitment Report. The screening process includes:

- Review and evaluation of candidates' credentials against Recruitment Brochure criteria.
- Video interviews to fully grasp their qualifications, experience and interpersonal skills.
- Formal and informal reference checks and an internet/social media search to further verify skills, abilities, work ethic, and any areas identified for improvement.

The Search Committee will arrange its meeting in advance so the Recruitment Report can be reviewed in a timely manner and candidates selected for initial interviews by the Committee.

Search Process Anticipated Schedule

The Search Process schedule has been extended to match the consultant's availability to travel to Vermont. I have a call scheduled with her to discuss the schedule.



BURLINGTON, VERMONT

GENERAL MANAGER



EXECUTIVE RECRUITMENT



ABOUT THE ORGANIZATION

Green Mountain Transit (GMT), Burlington, VT, was chartered in 1973 by the Vermont General Assembly. GMT serves communities in Chittenden, Washington, Franklin, Lamoille, and Grand Isle Counties and parts of Orange County. GMT is considered a municipality in the State of Vermont.

In 2011, Chittenden County Transportation Authority (CCTA) and the Green Mountain Transit Agency (GMTA) merged to become a single unified organization. In 2016, the agency became Green Mountain Transit (GMT). They are the only provider for both urban and rural transportation services in Vermont.

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

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

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

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

- Conduct annual evaluation of General Manager and recommend compensation package to the full Board.
- Identify the optimal skill sets needed on the Board to accomplish the goals set forth in GMT's strategic plan – and cultivate candidates that possess the needed skillsets.
- Act as a Nominating Committee for Board Officer elections.
- Establish and participate in the Board orientation process for all new Board members. • Work with the General Manager to develop annual Board retreat agenda.
- Organize and execute annual Board evaluation.
- Review and revise the job description for Commissioners.
- Identify the Board development opportunities for individual Commissioners and the Board as a whole.
- At the request of the General Manager or the Chair of the Board serve as a sounding Board for substantive staff concerns.

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

- Review GMT's financials in detail at least once a quarter.
- Budget development with staff.
- Recommend strategies to strengthen GMT's financial health and pursue alternative funding sources in collaboration with staff and stakeholders.

Finance Committee Charge (cont'd):

- Oversee the annual audit process:
 - Recommend auditor selection to full Board
 - Review audit with auditor.
 - Ensure that appropriate internal controls are in place.
 - Present audit findings, reportable conditions, and advisories to the Board.
 - Monitor implementation of management findings.
- Oversee GMT's investment strategy.
- Report to the full Board as necessary.

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

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

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

- Review operating policies for consistency with industry standards, identify the need for revision of these policies, and recommend appropriate revisions to the full Board.
- Develop, with the help of staff (union and non-union), key elements of a maintenance, human resources, and operational reporting process including the content, format, and frequency of performance reports to Board, and oversee implantation of the process.
- Review GMT Human Resources policies, procedures, and outcomes.
- Review the operation and maintenance of all facilities and properties owned and/or operated by GMT and make recommendations for improvements to the Board.
- Assess GMT's maintenance and operational performance improvement relative to forecasts, action plans, and industry standards to improve efficiency, effectiveness, access to services, safety, and sustainability of operations.
- Present an overall assessment of the past year's maintenance and operational performance at the annual strategic planning work session(s) involving the full Board of Commissioners and lead discussions in regard to performance improvement strategies.

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

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

THE ORGANIZATION

Green Mountain Transit—Burlington, VT

ABOUT THE AREA

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

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



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



Montpelier is the nation's smallest state capital. Montpelier is located in a remarkable valley along the Winooski River. Montpelier's intimate size, historic neighborhoods and diverse community make it a wonderful city to visit, live, and do business. The Waterbury-Montpelier Region is also known for its many institutions of higher learning, its historic and architectural riches, and its world class ski resorts.



Waterbury is the home of the Ben & Jerry's ice cream factory. The area is home to many retail shops including Lake Champlain Chocolates, Cold Hollow Cider Mill, and Green Mountain Coffee Roasters. Waterbury serves as a launch point for recreational and cultural adventures along the Green Mountain Byway. The entire Waterbury-Montpelier Region is rich in Vermont quality and tradition.



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





OPPORTUNITIES AND CHALLENGES

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

- In conjunction with the Board of Commissioners, creating and executing a vision for the organization. The General Manager will need to evaluate services and routes to determine how to best meet all the needs of the communities GMT serves.
- The General Manager must work closely with GMT's key funding sources. Success depends on developing positive relationships balanced by a genuine desire to engage the community in problem solving.
- Over a relatively quick period of time, recommending and implementing short-term improvements to current transportation services that are positive and demonstrable successes for GMT.
- Developing a working relationship with union membership that will impart a desire to work collaboratively and begin to build a trust that will enhance the organization and grow a positive culture within GMT.
- Of critical importance is instilling confidence in the Board as well as the employees and customers of GMT.
- Attending a variety of meetings with community members, businesses, and other governments and be a visible and positive presence in the community.
- The General Manager will be challenged to develop financial plans that are data driven and fiscally responsible. The Manager must be able to find and introduce additional funding sources that benefit the

entire organization, but do not create expenses beyond the funding means.

- Increasing intergovernmental cooperation both within the Authority's boundaries and with other municipalities and neighboring counties will be an opportunity for the General Manager. Potentially expanding the service boundaries of the organization and providing additional valuable services to residents are also opportunities.
- Understanding and addressing barriers to transit ridership and developing solutions and marketing programs to increase transit ridership where appropriate are also opportunities.
- Developing service plans and routes that will help with the challenges of parking and working with various festival promoters to provide and establish transit services to alleviate parking issues during events are challenges as well as opportunities.
- Bringing creative ideas to how services can be offered efficiently and effectively while helping to reduce the carbon footprint of the organization will be an opportunity as well as a challenge.
- Instilling and implementing best management practices using proven transit and organizational management techniques and solutions fitted to GMT's service area.

QUALIFICATION CRITERIA

The Green Mountain Transit Board of Commissioners is seeking highly professional candidates who are passionate about regional transportation systems. Candidates must have strong leadership abilities and management skills that are based upon consensus building, visioning and problem solving. The Manager must have a strong desire to work in a collegial, fast-paced, team-oriented environment. They must be a highly motivated, self-starting and confident individual with excellent interpersonal skills.

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

Education and Experience - Candidates should:

- ◆ Possess a bachelor's degree plus 7 to 10 years of increasingly responsible executive level experience in a transportation agency/department or general municipal organization. Assistant Director experience in a larger transit system will also be considered as will any combination of education and experience that will demonstrate the ability to perform the work. A Master's degree in public administration, business administration, engineering, planning or other advanced executive level training is desired.
- ◆ Possess proven managerial and interpersonal skills to lead a dynamic organization with high customer-service expectations, community activism, and demand for government transparency.
- ◆ Possess strong financial management abilities, including financial forecasting, revenue enhancement, capital improvement programming, and budget development and control.
- ◆ Be experienced in and possess a working knowledge of State and Federal grant applications, grant management, and grant reporting processes.
- ◆ Understand how using modern technology applications (such as excel, grant tracking software, data base software, and GIS) would improve the provision of services, tracking of ridership, route planning, etc. and be knowledgeable about opportunities for new software that can enhance continuous improvement.
- ◆ Possess transit expertise particularly with a regional transit system that has strong constituencies that expect to be heard and to be involved in community problem solving.
- ◆ Have the demonstrated ability to work effectively with a board and to manage board expectations while providing sound recommendations on how the organization can move forward in a unified manner.
- ◆ Be skilled in consensus building and have a service-minded approach to the development of programs and services.
- ◆ Have a record of conducting thorough analysis and examination of issues, being fully prepared to assess the topic at hand, the implications of various courses of action and if necessary, take an unpopular position.
- ◆ Possess the ability to grow an organization, guide the Board in its decisions for growth and expansion of services, and have the ability to determine staffing needs as well as future anticipated capital needs for the organization.
- ◆ Have an appreciation for working with a highly educated, progressive, and service oriented board in an area that offers a high quality of life for residents, an abundance of outdoor activities, as well as social and cultural amenities to enhance that quality of life.
- ◆ Have experience with regional strategic planning processes and possess the ability to help the Board develop a long-range vision for the area's transportation system and then deliver on the plan's goals and objectives.
- ◆ Have knowledge of transit systems and service routes, the ability to understand the economic implications of a viable regional transit system and the need for continued improvements to existing services as well as providing expertise related to growth and expansion of services.
- ◆ Have the experience and judgment to recognize the need for change when it arises, and the leadership skills, political savvy, technical competence, will, and courage to affect such change.
- ◆ Have experience in delivering a contemporary human resource program for GMT employees, and developing and maintaining strong work relationships with GMT staff that build morale while also holding employees professionally accountable.
- ◆ Have management experience in creating an environment of trust, integrity and mentorship where individuals respect one another and where the organization consistently functions at a high level of customer service.
- ◆ Have strong experience in intergovernmental relations, working with appropriate local, regional, state, and federal jurisdictions and agencies in a constructive and cooperative manner, and presenting GMT programs and policies in an effective and authoritative manner.
- ◆ Have a successful record of working with community institutions, business leaders, and citizen groups in a cooperative and friendly manner; be open to input from all with the grace to handle criticism constructively, particularly when the criticism is not diplomatic.
- ◆ Have experience working in a union environment in a leadership role.



Management Style and Personal Traits - Candidates should:

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

COMPENSATION AND HOW TO APPLY

The anticipated hiring salary range for the position is \$110,000 - \$125,000 DOQ with an extremely generous benefit package. Residency is not required, but it is highly desired.

Interested candidates should apply online by January 3, 2020 with a cover letter, resume, and contact information for at least five (5) professional references at GovHRjobs.com to the attention of:

Sarah McKee, Senior Vice President

GovHR USA, 630 Dundee Road, Suite 130

Northbrook, IL 60062

Tel: (224) 282-8310





To: GMT Finance Committee

From: Nick Foss, Director of Finance
Kim Wall, Grants Manager
Debbie Coppola, Senior Accountant
Matt Kimball, Capital Projects Manager

Date: December 10, 2019

RE: Finance/Grants/Capital Projects

As expected, it has been a busy first quarter of the new fiscal year. The Finance Department continues to work hard on all the recurring items that go into producing timely, accurate, and useful financial reporting for the benefit of GMT's stakeholders. However, there are several items currently being prioritized, such as the finalization of the FY19 Audit; the passage of the FY21 Operating and Capital Budgets; the new payroll implementation – which I will revisit and outline GMT's path forward a little later on in this report; and last, but certainly not least is GMT's annual NTD submission.

As in past practice, GMT's NTD submission will be assisted by the expertise of Steadman Hill's Stephen Falbel. But, as helpful as Steadman Hill is in accomplishing the annual submission, it is still by no means a small task for the organization. GMT staff still devotes a substantial amount of resources each year to gather the data provided. And, one detail making this year's submission more cumbersome is the new mandate requiring GMT to report rural data directly to the FTA.

As previously mentioned, a decision to outsource payroll and tax reporting functions was made earlier this calendar year, which led to the selection of our new partner PayData. PayData is a local firm that has been providing payroll services for over three decades to small and mid-size organizations alike. This partnership will not only help GMT modernize its payroll and human resources responsibilities, but also reduce what is currently a monthly commitment of 8 days of staff time, to what will be in the range of 2 hours monthly once fully implemented. In the end, this will provide the Finance Department with more capacity to focus on other important areas of the organization's finances, as well as remove the liability associated with Affordable Care Act (ACA) and federal and state tax reporting/payment responsibilities. I am excited about the results this could garner for the organization, and we are looking towards a late February launch date for all employees to be using the software.

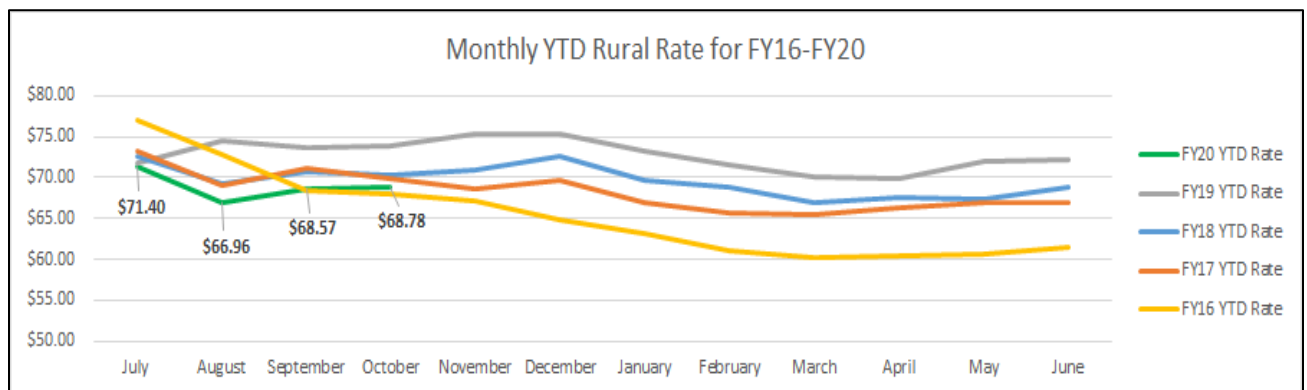
Finally, I would just like to end with one example of how the Finance Department is getting creative in order to cut costs internally. This example revolves around the important responsibility of continuing to optimize GMT's software portfolio, coupled with a close analysis of the cost benefit arrangement one enters into with the purchase of software products. During a closer look it was discovered that GMT is paying \$19K annually for a software program that includes data partially being maintained in software products we currently purchase. Therefore, because the Finance Department is more than capable of building and maintaining this database internally, we will be cancelling this product. As previously mentioned this will save the company \$19K/yr. in perpetuity.



Financial Summary

Attached are the Q1 FY20 financials for your review. As we review the expenses for the month ended September 30, 2019, we use a benchmark to determine how well we are following our budget. We calculate this benchmark as the percentage of the budget that would be expected to be earned/spent if all revenues and expenses were spent/earned equally over twelve months. Therefore we would expect to see budgets at 25% for the Fiscal Year to date September 30, 2019.

The Q1 financials currently show a total surplus of \$249.48K, with a surplus of \$146.9K for Urban and a surplus of \$102.6K for Rural. The Urban surplus is the result of several capital expenses being incorrectly coded to the operating budget. This revenue will be reversed out in future months, and the Finance Department has had internal discussions with maintenance staff to correct this so this issue doesn't occur in future budget years. The year-to-date Rural transit rate as of October came in at \$68.78.



Please find the following explanations for specific areas of interest.

Revenues were reviewed based on the activity through September 30th.....

- **Federal Urban operating grant finished at 28.33%** - this is slightly over the benchmark, but again this is the result of capital expenses being coded incorrectly to the operating budget. Either way, staff will continue to monitor this line item closely, as anything over 100% equates to depleting GMT's operating reserves.
- **Advertising revenue** came in at above benchmark for both systems. This year's advertising revenue estimates were adjusted to more realistic budget figures. Staff is happy to see this area trending higher and is very excited about all the new initiatives the Marketing Department has come up with to bring in new revenues.

Expenses were reviewed based on the activity through September 30th.....

- **Salaries and Wages** across the board came in under benchmark. As mentioned during the Budget Adjustment presentation a slight buffer was built into these line



items to account for future CTO payouts. Another concern on the rural side is the beginning of seasonal service, which due to labor constraints could lead to large increases in driver compensation.

- **Legal fees** came in over budget due to unforeseen circumstances.
- **Travel and Meetings**- the rural side came in over budget at 67%. This is strictly made up of mileage, and should level out with the delivery of our new non-revenue vehicle that employees can use. The current non-revenue vehicle in service has some limitations, which is why it hasn't been fully utilized.
- **Computer Services**- Both the rural and urban sides came in over budget. Rural at 33% and Urban at 64.03%. This is mainly due to the timing of two large invoices - Thingtech (\$19K) and CSched (\$47K).
- **Safety Expense**- The urban side came in over budget at 41%. This account is used for pizza for the drivers for safety milestones.

Vehicle/Building Maintenance – The condition of our fleet, especially on the urban side continues to punish the operating budget with high maintenance costs. As we move forward the objective of the Finance Department will be to present budgets that are not only conservative in practice, but do not sacrifice capital investment as a means to float the company's operations. Overall, we are slightly over where we would like to be on the urban side in aggregate, but remain under benchmark on the rural side.



- **Parts Expense** for the urban system is higher than we would have hoped. The hope is now that other line items will come in under budget to offset this variance, or that costs will grow slower in the remaining quarters.
- **Tires expense** for the urban system is slightly over budget, but much of this is timing and the unpredictable nature of this line item.
- **Maintenance Tools/Supplies/Uniforms** is over benchmark due to a number of large purchases being incorrectly charged to the operating budget instead of capital. Finance is working with maintenance to correct this billing in the coming periods. In addition, the tools allowance provided to employees is expensed at the beginning of the fiscal year.
- **Misc. Maintenance Expenses and Fees** is above benchmark on the rural side. The majority of this is the result of expensing certain capital items to the operating budget, which will be corrected in future months. The remaining increase is a higher amount of registrations than previously projected.

The following is an update of the ongoing capital projects staff continue to work on:

☆ **Passenger Shelters:**

- Working to have an electrician relocate the solar panel on the newly installed shelter at Harrington Ave in Shelburne, which now faces east given the new orientation of the shelter. Continuing to work with Enseicom to schedule



installation of a glass shelter at the Larkin Terrace property. Will work with Planning over the summer to identify bus stops that are in need of upgraded amenities.

☆ **GMTA Facility Renovation:**

- Working with VTrans and neighbors to line up funding for 4" sewer line along Route 12. VTrans' earmark grant for the project will only cover what is needed for the GMT facility (2" line). Cost difference needs to be picked up by others which will be part of ongoing discussions with the State, Town of Berlin, and neighbor properties.
- Pending status of above, will work on preparing bid documents for facility renovations and above ground fueling station.

☆ **Electric Bus Buy/Charging Station Installation:**

- The two electric buses are in the final inspection phase of production and are anticipated to be released for delivery in the second week of December.
- Peck is nearly complete with the installation of conduit between the electrical room and the dispenser locations inside the garage. The transformer vault has been installed with primary and secondary conduits in place for connection to the power riser on site and the building. Awaiting delivery of the meter cabinet, which is anticipated to be received during the second week of December. The charging station units are currently being shipped from Proterra and are anticipated to arrive during the first week of December. The City inspection to receive the energizing permit is currently scheduled for early January, however the Contractor is on the cancellation list with the inspector to try to get an earlier inspection if possible.

☆ **31 Queen City Park Road (Formerly 1 Industrial Parkway)**

- Preliminary designs of the body shop have been completed and a construction estimate has been prepared. The construction estimate greatly exceeds the budget for construction, so staff is working with Wiemann-Lamphere to reduce the scope as much as feasible to bring the anticipated cost within budget. The organization will likely need to defer building envelope improvements while staff explores other grant opportunities.

☆ **Montpelier Transit Center:**

- GMT staff and the City of Montpelier are nearing completion of the Operating Agreement for GMT's operation of the Transit Center.
- All cameras and card readers have been installed and are being configured with GMT's existing security system. Awaiting installation of a second power circuit in the data room to energize access control equipment. This work has been approved by the City and should be completed soon.
- Staff has purchased furniture and up-fit of staff-only areas is nearly complete.

☆ **15 Industrial Pkwy Roof Replacement:**

- The new membrane has been installed on 100% of the roof surface. The contractor is awaiting delivery of the new metal fascia to be installed along the upper edge of the building exterior. Due to winter conditions, the final inspection with the roofing material manufacturer will need to be delayed until the spring.

REVENUES

FEDERAL, STATE AND LOCAL REVENUE

Municipal Member Assessments
Municipal Paratransit Assessments
Local Operating Assistance
Federal Urban Formula Grant
Federal Rural Operating Grant
State Regular Subsidy Operating Grant
E&D Grants and Local Match
Other State Grants
Other Federal Grants
Fund Balance Reserves
Capital Reserve Revenue

Total Federal, State and Local Revenues

Urban	Rural	Combined	Urban	Rural	Combined	Urban	Rural	Combined
Current Fiscal Year To Date			FY20 ADJ. BUDGET (Approved Dec 2018)			Urban	Rural	Budget Variance
604,818.45		\$604,818.45	2,400,146.00		\$2,400,146.00	25.20%	0.00%	25.20%
166,155.48		166,155.48	683,749.00		683,749.00	24.30%	0.00%	24.30%
23,599.11	56,276.68	79,875.79	94,396.00	430,360.00	524,756.00	25.00%	13.08%	15.22%
746,569.00		746,569.00	2,635,398.00		2,635,398.00	28.33%	0.00%	28.33%
	272,113.28	272,113.28	1,214,000.00		1,214,000.00	0.00%	22.41%	22.41%
565,548.00	183,800.71	749,348.71	2,317,192.00	1,045,000.00	3,362,192.00	24.41%	17.59%	22.29%
	331,078.70	331,078.70	1,318,807.00		1,318,807.00	0.00%	25.10%	25.10%
5,357.51	85.55	5,443.06	107,061.00	77,600.00	184,661.00	5.00%	0.11%	2.95%
918,241.22	232,651.03	1,150,892.25	3,426,846.00	1,103,880.00	4,530,726.00	26.80%	21.08%	25.40%
						0.00%	0.00%	0.00%
						0.00%	0.00%	0.00%
3,030,288.77	1,076,005.95	4,106,294.72	11,664,788.00	5,189,647.00	16,854,435.00	25.98%	20.73%	24.36%

OPERATING REVENUE

Passenger Revenue
Paratransit Passenger Fares
Advertising Revenue
Interest Earnings
Miscellaneous Revenue
Sales Of Equipment
Medicaid Purchase Of Svc
Purchase of Service
Warranty Revenue

Operating Revenue

537,924.70	33,247.75	571,172.45	2,332,641.00	126,700.00	2,459,341.00	23.06%	26.24%	23.22%
23,766.25		23,766.25	102,102.00		102,102.00	23.28%	0.00%	23.28%
45,061.50	13,900.00	58,961.50	150,000.00	25,000.00	175,000.00	30.04%	55.60%	33.69%
188.53	5,033.83	5,222.36	700.00	9,000.00	9,700.00	26.93%	55.93%	53.84%
2,597.45	22.00	2,619.45	31,595.00		31,595.00	8.22%	0.00%	8.29%
3,347.00	3,507.00	6,854.00	4,097.00	6,507.00	10,604.00	81.69%	53.90%	64.64%
	520,711.85	520,711.85	2,156,960.00		2,156,960.00	0.00%	24.14%	24.14%
13,575.63	22,302.30	35,877.93	38,920.00	83,906.00	122,826.00	34.88%	26.58%	29.21%
						0.00%	0.00%	0.00%
626,461.06	598,724.73	1,225,185.79	2,660,055.00	2,408,073.00	5,068,128.00	23.55%	24.86%	24.17%

Total Revenue

3,656,749.83	1,674,730.68	5,331,480.51	14,324,843.00	7,597,720.00	21,922,563.00	25.53%	22.04%	24.32%
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EXPENSES

SALARIES AND WAGES

Other Wages
Driver/Operator Wages
Vehicle Repair Wages

Salaries and Wages

326,163.16	209,555.02	535,718.18	1,486,310.00	943,116.00	2,429,426.00	21.94%	22.22%	22.05%
1,085,490.61	388,860.53	1,474,351.14	4,605,711.00	2,019,420.00	6,625,131.00	23.57%	19.26%	22.25%
208,748.00	39,524.13	248,272.13	980,472.00	170,894.00	1,151,366.00	21.29%	23.13%	21.56%
1,620,401.77	637,939.68	2,258,341.45	7,072,493.00	3,133,430.00	10,205,923.00	22.91%	20.36%	22.13%

PERSONNEL TAXES AND BENEFITS

Payroll Taxes (FICA/MC)
Unemployment Tax Exp
Medical Insurance/HRA
Pension Plan Expenses
Employee Development
Other Employee Benefits

Personnel Taxes and Benefits

128,927.95	48,349.83	177,277.78	541,046.00	239,707.00	780,753.00	23.83%	20.17%	22.71%
(118.72)	1,516.30	1,397.58	20,000.00	17,000.00	37,000.00	-0.59%	8.92%	3.78%
460,691.59	131,800.45	592,492.04	1,871,164.00	561,066.00	2,432,230.00	24.67%	23.49%	24.36%
72,041.03	14,506.35	86,547.38	289,972.00	72,069.00	362,041.00	24.84%	20.13%	23.91%
3,050.82	2,448.72	5,499.54	22,000.00	18,000.00	40,000.00	13.87%	13.60%	13.75%
39,309.48	15,624.67	54,934.15	118,101.00	42,630.00	160,731.00	33.28%	36.65%	34.18%
703,902.15	214,246.32	918,148.47	2,862,283.00	950,472.00	3,812,755.00	24.59%	22.54%	24.08%

GENERAL AND ADMIN EXPENSES

Admin Supplies and Expenses
Recruiting Expenses
Dues and Subscriptions

10,585.31	2,340.94	12,926.25	48,032.00	21,424.00	69,456.00	22.04%	10.93%	18.61%
3,979.00	1,528.56	5,507.56	12,400.00	7,000.00	19,400.00	32.09%	21.84%	28.39%
556.00	207.00	763.00	5,100.00	4,787.00	9,887.00	10.90%	4.32%	7.72%

	Urban	Rural	Combined	Urban	Rural	Combined	Urban	Rural	Combined
	Current Fiscal Year To Date			FY20 ADJ. BUDGET (Approved Dec 2018)					
Travel and Meetings	275.33	1,004.01	1,279.34	2,500.00	1,500.00	4,000.00	11.01%	66.93%	31.98%
Board Development							0.00%	0.00%	0.00%
Communications	7,814.18	5,032.16	12,846.34	43,692.00	52,680.00	96,372.00	17.88%	9.55%	13.33%
Computer Service Exp	55,767.45	23,637.27	79,404.72	87,098.00	71,608.00	158,706.00	64.03%	33.01%	50.03%
Legal Fees	12,534.41	3,604.39	16,138.80	15,000.00	3,000.00	18,000.00	83.56%	120.15%	89.66%
Insurance	235,319.72	102,513.39	337,833.11	963,990.00	428,205.00	1,392,195.00	24.41%	23.94%	24.27%
Audit Fees	3,500.00	1,500.00	5,000.00	16,450.00	7,050.00	23,500.00	21.28%	21.28%	21.28%
Consulting Fees	2,750.00		2,750.00	12,000.00	12,000.00	24,000.00	22.92%	0.00%	11.46%
General and Admin Expenses	333,081.40	141,367.72	474,449.12	1,206,262.00	609,254.00	1,815,516.00	27.61%	23.20%	26.13%

OPERATIONS EXPENSES

Background Checks	568.00	1,497.00	2,065.00	2,400.00	11,500.00	13,900.00	23.67%	13.02%	14.86%
Drug & Alcohol Testing							0.00%	0.00%	0.00%
DOT Testing	1,385.00	385.00	1,770.00	6,500.00	6,270.00	12,770.00	21.31%	6.14%	13.86%
Employment Recruitment Program				800.00	400.00	1,200.00	0.00%	0.00%	0.00%
Driver's Uniforms	2,141.61	796.31	2,937.92	20,000.00	10,000.00	30,000.00	10.71%	7.96%	9.79%
Safety Expense	328.35		328.35	800.00	500.00	1,300.00	41.04%	0.00%	25.26%
Misc. Operating Exp	437.55	25.00	462.55	6,125.00	3,675.00	9,800.00	7.14%	0.68%	4.72%
Operations Expenses	4,860.51	2,703.31	7,563.82	36,625.00	32,345.00	68,970.00	13.27%	8.36%	10.97%

PLANNING EXPENSES

Other Planning Expenses		2,344.72	2,344.72	25,000.00		25,000.00	0.00%	9.38%	9.38%
MPO Planning Expenses				100,000.00		100,000.00	0.00%	0.00%	0.00%
Planning Expenses	0.00	2,344.72	2,344.72	100,000.00	25,000.00	125,000.00	0.00%	9.38%	1.88%

VEHICLE/BUILDING MAINTENANCE EXP (15

Industrial)

Parts Expense - Non-Revenue Vehicles	1,283.17		1,283.17	7,000.00	3,000.00	10,000.00	18.33%	0.00%	12.83%
Parts Expense - Revenue Vehicles	183,499.33	33,136.78	216,636.11	431,157.00	125,662.00	556,819.00	42.56%	26.37%	38.91%
Tires	24,576.41	7,830.84	32,407.25	70,000.00	30,000.00	100,000.00	35.11%	26.10%	32.41%
Facility Maintenance	16,232.50	12,671.21	28,903.71	72,000.00	68,151.00	140,151.00	22.55%	18.59%	20.62%
Passenger Facility Expenses	8,370.90		8,370.90	28,666.00		28,666.00	29.20%	0.00%	29.20%
Security Expenses							0.00%	0.00%	0.00%
Cleaning Expense	2,500.00	1,798.38	4,298.38	24,000.00	12,000.00	36,000.00	10.42%	14.99%	11.94%
Repeater Fees	5,022.00	4,104.00	9,126.00	20,088.00	16,416.00	36,504.00	25.00%	25.00%	25.00%
Light, Heat and Water	30,932.35	5,911.08	36,843.43	177,476.00	60,955.00	238,431.00	17.43%	9.70%	15.45%
Fuel - Vehicles	233,910.62	75,067.65	308,978.27	936,000.00	536,780.00	1,472,780.00	24.99%	13.98%	20.98%
Maintenance Tools/Supplies/Uniforms	35,729.68	10,015.66	45,745.34	86,250.00	20,580.00	106,830.00	41.43%	48.67%	42.82%
Misc Maint Expenses and fees	696.25	5,553.72	6,249.97	6,680.00	3,320.00	10,000.00	10.42%	167.28%	62.50%
Vehicle/Building Maintenance Exp	542,753.21	156,089.32	698,842.53	1,859,317.00	876,864.00	2,736,181.00	29.19%	17.80%	25.54%

CONTRACTOR EXPENSES

ADA/SSTA Paratransit	290,443.85		290,443.85	1,251,215.00		1,251,215.00	23.21%	0.00%	23.21%
Partner Local Share				19,833.00		19,833.00	0.00%	0.00%	0.00%
Functional Assessment Costs	1,690.72		1,690.72	10,000.00		10,000.00	16.91%	0.00%	16.91%
Volunteer Drivers		164,975.58	164,975.58		570,151.00	570,151.00	0.00%	28.94%	28.94%
Other Transportation (Incl Cabs)	1,470.60	198,591.63	200,062.23	10,972.00	952,398.00	963,370.00	13.40%	20.85%	20.77%
Contractor Expenses	293,605.17	363,567.21	657,172.38	1,292,020.00	1,522,549.00	2,814,569.00	22.72%	23.88%	23.35%

	Urban	Rural	Combined	Urban	Rural	Combined	Urban	Rural	Combined
	Current Fiscal Year To Date	FY20 ADJ. BUDGET (Approved Dec 2018)							
MARKETING EXPENSE									
Bus Tickets/Fare Media	2,780.73	11.95	2,792.68	20,000.00	2,400.00	22,400.00	13.90%	0.50%	12.47%
Marketing Expense	7,906.28	5,789.09	13,695.37	26,320.00	30,140.00	56,460.00	30.04%	19.21%	24.26%
Public Information	8,314.07	1,143.66	9,457.73	22,000.00	11,000.00	33,000.00	37.79%	10.40%	28.66%
Marketing Expense	19,001.08	6,944.70	25,945.78	68,320.00	43,540.00	111,860.00	27.81%	15.95%	23.19%
OTHER EXPENSES									
Allowance for Doubtful Accounts							0.00%	0.00%	0.00%
Debt Service/Capital Reserve	46,442.51		46,442.51	46,443.00		46,443.00	100.00%	0.00%	100.00%
Bond Interest							0.00%	0.00%	0.00%
Capital Match	39,525.00	49,000.00	88,525.00	106,700.00	77,600.00	184,300.00	37.04%	63.14%	48.03%
Other Expenses	85,967.51	49,000.00	134,967.51	153,143.00	77,600.00	230,743.00	56.14%	63.14%	58.49%
TOTAL EXPENSES	3,603,572.80	1,574,202.98	5,177,775.78	14,650,463.00	7,271,054.00	21,921,517.00	24.60%	21.65%	23.62%
Current Year Deferred Costs	95,771.14		95,771.14				0.00%	0.00%	0.00%
ALLOCATIONS BETWEEN PROGRAMS	(2,044.02)	2,044.02		326,120.00	(326,120.00)		-0.63%	-0.63%	0.00%
Balance Of Operating Budget	146,904.15	102,571.72	249,475.87	500.00	546.00	1,046.00			
Capital Revenue									
Federal Revenue	478,780.92	945,429.25	1,424,210.17				0.00%	0.00%	0.00%
State Revenue	78,076.23	24,363.08	102,439.31				0.00%	0.00%	0.00%
Paratransit Lease Revenue	214,166.00		214,166.00				0.00%	0.00%	0.00%
Local Match Revenue	39,525.00	49,000.00	88,525.00				0.00%	0.00%	0.00%
Total Capital Revenue	810,548.15	1,018,792.33	1,829,340.48	0.00	0.00	0.00	0.00%	0.00%	0.00%
Capital Expenses									
Vehicles	346,376.00	1,260,020.00	1,606,396.00				0.00%	0.00%	0.00%
Maintenance Parts and Equipment	114,671.61		114,671.61				0.00%	0.00%	0.00%
Passenger Amenities	2,316.25		2,316.25				0.00%	0.00%	0.00%
Facility Repairs and Improvements	259,499.86	16,253.22	275,753.08				0.00%	0.00%	0.00%
Total Capital Expenses	722,863.72	1,276,273.22	1,999,136.94	0.00	0.00	0.00	0.00%	0.00%	0.00%
Balance of Capital Budget	87,684.43	(257,480.89)	(169,796.46)	0.00	0.00		0.00%	0.00%	0.00%
Transfer of Purchases to Fixed Assets	570,746.07	1,256,570.00	1,827,316.07				0.00%	0.00%	0.00%
Deferred Costs	(738,351.01)	(194,169.01)	(932,520.02)				0.00%	0.00%	0.00%
Depreciation Expense	(167,604.94)	1,062,400.99	894,796.05	0.00	0.00		0.00%	0.00%	0.00%
Subtotal	66,983.64	907,491.82	974,475.46	500.00	546.00	1,046.00			
Current Change in Net Assets									



To: GMT Board of Commissioners
From: Jamie L. Smith, Director of Marketing and Planning
Chris Damiani, Transit Planner
Date: December 12, 2019
Re: Service Guidelines Document and Policy draft

The purpose of the Service Guidelines policy is to create a transparent and objective decision-making process and a frame-work to define future planning process. The attached draft is meant to be a working document that will serve as the start of a more in-depth planning document. Ultimately, the Planning Department would like this policy to include the “Fare and Service Public Hearing Policy” and the “New Service Process Policy”, both of which have been approved by the GMT Board.

Ideally, this document would have been created before any conversations began regarding service modifications. We are working backwards to right size the GMT system to align with the budget, then we will work with this planning document to set target service levels and future goals (and will help guide the TDP development). Staff will also work to include VTrans Public Transit Policy Plan goals into the final document.

At the December board meeting, the Planning staff will present a chart of services and how they rank in the overall system based on four factors: boardings per hour, farebox recovery, gross cost per passenger, and annual deficit. The chart will rank the bottom 25% of service to consider for possible elimination; overall the chart is meant to give a comprehensive view of individual routes. Staff welcomes feedback on additional factors to consider.

Once we populate these charts for each service model (urban local, urban commuter, rural local, and rural commuter), staff will bring a recommendation to the board for possible service eliminations.

Service Guidelines Policy:

I. Purpose:

The purpose of this policy is to guide the Green Mountain Transit Board of Commissioners and staff through a process of evaluating, designing, and modifying transit services to meet changing needs and to deliver the most efficient transit service possible.

II. Background:

The GMT Board of Commissioners and staff have identified the need to set-up a defined framework for decision-making processes involving service changes, suspensions, and additions. The policy allows for an objective and transparent decision-making process; allowing staff to explore and recommend transit options that meet the current needs of the organization.

III. Policy Outline:

- Evaluating and Reporting on Existing Services
 - Setting a target service level for GMT
 - Evaluating and managing system performance
- Planning and Designing Services and Service Changes
 - Designing Service
 - Restructuring services
 - Planning alternative services (?)
 - Working with partners
 - Planning and community engagement
- Adding, Reducing, and Changing Services
- Future Guidelines

IV. Policy Details:

Setting a target service level: Setting target service levels for each corridor based on measurable indicators of corridor productivity, social equity, and geographic value. **Staff to develop a scoring system. It is the recommendation of the staff that productivity be weighted 50%, social equity and geographic should be weighted 25% each.**

A scoring system allows staff to categorize service levels as appropriate (i.e. Peak service frequency, minimum off-peak service frequency, minimum night service frequency).

Evaluating and managing system performance: The ability to monitor system performance allows staff to recommend changes to services, once implemented, based on actual ridership figures.

*****Another factor to consider in this section is schedule reliability. Trips that exceed lateness thresholds (as defined by staff) would be identified for investment; route redesign, schedule, added runtime.*****

Designing Service: The following factors will be considered when designing new service.

Do we want to suggest rating the list below?)

- Network connections
- Multiple purposes and destinations (not simply a work route)
- Easy to understand, appropriate services
- Route spacing/duplicative services
- Directness
- Bus stop locations/amenities
- Route length and attractiveness of the route
- Operating paths and appropriate vehicles
- Route terminals (DTC, Amtrak, MTC, etc.)
- Fixed and variable routing, as determined by service area/need

Restructuring Service: Changing routes or multiple routes along a corridor to improve efficiency and effectiveness, to better integrate into the regional service network, or to reduce GMT operating costs due to budget constraints.

When one or more factors triggers GMT to consider restructuring service, GMT staff will specifically focus on:

- Impacts on current and future travel patterns and need
- Passenger load as relative to the consolidation of service (will other runs be able to accommodate the increase of passengers?)
- The cost of adding service in the primary corridor to meet the projected ridership demand relative to the cost savings from reductions in other service areas (if applicable)
- Walkability of service area, (1/4-mile max. goal if the pedestrian environment is challenging, longer if environment supports)

Working with partners: GMT will work with local communities, and private businesses to explore partnership agreements that:

- Are mutually beneficial to GMT and the partner
- Help facilitate complimentary services to current fixed-route bus service (if applicable), i.e. Essex Senior Van
- Extend mobility benefits in a community within GMT's service structure
- Enable more service hours, or service efficiencies
- Prioritize transit options for vulnerable populations

GMT would work with partners to establish agreements that fully or partially fund transit services. See "Adding, Reducing, Changing Services" section for a list of considerations for investing in new services.

GMT would make exceptions to these considerations in the following situations:

- Service is fully funded by a GMT partner; service would be implemented in the next service change (subject to Operational considerations or need for increased capital investment).
- In areas that GMT has identified a need for transit investment, GMT will consider directing resources to a community where partners agree to fund at least **one-third** of the total operational and capital costs. **(Subject to GMT's annual service priority list)**

Planning and Community Engagement: Community engagement is key to the success of any major service change. During the planning process, staff will conduct several rounds of outreach (major) and timely updates as the changes progress (minor changes).

Outreach efforts will be guided by several goals:

- GMT's outreach process should be transparent, accessible, welcoming, and easy to understand.
- The process should be meaningful. Communities and passengers should see that public input shaped the outcome, regardless of how they feel about the outcome.
- Outreach efforts should be scaled to the magnitude of the change(s) being presented.

*****Somewhere in this area we would like to explore adding the current GMT policies for service changes. The goal of the Planning Department is to have this policy be "the" service planning document for the future. *****

Adding, Reducing, Changing Service:

When planning for service changes, GMT's process will be guided by the following priorities.

Adding service: In order to identify investment priorities, GMT will use the following factors to guide the decision-making process.

1. Passenger loads
2. Schedule reliability
3. All-Day and Peak service considerations
4. Route productivity

When making changes, GMT will be sure to work with local communities, and planning commissions to consider future long-range plans, geographic value, social equity impacts, and productivity.

Reducing service: In the event that GMT must reduce service, these guidelines will help determine services for reduction.

- Relative impacts to the community
- How to minimize impacts through the type of reduction
- Identifying investment needs on specific corridors. **(While no route would be exempt from changes in a system-wide service reduction, GMT would prioritize minimally affecting services along the most productive corridors)**

- Preservation of final connection in order for passengers to have an option to complete their trip.
- Ability to implement alternative services (future vision)

Reduction priorities:

GMT will rank all routes, by service area/type (urban local, urban commuter, rural local, rural commuter, LINK Express), using the below criteria:

- Boardings per hour
- Farebox recovery
- Cost per passenger
- Annual pay hours
- Annual deficit as determined by:
 - Annual gross cost
 - Annual federal allocation
 - Annual state allocation
 - Annual local match
 - Annual fares collected

In order to prioritize reductions, GMT will prioritize recommendations based on:

1. Reducing service on routes in the bottom 25 percent of ranked routes (based on above)
2. Restructure service to improve efficiency of service
3. Reducing service on routes that are above the 25 percent threshold in more than one ranking category. Routes would be considered for reduction in the following order:
 - a. Route that duplicates or overlaps existing service that meets the high productivity threshold.
 - b. Any other peak service that was no considered as part of priorities 1-2
 - c. All-day routes that operate on corridors that are above target service levels
 - d. All-day routes that operate at their target service levels. Reduction to these services would ultimately worsen the deficiency of service and should be the last choice.

Future Guidelines:

The GMT Planning staff will evaluate routes on an biannual basis and provide the Board of Commissioners updates on planned route changes.



To: GMT Board of Commissioners
From: Jon Moore, Interim General Manager
Date: December 17, 2019
RE: Colchester Service Agreement Summary

Background: The current three year Service Agreement between the Town of Colchester and Green Mountain Transit expires on June 30, 2020. Please see below for terms of the current Service Agreement:

- The Town of Colchester shares the local match for the Milton Commuter route with the Town of Milton.
- The Town of Colchester provides local match for the service hours of the Blue Line route that travels through Colchester (Fort Ethan Allen and College Parkway)
- The Town of Colchester provides 100% of their ADA costs
- The Town of Colchester is responsible for a 3% annual increase to their shares of Milton Commuter and Blue Line local match regardless of the assessment % change to member municipalities.
- The Town of Colchester is eligible for local match reductions based on service reductions within the town and does not follow the GMT Ten Hour Rule as included in the Charter for member municipalities.
- The Town of Colchester is not responsible for any capital costs

Service Agreement Renewal: Town of Colchester and GMT staff have started to discuss the terms of the next Service Agreement that would take effect on July 1, 2020. Please see below for a summary of the proposed terms:

- The Town of Colchester and GMT would enter into a 10 year Service Agreement that would essentially match the benefits and requirements if the Town of Colchester were to join GMT as a member municipality absent voting privileges and including:
 - Continuing to pay the current local match amounts for the Milton Commuter and Blue Line routes while being subject to the same annual assessment % changes as member municipalities and being subject to the Ten Hour rule.
 - Receiving a 50% discount on their ADA costs.
 - Providing \$40,512 in capital match funding paid to GMT in equal installments over five years



The proposed Service Agreement included in the December Board packet and described above would also position the Town of Colchester to join GMT as a member municipality during, or at the end, of the proposed Service Agreement as there would be no financial impacts and they would receive the benefit of having a Board vote.

Member Municipality ADA Impacts: As noted the Town of Colchester pays for 100% (\$57,174 in FY21) of their ADA costs under the terms of the current Service Agreement. 50% (\$28,587 in FY21) of these funds have been distributed to member municipalities in the form of a rebate that is deducted from their ADA assessment. If the proposed Colchester Service Agreement is approved member municipalities would lose this rebate and would have the amount added to their FY21 ADA assessments. Please see the FY21 impacts below per member municipality:

- Burlington: \$10,040
- S.Burlington: \$8,634
- Winooski: \$3,725
- Shelburne: \$2,083
- Essex: \$2,989
- Williston: \$1,116

PUBLIC TRANSIT SERVICE AGREEMENT

This Public Transit Service Agreement (the “Agreement”) is entered into on this ____ day of November, 2019, between the Town of Colchester, a chartered Vermont municipality with a place of business of 781 Blakely Rd. Colchester, Vermont (“Colchester”), and the Green Mountain Transit, a chartered Vermont municipality with a place of business at 101 Queen City Park Road, Burlington, Vermont (“GMT”).

PURPOSE

This Agreement provides for Colchester’s participation in the funding of certain GMT existing public transit services serving Colchester (Blue Line-Essex Junction and Milton Commuter Routes) along VT Route 15 and US Route 7 in Colchester.

SECTION 1: TERM AND RENEWAL

The term of this Agreement shall commence on July 1, 2020 (the “Commencement Date”) and expire on June 30, 2030, unless terminated earlier in accordance with this Agreement. Should Colchester become a member of GMT in accordance with GMT’s Charter within the term of this Agreement, this Agreement shall terminate on the initial date of Colchester’s membership in GMT.

Continuation beyond the term would require Colchester to become a member of GMT or entering into an additional ten-year agreement on mutually acceptable terms prior to May 21, 2030.

Should the Agreement not be renewed after ten years, or be terminated prior to expiration, the Milton Commuter will terminate its use of Route 7 through Colchester and the associated stops.

SECTION 2: AVAILABILITY OF FUNDING

This Agreement is subject to funding availability from GMT’s current members as well as the above mentioned Federal and State sources. If Milton’s membership status changes or its share of the Milton Commuter service falls below 50% of the local match in years FY21 through FY30, GMT or Colchester may request the re-negotiation or termination of this Agreement by providing written notice of termination not less than thirty (30) days prior to the **proposed** effective date of termination. Any re-negotiation of the Agreement shall be mutually agreeable to GMT and Colchester. References to FY or fiscal year in this Agreement are to GMT’s fiscal year, **July 1 through June 30**.

SECTION 3: GMT RESPONSIBILITIES

GMT expressly acknowledges, understands, and agrees that:

- a. GMT shall continue to apply for additional funding to continue the Milton Commuter’s service along Route 7 in Colchester.
- b. GMT shall assist Colchester in efforts towards a membership vote should Colchester decide to call a vote on membership in GMT.

- c. GMT shall, **on a quarterly basis**, provide Colchester with reports on route and ADA ridership for services operating in Colchester including monthly, annual ridership, and prior year/month ridership. ~~on a quarterly basis.~~
- d. GMT shall comply with all Federal, State and local laws, rules, ordinances, executive orders and other legal requirements that apply to the public transit services provided pursuant to this Agreement.

SECTION 4: COLCHESTER RESPONSIBILITIES

Colchester expressly acknowledges, understands, and agrees that:

- a. Colchester shall pay an ADA assessment at the 50% discounted member rate, and Colchester shall benefit from the **receipt of** any expenses for non-member community ADA riders in the same way that members are so treated. The FY21 non-member Colchester ADA assessment is estimated to be \$ 48,418. This Agreement does not address or alter ADA assessments.
- b. Colchester shall contribute funding to support the Blue Line (Essex Junction) and Milton Commuter routes within Colchester according to the chart below in section d unless the GMT Board of Commissioners increases or decreases the annual assessment amount to member municipalities, in which case Colchester will pay the same **percentage** increase or decrease as GMT members. These shall be payable annually on July 31.
- c. GMT shall permit Colchester to pay the member rates if Colchester pays the **full** capital buy-in costs **of \$40,512.00** over a period of the first five years of this agreement. Colchester may become a member within the term of the Agreement or immediately upon the expiration of this Agreement. If Colchester becomes a member following completion of payment of buy in costs Colchester shall not be charged capital buy in costs a second time.
- d. Based on the membership costing approach for the services specified in Section 4 outlined in the Purpose section of the agreement and considering past and recent trends, Colchester's costs under this agreement are estimated as follows:

Membership Option Contract				
Fi s ca l Yr	Fi xed Route + Commuter	Estimated ADA	Capital Buy In	Estimated Total
FY21	\$ 44,101	\$ 25,000	\$ 8,102	\$ 77,203
	3.5%	16%		
FY22	\$ 45,645	\$ 29,000	\$ 8,102	\$ 82,747
	3.5%	16%		
FY23	\$ 47,242	\$ 33,640	\$ 8,102	\$ 88,984
	3.5%	16%		
FY24	\$ 48,896	\$ 39,022	\$ 8,102	\$ 96,020
	3.5%	16%		
FY25	\$ 50,607	\$ 45,266	\$ 8,102	\$ 103,975
	3.5%	16%		
FY26	\$ 52,378	\$ 52,509		\$ 104,887
	3.5%	16%		
FY 27	\$ 54,211	\$ 60,910		\$ 115,121
	3.5%	16%		
FY28	\$ 56,109	\$ 70,655		\$ 126,764
	3.5%	16%		
FY29	\$ 58,073	\$ 81,960		\$ 140,033
	3.5%	16%		
FY 30	\$ 60,105	\$ 95,074		\$ 155,179
Total	\$ 517,366	\$ 533,037	\$ 40,512	\$ 1,090,915

- e. Notwithstanding the above paragraphs a, b, and c in this section, and subject ~~should~~ **to** GMT's **right to** change its assessments to members via charter or bylaws, Colchester shall pay its contractual fees on the same basis as GMT members

SECTION 5: MUTUAL RESPONSIBILITIES

Colchester and GMT expressly acknowledge, understand, and agree that:

- a. Prior to Colchester becoming a member pursuant to the GMT Charter, Colchester shall not have representation on GMT's Board. Given that this Agreement provides for Colchester's participation in funding a regional transportation service, with no service exclusive to Colchester, Selectboard and municipal staff input may be provided by the Colchester Town Manager or designee to the GMT General Manager or designee. Colchester public input will be considered through public participation according to GMT's fare and service changes public hearing policy.

- b. GMT shall not be liable to Colchester, and it shall not be grounds for terminating this Agreement or assessing any damages against GMT, in the event there should be any delay, failure, or interruption of the public transit services under this Agreement or any delay, failure or interruption in the performance of GMT's other obligations under this Agreement, caused by any of the following:

Force Majeure. Acts of nature, governmental restrictions, civil commotion or insurrection, any kind of armed attack by a foreign power, a public health emergency caused, for instance, by an epidemic, and other similar causes beyond GMT's ability to control, commonly known as force majeure.

Labor Problems. Labor actions or in-actions, ~~such as blue collar flu,~~ **including but not limited to strike, lock out, work-to-rule,** sit-in or slow-down.

Should any of the above, individually or cumulatively, result in a gap of service in a fiscal year of more than thirty days of service, however, Colchester's contribution for the Essex Junction Route and Milton Commuter shall be pro-rated so that Colchester does not contribute its local share to the service for any unplanned service gap exceeding three days within a given fiscal year as described above.

SECTION 6: DISPUTE RESOLUTION; REMEDIES

Notice of Dispute:

If either party believes that the performance of the other party pursuant to this agreement is inconsistent with its provisions, it shall notify the other party in writing. The written notice shall describe the nature of the concerns, the names of all parties involved, the date of the occurrence, and any previous steps taken to address the matter. The party notified shall respond in writing within thirty (30) calendar days from receipt of the original letter either denying, clarifying, or proposing a solution. The notices shall be in writing and addressed pursuant to this Agreement. Both parties shall make a good faith effort to resolve the dispute within thirty (30) calendar days. If the parties are unable to resolve the dispute within thirty (30) calendar days, either party may terminate the Agreement pursuant to Section 7 below.

SECTION 7: TERMINATION

Colchester and GMT each reserves the right, at its option and sole discretion, to terminate this Agreement in accordance with this Section 7.

Termination With Cause: Termination of this Agreement with cause, as defined below, upon providing sixty (60) calendar days prior written notice.

Cause for termination exists in the event that: (i) the other party terminates or suspends business operations for any reason; (ii) the other party shall admit in writing its inability to pay its debts as they become due, or shall make a general assignment for the benefit of creditors, or any proceeding shall be instituted by or against such party seeking to adjudicate it bankrupt or insolvent, or seeking liquidation, reorganization, arrangement, protection of it or its debts under any law relating to bankruptcy, insolvency, or reorganization, which proceeding shall remain unresolved within sixty

(60) days of commencement; (iii) if ~~Milton's~~ Colchester's membership status changes or its share of the Milton Commuter service falls below 50% of the local match in years FY21, FY22, or FY23; or (iv) either party fails to comply with the provisions of the Agreement and the failure to comply is not resolved pursuant to the process provided in Section 6(a) above.

Termination of this Agreement by either party shall not prejudice or be deemed to be a waiver of any rights or remedies which that party might have against the other due to any default or failure in performance by that other party under the terms of this Agreement up to and including the date of termination.

Termination Without Cause: Termination of this Agreement without cause, as defined below, upon providing notice at least a full GMT fiscal year ahead of the time such termination shall take effect. This extended notice recognizes GMT's potential need for planning work if necessary to reduce services should Colchester decide to conclude funding. It also provides an equivalent amount of notice as is required by GMT's members in GMT's charter.

SECTION 8: INDEMNIFICATION

To the extent permitted by Vermont law, each party to this Agreement agrees to defend, indemnify, save and hold harmless the other (and each of their respective directors, officers, agents and employees) from and against all liabilities, suits, obligations, claims, demands, damages, fines, costs, and expenses (including reasonable attorney's fees) arising under this Agreement to the extent that such are attributable, directly or indirectly, to the indemnifying party's negligence, error, omission, or intentional act.

SECTION 9: CHANGES REQUIRED BY LAW, ORDER OR REGULATION

If any provision of this Agreement violates or conflicts with, or is determined to violate or conflict with applicable laws, regulations or ordinances, or any judgment of any court of competent jurisdiction, the parties shall amend or reform such provision so it complies fully with such laws, regulations, ordinances, orders or judgment; provided, however, that in the event such amendment would frustrate the purpose of the Agreement or make it financially impractical for one or the other party to perform its obligations hereunder, such party may terminate this Agreement pursuant to Section 7.

SECTION 10: RELATIONSHIP OF PARTIES

Each party to this Agreement shall act in its individual capacity and not as an agent, employee, partner, joint venture, associate, or any other representative capacity of the other. Each party shall be solely responsible for its acts or the acts of its agents and employees during the performances of this Agreement.

SECTION 11: INTEGRATION

This Agreement represents the entire Agreement of the parties with respect to the subject matter hereof, and all agreements entered into prior hereto with respect to the subject matter hereof are revoked and superseded by this Agreement, and no representation, warranties, inducements or oral agreements have been made by any of the parties except as expressly set forth herein. This Agreement may not be changed, modified or rescinded except in writing, signed by all parties, hereto, and any attempt at oral modification of this Agreement shall be void and of no effect.

SECTION 12: ATTORNEY'S FEES

In the event suit is brought or an attorney is retained by any party to this Agreement to enforce the terms of this Agreement or to collect any monies due hereunder, or to collect money damages for breach hereof, the prevailing party shall be entitled to recover, in addition to any other remedy, reimbursement for reasonable attorneys' fees, court costs, costs of investigation and other related expenses incurred in connection therewith.

SECTION 13: SEVERABILITY

If any provision of this Agreement is declared void or unenforceable, such provision shall be deemed severed from this Agreement and the balance of the Agreement shall otherwise remain in full force and effect.

SECTION 14: WAIVER

The failure of either party to insist upon the strict compliance with any of the terms, covenants, or conditions herein shall not be deemed a waiver of any such terms, covenants, or conditions, nor shall any waiver or relinquishment of any such right or power hereunder at any time be deemed a waiver or relinquishment of any such right or power at any other time.

SECTION 15: APPLICABLE LAW

This agreement shall be governed by the laws of the State of Vermont.

SECTION 16: REMEDIES CUMULATIVE

The rights and remedies herein are cumulative and not exclusive of other rights and remedies which may be granted or provided by law.

IN WITNESS WHEREOF, the parties have executed this Agreement, as of the date first written above.

Green Mountain Transit

Town of Colchester

By: _____
General Manager

By: _____
Aaron Frank
Town Manager