



Green Mountain Transit Board of Commissioners
June 16, 2020 - 7:30 a.m.
101 Queen City Road, Burlington VT 05401
Virtual Meeting via Zoom Meetings

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)
- April 21, 2020 Board Meeting Minutes (Pages 1-4)
 - May 19, 2020 Board Meeting Minutes (Pages 5-10)
 - Check Register (Pages 11-15)
 - Maintenance Report (Page 16)
 - Planning, Marketing and Public Affairs Report (Pages 17-21)
 - IT Support, Administrative Support, Training and HR Report (Page 22)
 - Ridership Reports (Pages 23-25)
- 7:38 a.m. 5. Resolution for Commissioner Chittenden (Action Item) (Page 26)
- 7:42 a.m. 6. Introduction of Commissioner Emery
- 7:45 a.m. 7. VTrans Update
- 7:55 a.m. 8. General Manager Update
- 8:00 a.m. 9. Finance Report (Pages 27-38)
- 8:08 a.m. 10. Interim General Manager Performance Bonus
- 8:10 a.m. 11. Board Committee Reports
- 8:15 a.m. 12. Officers and Committee Membership Discussion
- 8:25 a.m. 13. Fairness & Inclusion – Board Next Steps



- 8:40 a.m. 14. Collective Bargaining Agreement (CBA) Education – Progressive Discipline & Grievance Procedures (Pages 39-49)
- 8:55 a.m. 15. General Manager Contract (Action Item) (Pages 50-59)
- 9:00 a.m. 16. FY21 General Manager Goals (Page 60)
- 9:10 a.m. 17. Premium Pay Extension (Possible Action Item)
- 9:15 a.m. 18. No Smoking Policy Amendment (Action Item) (Pages 61-64)
- 9:20 a.m. 19. Micro Transit New Service Policy (Action Item) (Page 65-93)
- 9:30 a.m. 20. Executive Session: 1 V.S.A. § 313(a)(1)(f), Confidential attorney-client communications made for purpose of providing professional legal services to the body.
- 9:50 a.m. 21. Human Rights Commission Mediation Settlement (Action Item)
- 9:55 a.m. 22. Commissioner Comments
- 10:00 a.m. 23. Adjourn

Join Zoom Meeting

<https://us02web.zoom.us/j/88190064314?pwd=aHI1SlBoTFNjaHZQQzUycUtpSnNjUT09>

Meeting ID: 881 9006 4314

Password: 831413

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Find your local number: <https://us02web.zoom.us/j/kd4DF4WHsj>

Next GMT Board of Commissioners Meeting Date: July 21, 2020

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.



Board Meeting Minutes
Tuesday, April 21, 2020 at 7:30 a.m.
Virtual Meeting via Zoom
101 Queen City Park Rd, Burlington, VT 05401

Present:

Commissioner Waninger
Commissioner Chittenden
Commissioner Kaynor
Commissioner Dimitruk
Commissioner Pouech
Commissioner Buermann
Commissioner Sharrow
Commissioner Bohne
Commissioner Spencer
Alt. Commissioner Polyte
Alt. Commissioner Moore
Alt. Commissioner Gallagher
Alt. Commissioner Brewer

Jon Moore, Interim General Manager
Trish Redalieu, Director of Human Resources
Nick Foss, Director of Finance
Jamie Smith, Director of Marketing and Planning
Deb Coppola, Senior Accountant
Jenn Wood, Public Affair Coordinator
Matt Kimball, Capital Projects Manager
Matthew Young, HR Coordinator
Karen Plante, Payroll Administrator
Pam McDonald, Accounting Coordinator
Chris Damiani, Transit Planner
Ross McDonald, VTrans
Spencer Smith, Public

1. Commissioner Chittenden opened the meeting at 7:32 a.m.
2. Adjustment of the Agenda – None.
3. Public Comment – Spencer Smith asked about the electric bus vendor in another state.

Mr. Moore stated that an RFP was issued for the electric bus procurement and no in state proposals were submitted.

4. Consent Agenda- **A motion was made to approve the consent agenda with changes to the minutes by Commissioner Spencer, the motion was seconded by Commissioner Dimitruk. All were in favor, however the motion was tabled until 4-23-20 due to the call in number for today's meeting not being posted to the public.**

Commissioner Waninger entered at 7:37 am.

No Action was taken.



5. VTrans Update – Ross McDonald entered at 7:39 am.

Mr. McDonald gave a brief update on the CARES Act and stated that discussion have been taking place throughout the State on how to best utilize these funds. Also VTrans have been having weekly calls with the FTA discussing availability of PPE, Cleaning supplies and the bus disinfecting procedures, etc.

Mr. McDonald informed the Board that VTrans is applying for grants to purchase twenty-six cutaway/sprinter type vehicles.

Tom Barnes entered at 7:50 am.

There was discussion.

6. GM Update – Mr. Moore presented the COVID-19 memos that were included in this month's board packet.

Mr. Moore informed the Board that staff has also been working with VPTA and the VT State Governor to mandate all passengers wear face coverings while on the bus.

There was discussion.

Mr. Moore stated that GMT staff has received conflicting information on whether or not GMT is eligible for reimbursement under the FFCRA and will follow up once a final decision has been made.

Mr. Moore informed the Board that three preexisting bus shelters have been removed from Cherry St. in Burlington near the DTC, due to excessive loitering. The three shelters have not been in use by GMT for three years. Burlington Police had also expressed concern over the amount of loitering in the shelters.

There was discussion.

7. Continuity of Operations Plan– Mr. Moore presented the draft of the Continuity of Operations Plan and stated that a final draft will be presented at the next board meeting for input from The Board.

There was discussion.

No action was taken.



8. Finance Report – Mr. Foss presented an overview of the finance report that was included in this month’s board packet.

There was discussion.

Mr. Foss stated that letters were sent to the member town offices about Colchester joining as a voting member and a slight increase in member assessments.

There was discussion.

Commissioner Dimitruk stated that she does not want the current uncertainty of the COVID-19 pandemic to cloud the fact that our staff has been working hard to get GMT’s finances under control.

Commissioner Spencer inquired about whether or not GMT will use some of the CARES act fund to help support member communities.

Mr. Foss said this has not been discussed yet.

Mr. Moore stated that as staff get a better understanding of how we may use the CARES act funding it should be an agenda item at the May Board Meeting.

9. Premium Pay for Eligible Employees – Mr. Moore presented the Premium pay memo that was included in this month’s board packet, which states that eligible employee will receive an additional \$3.00 per hour, for hours actually worked at a GMT facility or operating a GMT vehicle.

There was discussion.

Commissioner Spencer requested that this premium pay have a specific end date that could be extended as needed. Commissioners Dimitruk and Kaynor expressed support for this as well.

Commissioner Davis entered at 8:41 am.

There was discussion.

No action was taken.

10. FY21 Service Changes- Mrs. Smith presented the Service Changes for Urban and Rural Systems memo that was included in this month’s board packet. Due to the current COVID-19 pandemic we created a series of videos that outlined the changes



that were on our website, on social media sites, shared with partners/stakeholders, and broadcast on public access television. Broadcasting the videos through these channels allowed passengers a much longer feedback period, roughly a month.

There was discussion.

Commissioner Spencer thanked staff for continuing this process virtually and said he does not support the changes but understands moving forward with these changes temporarily to help the current situation and revisiting them at a later date.

Commissioner Moore stated that Lamoille County supports the proposed changes for their region.

Commissioner Kaynor stated that he did not support these suspensions but understands at this time they must happen, however going forward GMT will need to be nimble and revisit these changes when we can.

There was discussion.

No action was taken.

11. Americans with Disabilities Act (ADA) Request for Proposals – Mr. Foss presented the memo that was included in this month's board packet which stated that the contract with GMT's current ADA service provider SSTA is expiring June 30 2020. An RFP was issued for this contract.

There was discussion.

12. Executive Session: 1 V.S.A. § 313(a)(3), Personnel- Tabled until a special board meeting can take place.

There was discussion on when to hold a special board meeting to vote on agenda items 4, 7, 9, 10 and 12 from today's agenda.

The Board decided to hold a meeting on Thursday April 23, 2020 at 7:30 am.

13. Adjourn – **The meeting adjourned at 9:13 am.**



Board Meeting Minutes
Tuesday, May 19, 2020 at 7:30 a.m.
Virtual Meeting via Zoom
101 Queen City Park Rd, Burlington, VT 05401

Present:

Commissioner Waninger
Commissioner Chittenden
Commissioner Kaynor
Commissioner Davis
Commissioner Pouech
Commissioner Buermann
Commissioner Sharrow
Commissioner Bohne
Commissioner Spencer
Alt. Commissioner Polyte
Alt. Commissioner Gallagher
Alt. Commissioner Brewer
Alt. Commissioner Moore

Jon Moore, General Manager
Trish Redalieu, Director of Human Resources
Nick Foss, Director of Finance
Jamie Smith, Director of Marketing and Planning
Deb Coppola, Senior Accountant
Jenn Wood, Public Affair Coordinator
Matt Kimball, Capital Projects Manager
Matthew Young, HR Coordinator
Karen Plante, Payroll Administrator
Pam McDonald, Accounting Coordinator
Chris Damiani, Transit Planner
Ross McDonald, VTrans
Spencer Smith, Public

1. Commissioner Waninger opened the meeting at 7:31 a.m.
2. Adjustment of the Agenda – None.
- Matt Kimball joined at 7:32 a.m.
3. Public Comment – Spencer Smith stated that she received a complaint from a driver about some passengers riding the bus are being disrespectful to the bus drivers.
- Mr. Moore responded that there are always a few difficult passengers whom staff have to deal with.
4. Consent Agenda- Commissioner Sharrow requested that the maintenance and expenditure reports be pulled from the consent agenda for discussion. **A motion was made to approve the consent agenda excluding the maintenance report and check register by Commissioner Dimitruk, the motion was seconded by Commissioner Chittenden. All were in favor, and the motion passed.**

1 Commissioner Spencer joined at 7:34 a.m.

2
3 Commissioner Sharrow asked what the \$2,500.00 expenditure for the Stowe
4 mountain garage was for.

5
6 Mr. Moore stated that it was not the newest building and the funds were used to
7 replace most of the lighting including the ballasts.

8
9 Commissioner Sharrow asked why the road calls have increased when we are
10 providing less service.

11
12 Mr. Moore stated replied that due to the reduced service there are extra buses
13 available to swap for road calls. Whereas during peak service it would be diagnosed
14 over the radio and looked at when it returned to the garage if it was safe to do so.

15
16 There was discussion.

17
18 Commissioner Kaynor joined at 7:37 a.m.

19
20 **A motion was made by Commissioner Sharrow to accept the maintenance report**
21 **and check register. The motion was seconded by Commissioner Buermann. All**
22 **were in favor, and the motion passed.**

- 23
24 5. VTrans Update & FY19 Route Performance Report Presentation- Mr. McDonald gave
25 an overview of the FY19 Performance Report.

26
27 There was discussion.

28
29 Mr. McDonald stated that there is currently an RFP issued for smaller electric
30 cutaway type vehicles, and if awarded it would bring the number of public transit
31 electric vehicle in the state to the double digits.

32
33 There was discussion.

- 34
35 6. GM Update- Mr. Moore stated that pre-COVID-19, GMT was working on increasing
36 the number of volunteer driver providing non-emergency medical transportation but
37 at this time, it is difficult. Once this has passed, staff will work diligently to recruit
38 more volunteer drivers.

39
40 Mr. Moore informed the Board that VPTA in partnership with CTAA is preparing a
41 submission to GMT's Medicaid transportation RFP.
42

Mr. Moore informed the Board that due to the executive order being extended, all staff that are able, are teleworking. Starting 5-20-2020, daily temperature scanning and a self-screening questionnaire will be completed by every employee prior to starting a shift, per the executive order.

Mr. Moore stated that GMT is still planning to continue the RFP process for the microtransit pilot in the Capital region.

There was discussion.

Mr. Moore stated his goals for FY21 included: improving company culture, company image, internal performance reporting and management, and become more efficient on budgeting.

7. Finance Report- Mr. Foss presented the finance report that was included in this month's board packet.

There was discussion.

Mr. Foss requested that the Board authorize him to open a line of credit in the future if needed.

Commissioner Waninger suggested that this be an agenda item on the month's agenda.

Commissioner Spencer requested that the Finance Committee discuss this and prepare the motion that will be requested at the next board meeting.

There was discussion.

8. FY21 Urban Assessments- Mr. Moore stated that after discussion at the finance committee, it was recommended that GMT member town assessments stay level and not increase by the anticipated 4% from FY20, as shown on p. 35 of the board packet.

There was discussion.

Commissioner Sharrow made a motion to reduce the FY21 urban assessments by 4% as originally budgeted.

Commissioner Spencer asked why ADA assessments were not decreased as well.

Mr. Moore stated that ADA assessments are based on usage for the previous year so any cost savings on ADA would not be recognized until the following year.

Commissioners Spencer suggested that finance committee consider decreases in assessments and continue working on the best use of the CARES ACT funding.

Commissioner Bohne stated that all options will be considered but stated GMT has been running in the red for a while, and the amount of work it took to balance the FY20 budget.

Commissioner Kaynor stated that with the reduction of service, staff should look at using CARES ACT funding to help support towns.

There was discussion.

Commissioner Sharrow made a motion to reduce the FY21 urban assessments by 4% as originally budgeted. Commissioner Buermann seconded the motion. All were in favor and the motion passed.

9. Paratransit Fare increase- Mr. Foss stated that the maximum amount that can be charged for ADA service is two times the fixed service rate.

Mr. Foss presented the memo on ADA fares included in this month's board packet.

There was discussion.

In order to bring paratransit fares in Chittenden County in line with federal guidance and guidelines, Commissioner Spencer made a motion to approve raising Paratransit fares to \$3.00. This increase will not go into effect until GMT resumes collecting fares service wide. Commissioner Polyte seconded the motion. All were in favor and the motion passed.

10. Title VI Plan Presentation- Stephen Falbel presented the updated Title VI Program that was included in this month's board packet and highlighted changes from the previous version.

There was discussion.

Commissioner Dimitruk made a motion to approve the updated plan with addition of a committee section if determined necessary. The motion was seconded by Commissioner Moore. All were in favor and the motion passed.

1
2 11. Premium Pay Extension- Mr. Moore stated that the premium pay expired on May
3 15th 2020. With the extension of the stay home stay safe order until June 15th 2020,
4 Mr. Moore requested extending the premium pay until that date as well.
5

6 **Commissioner Moore made a motion to extend the premium pay as presented by**
7 **Mr. Moore. The motion was seconded by Commissioner Kaynor. All were in favor**
8 **and the motion passed.**
9

10 12. No Smoking Policy- Mr. Moore stated that the current no smoking policy is from
11 2010 and a lot has changed since then. Mr. Moore proposed the changes to the
12 policy shown in red in the policy that was included in this month's board packet.
13

14 There was Discussion.

15 **The no smoking policy was tabled until next months board meeting.**
16

17 13. Idling Policy Amendment – Mr. Moore presented the proposed changes to the idling
18 policy shown in red in this month's board packet.
19

20 Ed Adrian joined at 9:13am.
21

22 **Commissioner Kaynor made a motion to adopt the policy changes as presented.**
23 **Commissioner Chittenden seconded the motion. All were in favor and the motion**
24 **passed.**
25

26 14. Executive Session: 1 V.S.A. § 313(a)(1)(f), Confidential attorney-client
27 communications made for purpose of providing professional legal services to the
28 body- **Commissioner Sharrow made a motion to enter executive session to discuss**
29 **legal matters, with Alternate Commissioners, General Manager Jon Moore and**
30 **attorney Ed Adrian invited to participate. Commissioner Pouech seconded the**
31 **motion. All were in favor.**
32

33 **The Board entered executive session at 9:16 am.**
34

35 **A motion to exit executive session was made by Commissioner Spencer. The**
36 **motion was seconded by Commissioner Buermann. All were in favor.**
37

38 **The Board exited executive session at 10:19 am, no action was taken in executive**
39 **session.**
40

- 1 15. Human Rights Commission Mediation Settlement- **Commissioner Spencer moved to**
- 2 **approve the Human Rights Commission Mediation Settlement. Commissioner**
- 3 **Bohne seconded the motion. All were in favor and the motion passed.**
- 4
- 5 16. Adjourn – **A motion to adjourn was made by Commissioner Dimitruk, seconded by**
- 6 **Commissioner Spencer. The meeting adjourned at 10:21 am**

Vendor ID	Vendor Name	Document Date	Document Number	Document Amount	
V1467	Charles Schwab	4/17/20	V1467 2020 0417	17,820.36	Retirement
V1467	Charles Schwab	4/17/20	V1467 2020 0417	88,302.36	Employer Contribution Quarterly
V265	ICMA	4/17/20	V265 2020 0417	1,177.11	Retirement
V279	ABC Bus Companies-Muncie	5/1/20	91419	3,698.19	4 Part Invoices
V1334	Background Investigation Bureau, LLC	5/1/20	91420	207.00	
V284	Brenntag Lubricants Northeast	5/1/20	91421	434.50	
V224	Burlington Communications	5/1/20	91422	1,155.85	4 Part Invoices
V1813	CBM US INC	5/1/20	91423	439.04	
V851	Champlain Medical	5/1/20	91424	120.00	
V1240	ClearChoiceMD	5/1/20	91425	285.00	
V389	Collins-Perley Sports Arena	5/1/20	91426	1,044.07	3 Month Lease
V390	Commons Associates	5/1/20	91427	850.00	
V250	Fisher Auto Parts	5/1/20	91428	511.26	
V252	FleetPride, Inc	5/1/20	91429	2,141.41	2 Part Invoices
V1809	Fraser Tool & Gauge LLC	5/1/20	91430	531.08	
V257	Gillig Corp.	5/1/20	91431	6,532.48	8 Part Invoices
V260	Green Mountain Kenworth, Inc.	5/1/20	91432	2,593.86	
V1204	Interstate Batteries	5/1/20	91433	287.50	
V446	Janek Corporation, The	5/1/20	91434	850.00	
V328	Kirk's Automotive Inc.	5/1/20	91435	3,876.78	7 Part Invoices
V702	Lincoln National Life Insurance Company, The	5/1/20	91436	12,449.71	Insurance
V1068	Midwest Bus Corporation	5/1/20	91437	76.85	
V278	Mohawk Mfg. & Supply Co.	5/1/20	91438	494.56	
V283	Neopart LLC	5/1/20	91439	2,501.95	3 Part Invoices
V611	Northwestern Occupational Health	5/1/20	91440	115.00	
V223	O'Reilly Auto Enterprises, LLC	5/1/20	91441	331.74	
V288	Occupational Health Centers of the Southwest, P.A	5/1/20	91442	128.00	
V289	People's United Businesscard Services	5/1/20	91443	2,329.98	4 Business Credit Cards Misc supplies
V291	Prevost Parts	5/1/20	91444	35.70	
V294	RHR Smith & Company	5/1/20	91445	3,100.00	Auditor Invoice
V296	Rouse Tire Sales	5/1/20	91446	4,370.16	3 Tire Invoices
V299	SB Collins, Inc.	5/1/20	91447	5,940.00	Fuel
V308	Steadman Hill Consulting, Inc.	5/1/20	91448	4,487.50	Consulting
V273	Transit Holding, Inc.	5/1/20	91449	1,424.96	2 Part Invoices
V1683	VHV Company	5/1/20	91450	542.25	
V336	W.B Mason Co., Inc.	5/1/20	91451	39.98	
V1446	M T Wallets, LLC	5/1/20	EFT000000015226	2,900.00	Lease
V1825	Ride Your Bike LLC	5/1/20	EFT000000015227	955.09	
V303	SSTA	5/1/20	EFT000000015228	39,456.31	E and D and Tilley Drive

Vendor ID	Vendor Name	Document Date	Document Number	Document Amount	
V265	ICMA	5/4/20	V265 2020 0504	1,192.57	Retirement
V1025	Alter, Charles	5/8/20	91452	63.25	
V1782	Blake Chad	5/8/20	91453	76.5	
V1573	Fairbanks, Dori	5/8/20	91454	25.3	
V1687	Houghton, Gregory	5/8/20	91455	315.1	Volunteer
V181	Owen, Helen	5/8/20	91456	939.55	Volunteer
V1655	Sciria, Andrew	5/8/20	91457	484.15	Volunteer
V279	ABC Bus Companies- Muncie	5/8/20	91458	119.21	3 Part Invoices
V727	Addison County Transit Resources	5/8/20	91459	809.51	
V217	Airgas USA, LLC	5/8/20	91460	43.62	
V415	Amazon	5/8/20	91461	1,044.28	15 Office and IT supply Invoices
V1481	Amerigas	5/8/20	91462	413.52	
V219	Aubuchon C/O Blue Tarp Financial, Inc.	5/8/20	91463	51.94	
V1685	Barnes, Thomas	5/8/20	91464	383.08	FSA Reimbursement
V284	Brenntag Lubricants Northeast	5/8/20	91465	5,356.56	4 Part Invoices
V225	Burlington Electric Department	5/8/20	91466	1,125.36	Electric Bill
V226	Burlington Public Works-Water	5/8/20	91467	3,459.11	4 Water Bills
V981	Burlington, City of	5/8/20	91468	25	
V1813	CBM US INC	5/8/20	91469	451.6	
V220	Class C Solutions Group	5/8/20	91470	1,887.38	3 Part Invoices
V236	Colonial Supplemental Insurance	5/8/20	91471	34.95	
V321	Empire Janitorial Supply Company	5/8/20	91472	397.07	
V1664	Endeavor Business Media, LLC.	5/8/20	91473	150	
V250	Fisher Auto Parts	5/8/20	91474	405.35	
V252	FleetPride, Inc	5/8/20	91475	99.18	
V253	FleetWave Partners, LLP	5/8/20	91476	3,084.00	2 Radio Repeater Invoices
V394	Formula Ford Inc.	5/8/20	91477	146.72	
V1809	Fraser Tool & Gauge LLC	5/8/20	91478	680	
V1814	Fred's Plumbing & Heating Inc.	5/8/20	91479	429.43	
V257	Gillig Corp.	5/8/20	91480	1,231.70	4 Part Invoices
V1129	Global Montello Group Corp	5/8/20	91481	5,765.66	Fuel
V715	Green Mountain Electric Supply	5/8/20	91482	141.67	
V260	Green Mountain Kenworth, Inc.	5/8/20	91483	2,296.45	4 Part Invoices
V261	Green Mountain Power	5/8/20	91484	23.27	
V1552	Hall, Nicholas	5/8/20	91485	119.99	Boot Reimbursement
V695	Home Security & Mgmt Co	5/8/20	91486	225	
V264	IBF Solutions, Inc.	5/8/20	91487	1,468.62	Mask Invoice
V1204	Interstate Batteries	5/8/20	91488	432.5	
V472	Irving Energy Distribution	5/8/20	91489	1,087.83	Heating Oil
V1658	J. David White Associates, Inc.	5/8/20	91490	1,850.00	Part Invoice
V328	Kirk's Automotive Inc.	5/8/20	91491	1,334.24	2 Part Invoices
V129	Lawrence, Richard	5/8/20	91492	319.56	FSA Reimbursement
V276	Metalworks	5/8/20	91493	41.25	
V1068	Midwest Bus Corporation	5/8/20	91494	4,775.18	3 Part Invoices
V278	Mohawk Mfg. & Supply Co.	5/8/20	91495	1,833.66	4 Part Invoices
V1709	Monaghan Safar Ducham PLLC	5/8/20	91496	14,212.20	Legal Invoices
V792	Myers Container Service Corp.	5/8/20	91497	273.94	
V283	Neopart LLC	5/8/20	91498	750	
V223	O'Reilly Auto Enterprises, LLC	5/8/20	91499	427.34	
V1484	Parsons Environment & Infrastructure Group In	5/8/20	91500	26.52	
V1165	Posner, Jordan	5/8/20	91501	395	FSA Reimbursement
V720	Power Washer Sales, LLC	5/8/20	91502	995	
V915	Puzic, Aid	5/8/20	91503	100	Shoe Reimbursement
V301	Sovernet	5/8/20	91504	1,319.53	2 IT Invoices
V312	Stowe, Town of	5/8/20	91505	2,500.00	Snow Plow Invoice
V186	Tech Group, The	5/8/20	91506	2,715.00	2 IT Invoices
V273	Transit Holding, Inc.	5/8/20	91507	666.12	
V1030	UniFirst Corporation	5/8/20	91508	550.98	
V315	United Parcel Service	5/8/20	91509	95.82	
V876	Vehicle Maintenance Program, Inc.	5/8/20	91510	51	
V391	Verizon Wireless	5/8/20	91511	1,863.58	IT Invoice
V410	Vermont Gas Systems, Inc.	5/8/20	91512	163.36	
V1683	VHV Company	5/8/20	91513	407.78	
V1614	Vt Transportation Brokerage & Logistics	5/8/20	91514	169.5	Volunteer
V336	W.B Mason Co., Inc.	5/8/20	91515	961.62	
V1497	Yawkey Family Inn	5/8/20	91516	30	
V656	Zhu, Michael	5/8/20	91517	100	Shoe Reimbursement
V1775	Bertram Marjorie	5/8/20	EFT000000015229	104.65	Volunteer
V55	Boudreau, James	5/8/20	EFT000000015230	819.95	Volunteer
V1150	Bruley SR, Mark	5/8/20	EFT000000015231	1,118.95	Volunteer
V1291	Callan, Linda	5/8/20	EFT000000015232	42.55	
V1676	Croteau, William	5/8/20	EFT000000015233	1,052.25	Volunteer
V1820	Franklin County Transportation	5/8/20	EFT000000015234	160	Volunteer
V67	Jewett, Sheryl	5/8/20	EFT000000015235	41.4	
V1420	Lawyer, Ronald	5/8/20	EFT000000015236	372.6	Volunteer
V75	Martin, Ronald	5/8/20	EFT000000015237	524.4	Volunteer
V1570	Murphy Sandra	5/8/20	EFT000000015238	414	Volunteer
V83	Parah, Maurice	5/8/20	EFT000000015239	292.1	Volunteer
V771	Sammons, Chandra	5/8/20	EFT000000015240	462.3	Volunteer
V93	Timm, Marta	5/8/20	EFT000000015241	457.7	Volunteer
V522	Turcotte, S Jeanette	5/8/20	EFT000000015242	93.15	
V1182	Charissakis, John	5/8/20	EFT000000015243	20	
V29	Hirsch, Alain	5/8/20	EFT000000015244	99.95	
V38	Moore, Jon	5/8/20	EFT000000015245	192.31	DCAP Reimbursement
V1626	Whiting, Jeremy	5/8/20	EFT000000015246	192.31	DCAP Reimbursement

Vendor ID	Vendor Name	Document Date	Document Number	Document Amount	
V279	ABC Bus Companies-Muncie	5/15/20	91518	452.83	
V316	Able Paint, Glass & Flooring Co.	5/15/20	91519	4,500.00	Removal and Disposal of 3 shelters
V1305	Allegiant Care	5/15/20	91520	210,428.00	Insurance
V1481	Amerigas	5/15/20	91521	267.34	
V13	Bouvier, Tim	5/15/20	91522	253.8	
V284	Brenntag Lubricants Northeast	5/15/20	91523	372.07	
V220	Class C Solutions Group	5/15/20	91524	1,759.76	3 Part Invoices
V374	Clear Choice Auto Glass, A	5/15/20	91525	870	
V799	Gauthier Trucking Company, Inc.	5/15/20	91526	438.23	
V257	Gillig Corp.	5/15/20	91527	3,122.39	3 Part Invoices
V260	Green Mountain Kenworth, Inc.	5/15/20	91528	8,589.16	10 Part Invoices
V261	Green Mountain Power	5/15/20	91529	1,464.48	3 Electric Bills
V328	Kirk's Automotive Inc.	5/15/20	91530	64.75	
V1068	Midwest Bus Corporation	5/15/20	91531	8,044.04	4 Part Invoices
V278	Mohawk Mfg. & Supply Co.	5/15/20	91532	354.09	
V283	Neopart LLC	5/15/20	91533	3,328.36	Part Invoice
V1645	Norris, Inc.	5/15/20	91534	345	
V223	O'Reilly Auto Enterprises, LLC	5/15/20	91535	1,129.59	3 Part Invoices
V291	Prevost Parts	5/15/20	91536	38.79	
V296	Rouse Tire Sales	5/15/20	91537	926.36	
V299	SB Collins, Inc.	5/15/20	91538	8,829.37	Fuel
V451	Stowe, Town of Electric Department	5/15/20	91539	165.09	
V273	Transit Holding, Inc.	5/15/20	91540	551.52	
V1030	UniFirst Corporation	5/15/20	91541	248.13	
V315	United Parcel Service	5/15/20	91542	16.52	
V251	Wex Fleet Universal	5/15/20	91543	15,554.14	Fuel
V303	SSTA	5/15/20	EFT000000015247	25,429.45	ADA

Vendor ID	Vendor Name	Document Date	Document Number	Document Amount	
V1025	Alter, Charles	5/22/20	91544	26.45	
V1099	Barnett, Wendy	5/22/20	91545	448.5	Volunteer
V1573	Fairbanks, Dori	5/22/20	91546	24.73	
V1027	Franks, Ginger	5/22/20	91547	93.5	
V1687	Houghton, Gregory	5/22/20	91548	381.8	Volunteer
V1815	Kenyon Bonnie	5/22/20	91549	29.9	
V181	Owen, Helen	5/22/20	91550	1,026.95	Volunteer
V1138	Pease, Charles	5/22/20	91551	194.48	Volunteer
V1655	Sciria, Andrew	5/22/20	91552	706.1	Volunteer
V1816	Vincent Sherrie	5/22/20	91553	74.75	
V279	ABC Bus Companies-Muncie	5/22/20	91554	1,171.77	3 Part Invoices
V316	Able Paint, Glass & Flooring Co.	5/22/20	91555	175	
V1481	Amerigas	5/22/20	91556	13.19	
V845	BLR	5/22/20	91557	546.77	
V284	Brenntag Lubricants Northeast	5/22/20	91558	1,525.11	2 Part Invoices
V225	Burlington Electric Department	5/22/20	91559	1,744.72	Electric Bill
V228	C.I.D.E.R., Inc.	5/22/20	91560	1,629.29	E and D
V851	Champlain Medical	5/22/20	91561	660	
V928	Conway Office Solutions	5/22/20	91562	2,176.59	3 Office Supply Invoices
V401	Dell Business Credit	5/22/20	91563	1,102.32	IT Invoice
V417	Dion Security, Inc.	5/22/20	91564	15.68	
V321	Empire Janitorial Supply Company	5/22/20	91565	308.46	
V250	Fisher Auto Parts	5/22/20	91566	408.68	
V252	FleetPride, Inc	5/22/20	91567	35.97	
V1347	Foley Distributing Corp.	5/22/20	91568	273.52	
V1643	Forms and Surfaces, Inc.	5/22/20	91569	2,615.00	MTC Equipment
V362	Gannett Vermont Publishing Inc	5/22/20	91570	768	
V257	Gillig Corp.	5/22/20	91571	1,555.56	5 Part Invoices
V1773	GovHR USA	5/22/20	91572	10,143.84	GM Search Invoice
V1639	Gratton, Yancey	5/22/20	91573	64.26	
V260	Green Mountain Kenworth, Inc.	5/22/20	91574	1,600.57	5 Part Invoices
V328	Kirk's Automotive Inc.	5/22/20	91575	9.12	
V1509	Lawson Products, Inc	5/22/20	91576	34.97	
V702	Lincoln National Life Insurance Company, The	5/22/20	91577	12,156.66	Insurance
V270	Lowe's	5/22/20	91578	137.97	
V278	Mohawk Mfg. & Supply Co.	5/22/20	91579	57.21	
V280	Mutual of Omaha Insurance Co.	5/22/20	91580	28.4	
V1760	NCH Corporation	5/22/20	91581	1,132.93	Maintenance Supply Invoice
V283	Neopart LLC	5/22/20	91582	2,425.00	Part Invoice
V1751	Nicholas Foss	5/22/20	91583	30	
V325	Northern Tool & Equipment Catalog Company, Inc.	5/22/20	91584	1,615.45	2 Small Tool Invoices
V950	Northern ToyotaLift	5/22/20	91585	1,328.30	Repair Invoice
V611	Northwestern Occupational Health	5/22/20	91586	115	
V288	Occupational Health Centers of the Southwest, P.A	5/22/20	91587	128	
V127	Omanovic, Nezim	5/22/20	91588	391.53	Manual Paycheck
V545	Pitney Bowes - Leasing	5/22/20	91589	126.27	
V291	Prevost Parts	5/22/20	91590	31.68	
V297	Safety-Kleen Systems, Inc.	5/22/20	91591	194.22	
V299	SB Collins, Inc.	5/22/20	91592	5,831.06	Fuel
V1686	Stowe Pest Control	5/22/20	91593	40	
V186	Tech Group, The	5/22/20	91594	210	
V273	Transit Holding, Inc.	5/22/20	91595	41.9	
V313	Travelers	5/22/20	91596	3,865.50	Legal
V1030	UniFirst Corporation	5/22/20	91597	256.27	
V410	Vermont Gas Systems, Inc.	5/22/20	91598	4,228.45	6 Gas Bills
V1459	Vermont Information Consortium LLC	5/22/20	91599	48	
V336	W.B Mason Co., Inc.	5/22/20	91600	129.45	
V1722	Wolcott, Corey	5/22/20	91601	99.95	
V796	Yipes Auto Accessories	5/22/20	91602	944	
V1775	Bertram Marjorie	5/22/20	EFT000000015248	52.33	
V55	Boudreau, James	5/22/20	EFT000000015249	746.35	Volunteer
V1150	Bruley SR, Mark	5/22/20	EFT000000015250	1,114.35	Volunteer
V1291	Callan, Linda	5/22/20	EFT000000015251	111.55	Volunteer
V1676	Croteau, William	5/22/20	EFT000000015252	895.85	Volunteer
V1420	Lawyer, Ronald	5/22/20	EFT000000015253	294.4	Volunteer
V75	Martin, Ronald	5/22/20	EFT000000015254	393.3	Volunteer
V83	Parah, Maurice	5/22/20	EFT000000015255	701.5	Volunteer
V771	Sammons, Chandra	5/22/20	EFT000000015256	443.9	Volunteer
V89	Sayers, Gail	5/22/20	EFT000000015257	164.45	Volunteer
V93	Timm, Marta	5/22/20	EFT000000015258	579.6	Volunteer
V522	Turcotte, S Jeanette	5/22/20	EFT000000015259	100.05	Volunteer
V1182	Charissakis, John	5/22/20	EFT000000015260	25	
V25	Frechette, Normand	5/22/20	EFT000000015261	149.74	FSA Reimbursement
V38	Moore, Jon	5/22/20	EFT000000015262	11.31	
V141	Riley, Shawn	5/22/20	EFT000000015263	61.78	
V1626	Whiting, Jeremy	5/22/20	EFT000000015264	192.31	DCAP Reimbursement

Vendor ID	Vendor Name	Document Date	Document Numl	Document Amount	
V279	ABC Bus Companies-Muncie	5/29/20	91603	1,759.52	5 Part Invoices
V415	Amazon	5/29/20	91604	991.47	
V1481	Amerigas	5/29/20	91605	137.73	
V934	Artistic Landscaping	5/29/20	91606	800	6 Electric Bills
V224	Burlington Communications	5/29/20	91607	321.1	
V225	Burlington Electric Department	5/29/20	91608	6,210.85	
V226	Burlington Public Works-Water	5/29/20	91609	180.26	4 Part Invoices
V220	Class C Solutions Group	5/29/20	91610	2,288.57	
V242	Danform Shoes	5/29/20	91611	171	
V246	Duffy Waste & Recycling	5/29/20	91612	59.5	Radio Repeater Invoice
V250	Fisher Auto Parts	5/29/20	91613	289.45	
V253	FleetWave Partners, LLP	5/29/20	91614	1,716.00	
V1347	Foley Distributing Corp.	5/29/20	91615	210.22	5 Part Invoices
V256	Genfare	5/29/20	91616	255.54	
V257	Gillig Corp.	5/29/20	91617	2,966.39	
V259	Grainger	5/29/20	91618	286.91	3 Part Invoices
V328	Kirk's Automotive Inc.	5/29/20	91619	3,349.88	
V1068	Midwest Bus Corporation	5/29/20	91620	2,526.00	
V792	Myers Container Service Corp.	5/29/20	91621	153.94	2 Part Invoices
V283	Neopart LLC	5/29/20	91622	3,424.08	
V996	New England Air Systems	5/29/20	91623	1,087.50	
V289	People's United Businesscard Services	5/29/20	91624	1,592.54	Furnance Repair Credit Cards Office and IT supplies
V291	Prevost Parts	5/29/20	91625	473.24	
V296	Rouse Tire Sales	5/29/20	91626	951.36	
V299	SB Collins, Inc.	5/29/20	91627	6,457.00	Fuel
V273	Transit Holding, Inc.	5/29/20	91628	74.31	
V1030	UniFirst Corporation	5/29/20	91629	257.73	
V315	United Parcel Service	5/29/20	91630	23	Pumped the Pits in Berlin Lease Park and Ride
V876	Vehicle Maintenance Program, Inc.	5/29/20	91631	176.43	
V297	Safety-Kleen Systems, Inc.	5/29/20	91632	3,379.07	
V1446	M T Wallets, LLC	5/29/20	EFT0000000152	2,900.00	
V1825	Ride Your Bike LLC	5/29/20	EFT0000000152	955.09	



Month:	May 2020	
Urban Data	Data	Notes
Miles Operated:	139,904	Revenue Vehicles
Major Road Calls:	8	Failure prevented a vehicle from completing or starting a scheduled revenue trip
Major Road Calls/100,000 Miles:	5.75	
Minor Road Calls:	8	Vehicle physically able to continue in revenue service without creating a safety concern (i.e. fare box, HVAC)
Total Road Calls/100,000 Miles:	11.8	
"C" PM's Completed:	14	"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	8.27 years	Transit buses have a 12 year life expectancy
Rural Data		Notes
Miles Operated:	55,820	Revenue Vehicles
Major Road Calls:	4	Failure prevented a vehicle from completing or starting a scheduled revenue trip
Major Road Calls/100,000 Miles:	6.8	
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:	6.8	
"C" PM's Completed:	14	"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	2.89 years	Cut-away buses have a 5 year life expectancy

To: GMT Board of Commissioners
From: Jamie Smith, Director of Marketing and Planning
Date: June 16, 2020
Re: Marketing and Planning Update

- **Bus Map and Guides:** Chittenden County, Central VT, and Franklin/Grand Isle service areas are all about to start a new schedule.
 - **Chittenden County:** June 15, 2020
 - **Central VT and FGI:** July 6, 2020
- **Microtransit:** The Planning Department has taken on the Microtransit Pilot project as explained later in the Board Documents. The pilot project, pending approval, would launch in January 2021.

We look forward to partnering with VTrans, Sustainable Montpelier Coalition, City of Montpelier and other stakeholders to see this project through implementation.

- **Swiftly Tablet Pilot:** Training for Operations, Planning, and IT staff will begin next week for a project launch of June 29. The 5 tablets, being installed on urban buses, will help improve the reliability of Transit App. We are hoping this project will lead to a full-scale rollout in the future.

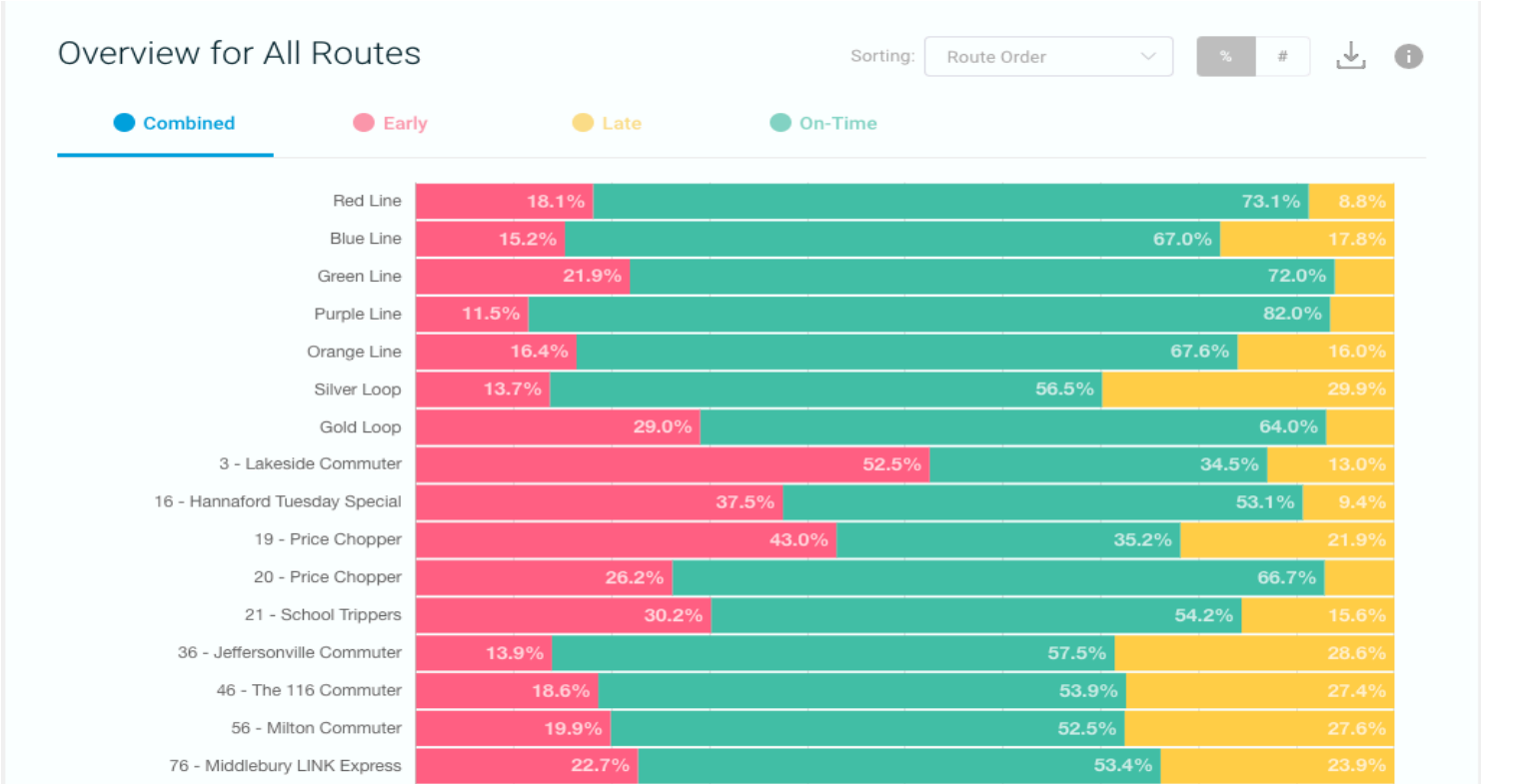
Customer Council Timeline



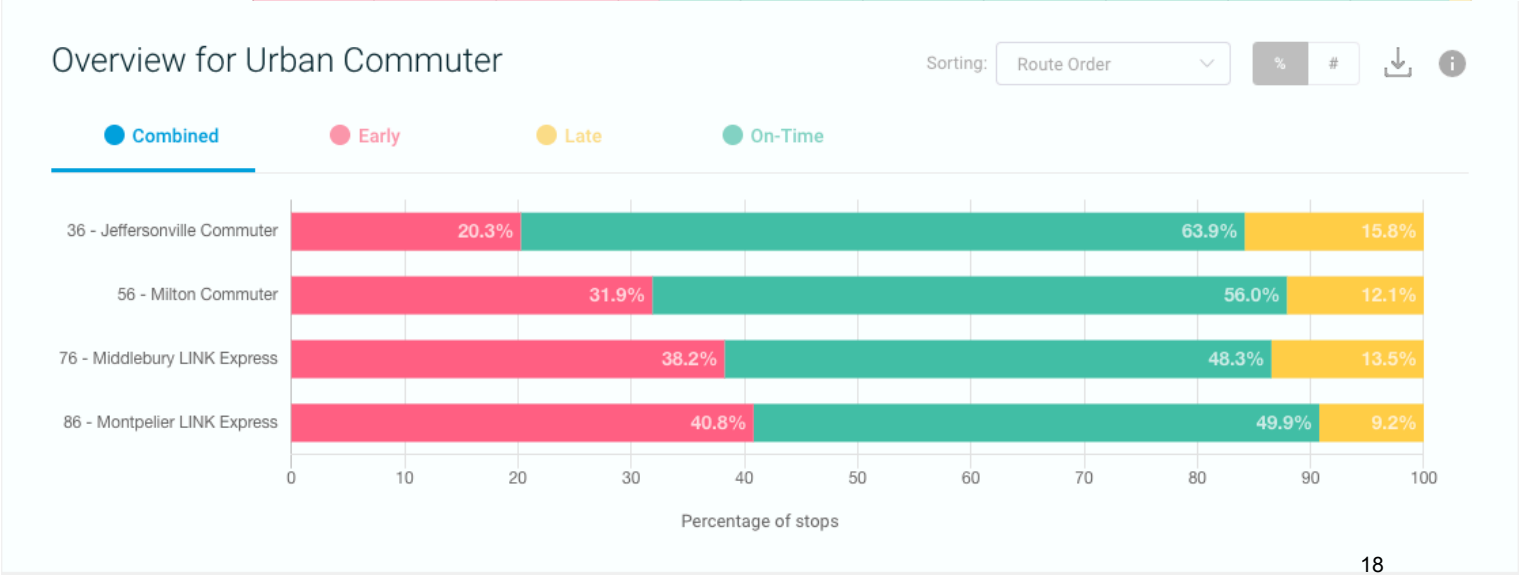
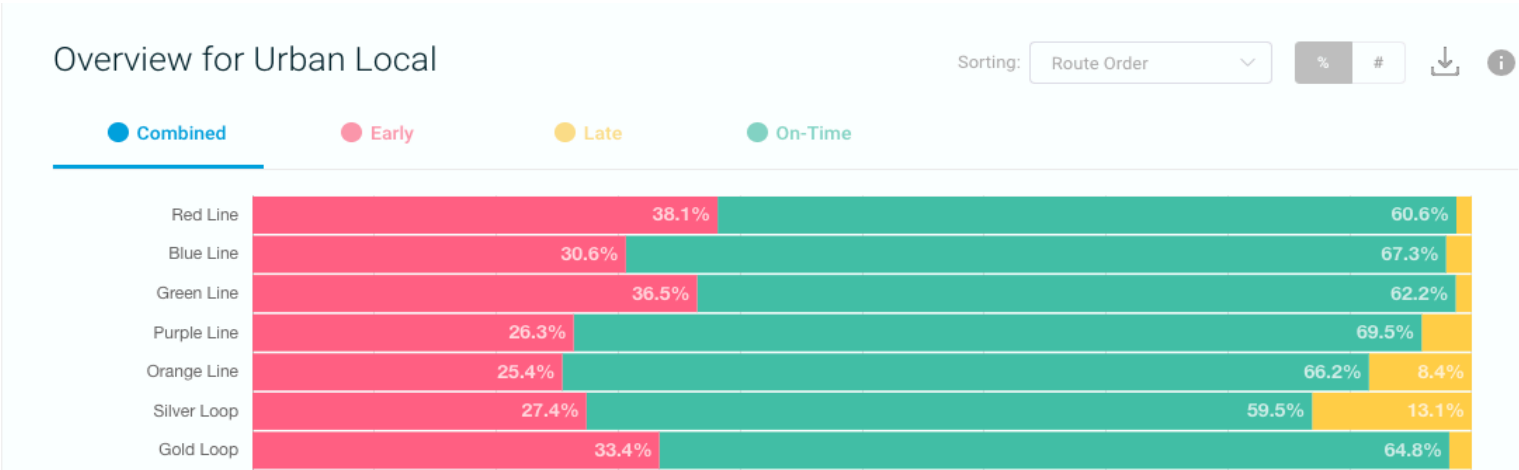
- **Passenger Counting App:** Planning staff is exploring options to launch the passenger counting app in Central VT at the start of the new fiscal year.

On time Performance

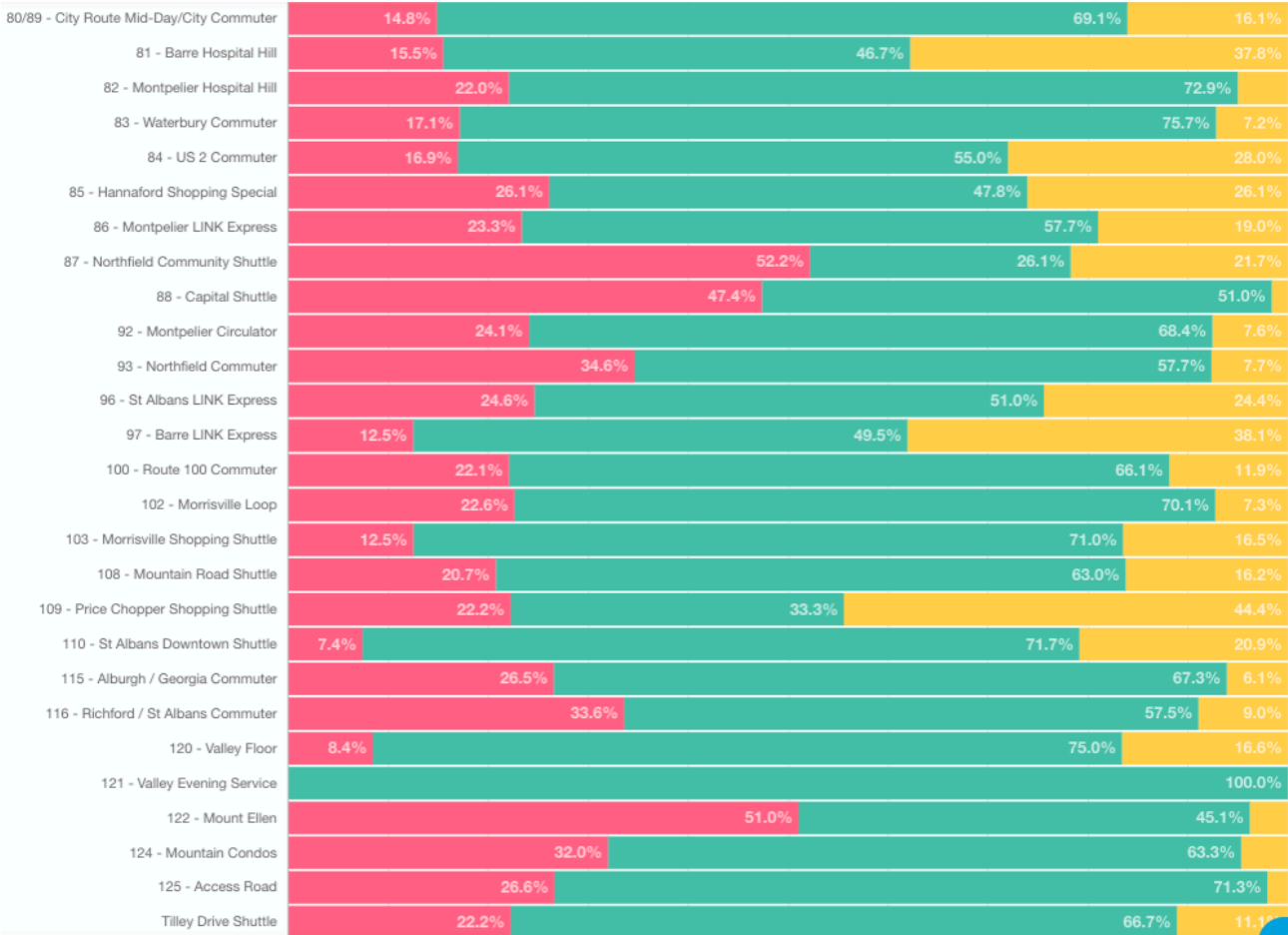
Urban On Time Performance by Route; 2 months prior to Governor Scott Executive Order for COVID-19, March 13



Urban On Time Performance by Route; 3 months after Governor Scott Executive Order for COVID-19, March 13-June 9, 2020



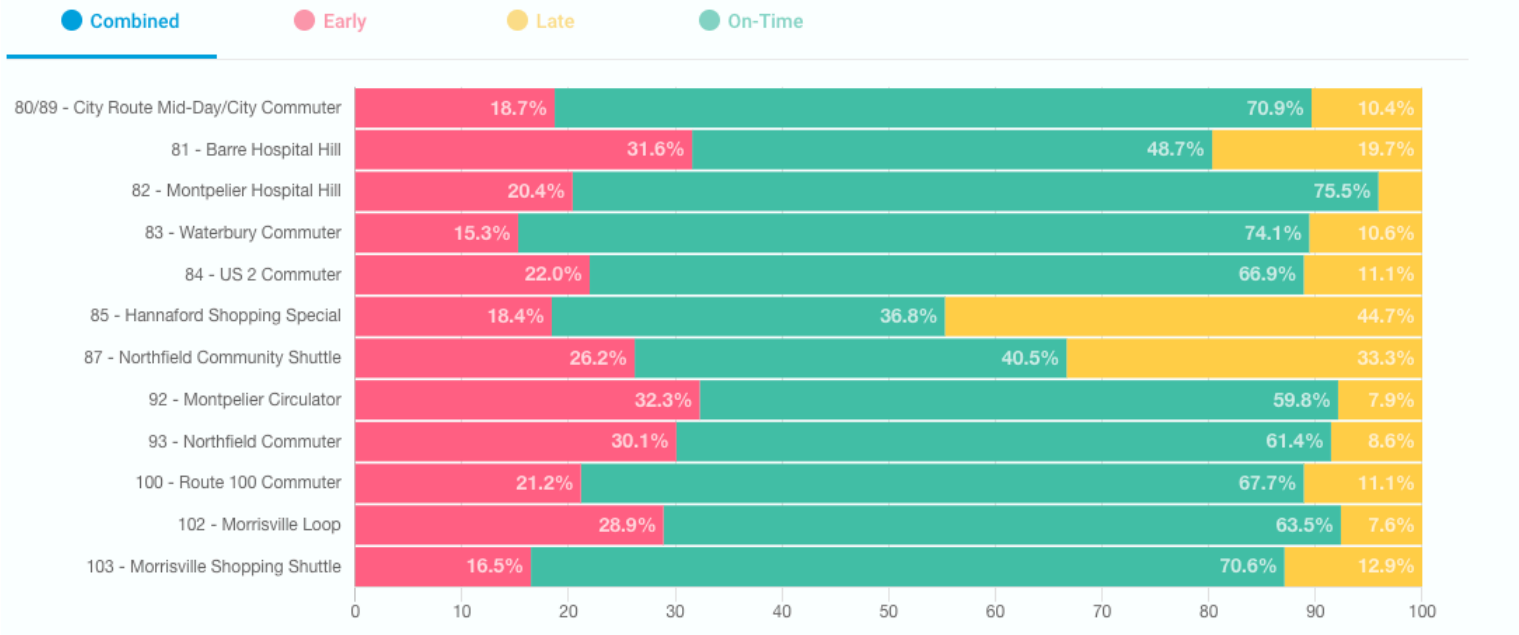
Rural On Time Performance by Route; 2 months prior to Governor Scott Executive Order for COVID-19, March 13



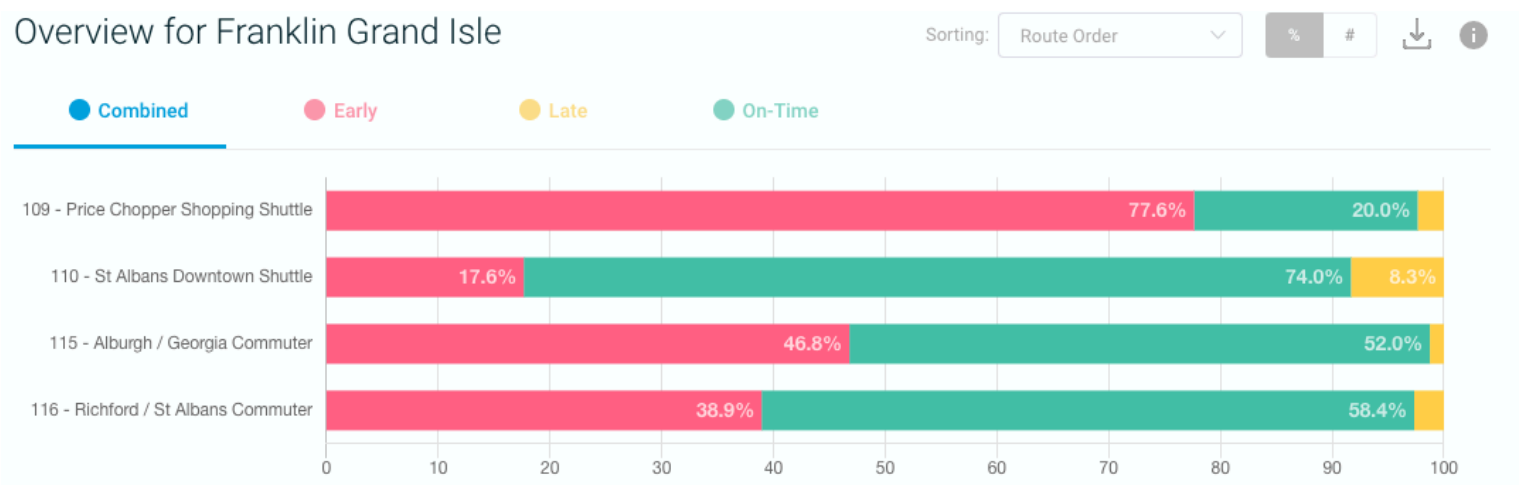
Berlin On Time Performance by Route; 3 months after Governor Scott Executive Order for COVID-19, March 13-June 9, 2020

Overview for Berlin

Sorting: Route Order % #  

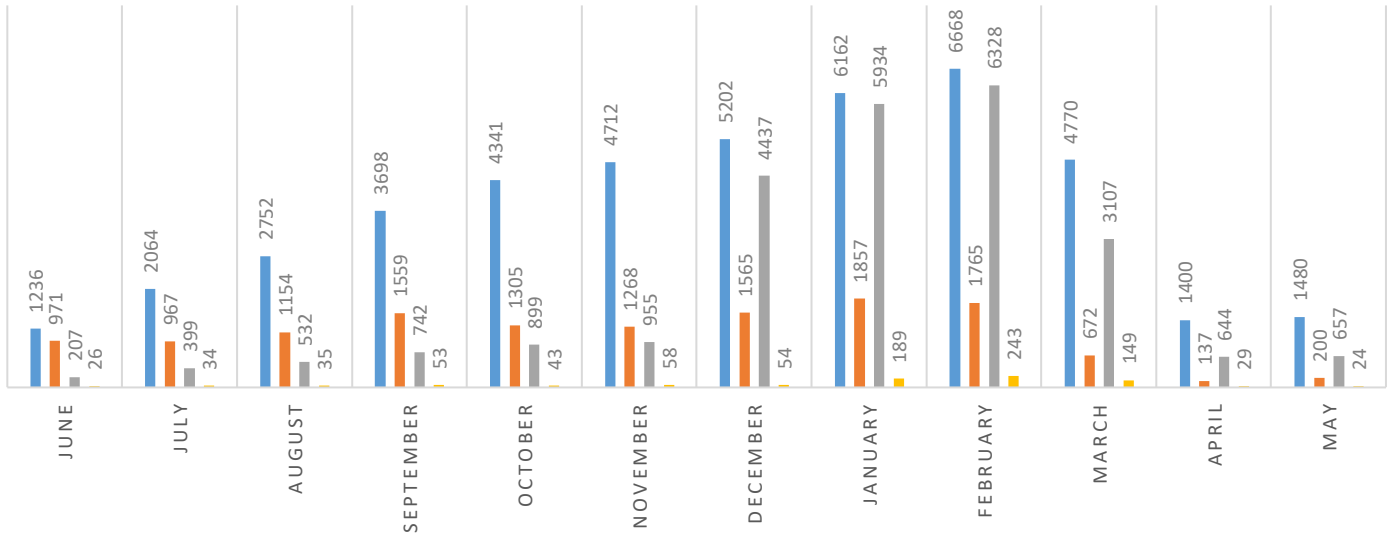


Franklin/ Grand Isle On Time Performance by Route; 3 months after Governor Scott Executive Order for COVID-19, March 13-June 9, 2020

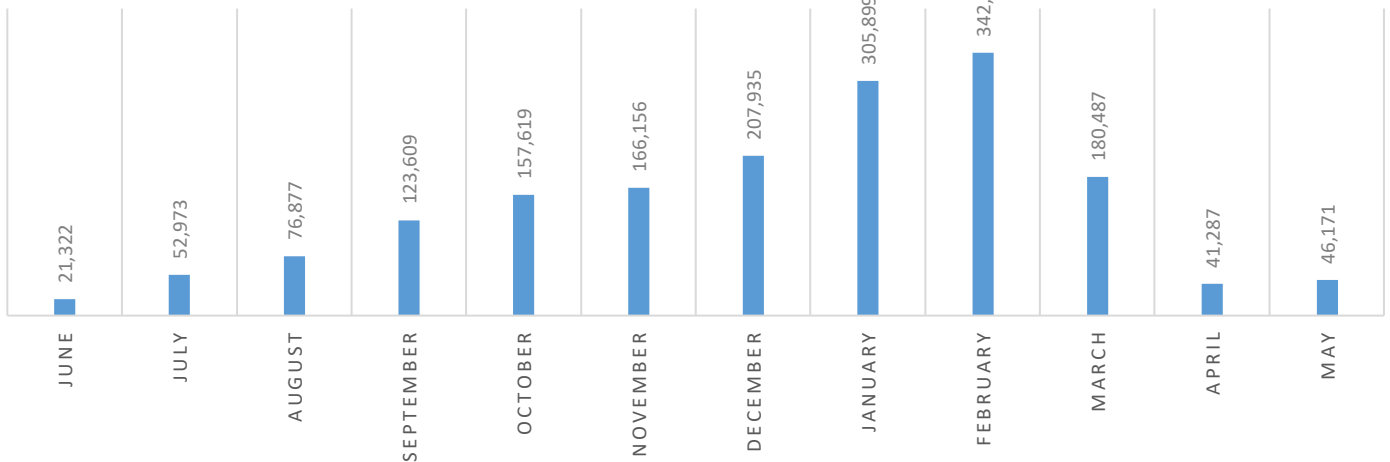


GMT TRANSIT APP STATISTICS

Monthly Active Users Downloads GO trips Alert Subscribers



SESSIONS



Definitions

Monthly Active Users: How many individual riders use Transit.

Downloads: How many times Transit is downloaded.

Sessions: How many times riders open Transit.

GO Trips: Number of riders who utilize the GO function within the App.

Alert Subscriptions: Number of new riders who have set alert notifications for a particular route.

Views: Times a line is displayed in the list of nearby options.

Clicks: Taps on a line



To: GMT Board of Commissioners

From: Trish Redalieu, Director of Human Resources

Date: June 16, 2020

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

HR is recruiting new drivers, gearing up for the increase in service when school starts in the fall. Telework and the temporary decrease in training needs has created opportunity for Training and IT to develop new strategies in training delivery. The Training Supervisor as also using this time to update the driver training manual and training modules. With new guidance issued by VTrans for the E&D Program, they are also amending the rural training program for both volunteers and drivers.

Our IT Manager is wrapping up the FY20 equipment replacement, including replacing Cradlepoint wireless routers on the buses, tablets, laptops, etc.

HR, with the assistance of the Marketing Team is developing a Smoking Cessation internal marketing campaign to coincide with the roll out of the new smoking policy at GMT. Sincere thanks to Amy Brewer and her coalition partners for the developing rollout ideas specific to GMT's demographics. Due to COVID-19, there is a slight delay in the production and distribution of the free materials available from VDH.

HR is testing the communication function of the Paydata platform. The goal, once thoroughly vetted, will be to add this to our toolkit to improve and enhance communication throughout GMT.

HR, IT, and Training continue to support the organization through COVID-19 by maintaining strong IT support and systems, developing training materials specific to COVID-19, training drivers as required and developing training materials for new projects. We have been proactive in developing a re-entry plan and informational materials for teleworking staff in anticipation of an end to telework.

FY20 GMT Urban Ridership by Month

Number of Service Days													
											</		

ADA Ridership Report (by Town) : FY20

Total Rides												
% Increase/(decrease) from prior year												
CITY/TOWN	July	August	September	October	November	December	January	February	March	April	Total FY20 YTD	Total FY20 Rides
BURLINGTON	944	1,130	948	1,165	944	1,141	1,218	1,052	770	293	9,605	14,589
	-12.67%	-12.40%	-18.77%	-17.43%	-20.87%	-9.44%	3.13%	-4.62%	-36.68%	-75.86%		66%
COLCHESTER	145	79	134	193	148	168	177	151	73	34	1,302	1,832
	36.79%	-38.76%	-21.64%	-1.03%	-6.92%	-4.00%	20.41%	0.00%	-54.38%	-79.64%		71%
ESSEX	369	356	347	388	341	361	483	452	308	125	3,530	4,343
	2.22%	-10.10%	10.51%	13.12%	-10.03%	9.39%	31.97%	26.61%	-20.41%	-67.19%		81%
OTHER	0	0	1	5	0	0	0	5	3		14	75
	-100.00%	-100.00%	-50.00%	500.00%	0.00%	100.00%	200.00%	300.00%	400.00%	-100.00%		19%
SHELburne	236	204	210	251	187	199	207	223	136	72	1,925	3,027
	-4.84%	-31.54%	-19.23%	-13.75%	-19.05%	-16.74%	-22.18%	2.76%	-49.44%	-72.52%		64%
SO. BURLINGTON	1,028	1,133	1,158	1,339	1,235	1,323	1,365	1,182	790	181	10,734	12,546
	33.33%	27.88%	16.38%	18.29%	17.62%	33.77%	35.55%	15.77%	-37.45%	-84.12%		86%
WILLISTON	114	137	150	150	157	175	179	131	73	11	1,277	1,621
	-8.80%	-11.61%	18.11%	25.00%	45.37%	56.25%	34.59%	-16.03%	-51.33%	-92.90%		79%
Winooski	472	568	537	597	516	482	482	409	335	151	4,549	5,413
	-4.07%	22.94%	45.53%	35.68%	24.04%	30.27%	19.90%	-5.10%	-37.85%	-73.42%		84%
TOTAL	3,308	3,607	3,485	4,088	3,528	3,849	4,111	3,605	2,488	867	32,936	43,446
Cost to Members	\$ 88,034.19	\$ 90,381.98	\$ 88,261.43	\$ 103,545.06	\$ 88,308.22	\$ 97,368.12	\$ 103,872.08	\$ 92,623.95	\$ 63,617.81	\$ 23,466.95	\$ 178,416.17	
Cost/Trip	\$ 26.61	\$ 25.06	\$ 25.33	\$ 25.33	\$ 25.03	\$ 25.30	\$ 25.27	\$ 25.69	\$ 25.57	\$ 27.07	\$ 25.80	

Benchmark for comparison is 83%

% of FY19 YTD compared to FY19



**GREEN MOUNTAIN TRANSIT
RESOLUTION OF THE BOARD OF COMMISSIONERS HONORING
THOMAS CHITTENDEN'S SERVICE
AS COMMISSIONER & BOARD CHAIR
June 16, 2020**

Whereas, Tom Chittenden faithfully served as a GMT Commissioner since appointed four years ago; and

Whereas, Tom Chittenden was elected by his fellow Commissioners to serve as Board Chair in 2018; and

Whereas, Tom Chittenden presided over the Board during GMT's envisioning of the Next Generation of GMT service; and

Whereas, Tom Chittenden led GMT through a time of transformation including a General Manager transition, opening of the Montpelier Transit Center, the birth of GMT's electric vehicle fleet, and implementation of AVL technology; and

Whereas, Tom Chittenden provided many hours of service supporting the General Manager by being a sounding board and working through issues together; and

Whereas, his sense of humor, calm demeanor, attention to time, and skills as a consensus builder kept Board meetings focused during challenging discussions; and

Whereas, his support of the mission of the organization and the work that staff does for the organization is very much appreciated by GMT staff; and

Whereas, Tom Chittenden served as Immediate Past Chair during his six months to ensure a smooth transition of leadership;

Now therefore be it resolved, that the GMT Board of Commissioners and staff thank and salute Tom Chittenden for his service as Board Chair and his four years of service to this regional public transit system in Vermont and in honor of his service, hard work and dedication to our community.

The GMT Board of Commissioners on June 15, 2020 adopted this resolution.

By Bonnie Waninger, Chair of the Board _____



To: GMT Board of Commissioners

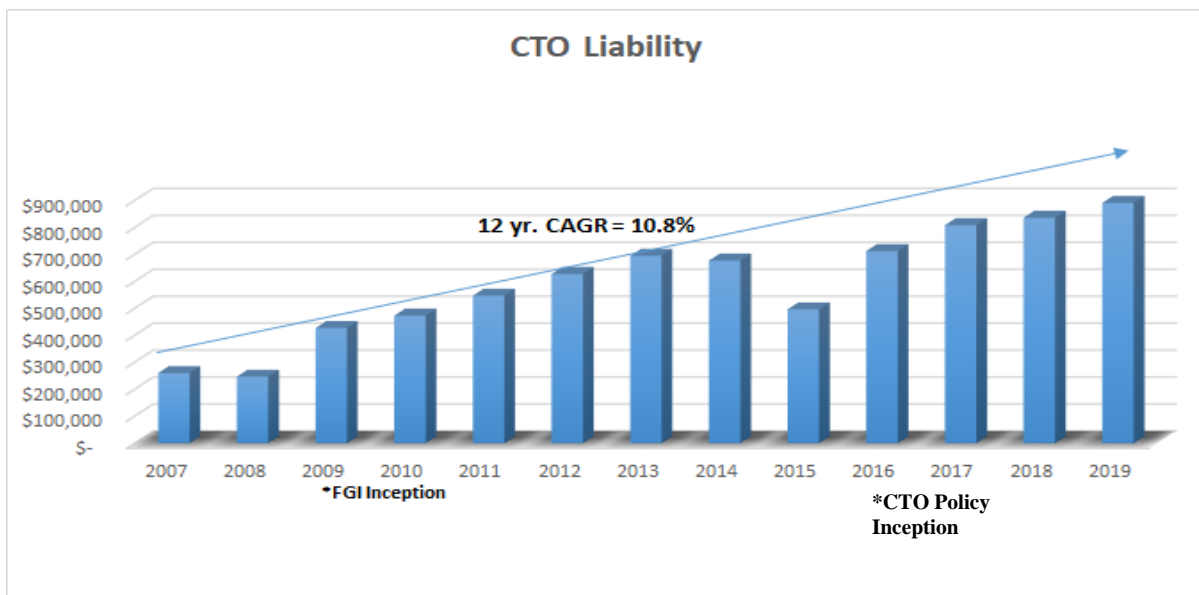
From: Nick Foss, Director of Finance
Kim Wall, Grants Manager
Debbie Coppola, Senior Accountant
Matt Kimball, Capital Projects Manager

Date: June 6, 2020

RE: Finance/Grants/Capital Projects

In anticipation of the upcoming discussions we will be having regarding possible reform to the current Combined Time Off (CTO) policy, I thought this month it would be helpful to spend some time going over some insights and data that I have compiled to help inform the future CTO policy conversation.

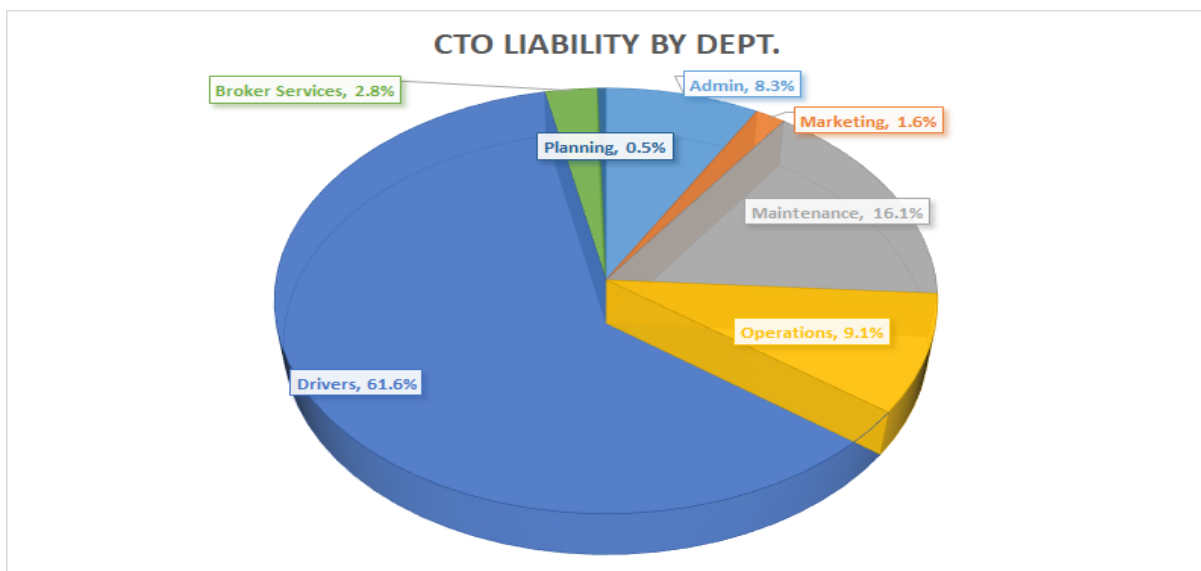
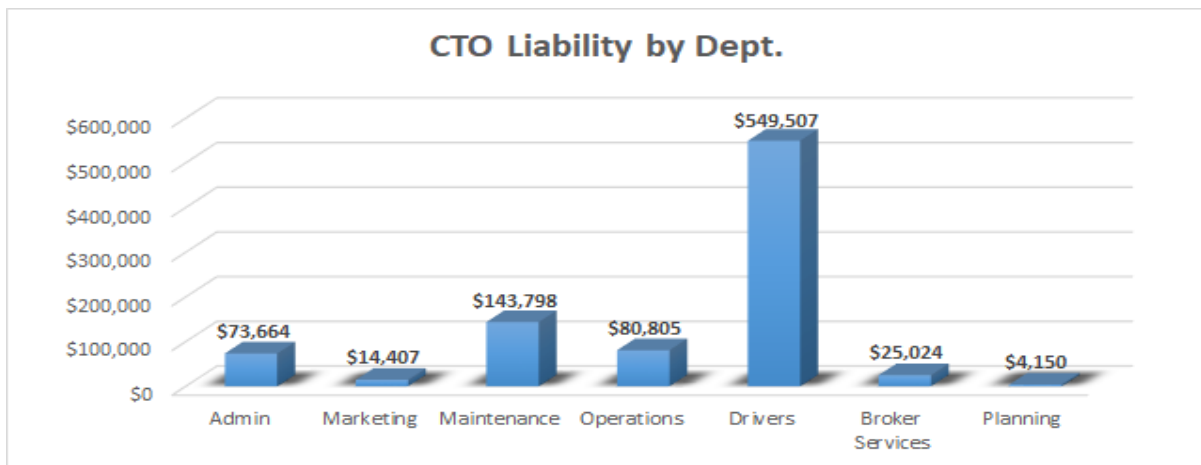
In order to analyze the CTO liability, I went as far back as I had readily available audited financials for. Viewing these figures not only provides insight into how the liability has progressed over time, but more importantly it helps identify those variables/decisions that led us to where we are today. Below is a chart which reflects that past history. The growth of the liability is a factor of three variables: (1) The rules of the plan which permits a large balance of time not used in the current year to be carried forward – this leads to increases in the units/hours that make up the liability; (2) annual salary increases which inflates the value of each unit/hour; and (3) changes in the size of the organization or more specifically headcount.





As you look at the chart above I would like to add some context to the growth during different periods of time. From 2008-2009 the liability jumped significantly, however that was because the organization grew with the addition of the Franklin/Grand Isle (FGI) service area. In addition to that from 2009 – 2013 GMT continued to expand its service level with the addition of several CMAQ routes. As you can see the liability did start leveling off from 2014-2015, with a large drop in 2015 due to a restructuring of the organization. However, this progress was quickly reversed in 2016 with the implementation of the current CTO policy. Lastly, it is important to recognize that from 2016 - present the increase in the liability has not been the result of a growing organization, but rather the effects of the new policy itself.

To provide some additional context I decided to segment the liability by department, which is shown below.





Hopefully this background will assist the Finance Committee in attaining a better understanding of the past history and distribution of the liability. I will end with one final point – if the historical 12-year growth rate holds constant (10.8%), and there is no reform to the policy, in 10 years the CTO liability would grow to close to \$2.5 million. I fear that future figure, or a growth rate even close to what we have historically experienced, would have severe consequences to the financial future of GMT.

Financial Summary

Attached are the March financials for your review along with the preliminary April expenses. As we review the expenses for April 30, 2020, 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 75% for March and 83% for April.

The March financials currently show a total surplus of \$891K, with an \$894K surplus on the Rural side and a slight deficit of roughly 3k on the Urban side. Please note that the large surplus on the rural side of the business is partially to do with four factors: (1) the methodology and timing of how we recognize grant revenues compared to the timing of operating revenues; (2) the lower general and administrative expenses that we've witnessed over the past year – this has led to a lower amount of overhead costs being shifted to the rural side of the business from the urban side; (3) a more conservative budgeting approach; (4) the COVID-19 crisis which has added variability to both our top line (revenue) through decreases in fares, as well as bottom line (expenses) through a reduction in service.

Please find the following explanations for specific areas of interest.

Revenues were reviewed based on the activity through March 31st.....

- **Federal Rural operating grant finished at 113%** but is overstated currently. After discussion with VTRANS, GMT received additional 5311 CARES funds to the tune of an increase of roughly \$254K. As a result this budget variance is overstated and will be for the remainder of the year.
- **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.
- **Fares** came in below benchmark and will continue to do so for the remainder of the fiscal year as we have been fare-free since the start of the COVID-19 crises, or close thereafter. We collect roughly \$194K/month on the



urban side and \$10.8K/month on the rural side. This will now be offset by the additional CARES funds that are being provided directly by the FTA (Urban), and directly from VTRANS (Rural).

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

- **Salaries and Wages** came in under benchmark for both systems. As mentioned during the Budget Adjustment presentation a slight buffer was built into these line items to account for future CTO payouts.
- **Pension Plan Expenses** came in over benchmark on the urban side. This line item is budgeted based off historical participation information. Therefore, because wages are not over budget, this clearly means more employees are taking advantage of the company's retirement plan benefits. We want all employees to save and plan for a successful retirement, so this is actually a good thing. The company retirement plan is an area that I plan to focus on in FY21.
- **Other Employee Benefits** is currently over the benchmark. During the budgeting process additional life insurance benefits provided to employees was not included in the budget. Going forward these expenses will be captured.
- **Legal fees** came in over budget due to unforeseen circumstances.
- **Dues and Subscriptions** are over the benchmark due to the timing of a VPTA invoice for 2019 dues on both Rural and Urban.
- **Travel and Meetings**- the rural side came in over budget at 155.3%. This is strictly made up of mileage, and should level out with the arrival of our new non-revenue vehicles that employees can use.
- **Audit Fees are over the benchmark due to the timing of invoices.** In short, there was a FY19 invoice that did not get captured in FY19, but instead got pushed into FY20. The Finance Department will do a better job in FY20 of ensuring we accrue invoices that come towards the end of a fiscal year.
- **Background Checks** are over the benchmark on the rural side due to seasonal service.
- **DOT Testing** is slightly over the benchmark at 88.4% on the rural side due to physicals required by the DOT.
- **Employment Recruitment Program** is over the benchmark at 100% on the urban side due to employee referrals.

- **Consulting Fees** are over budget due to the GM search.
- **Marketing Expense** is over budget on the Rural side due to timing of an invoice for bus maps.

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 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. This is certainly an item that will have to be adjusted up in FY21. However, due to a conservative approach on several other maintenance line items, such as the fuel budget, we are able to absorb some of the overage.
- **Tires expense** for the urban system is over budget, but much of this is timing and the unpredictable nature of this line item. The Finance Department will be working with maintenance to try and better predict this, and many other maintenance line items in future fiscal years.
- **Passenger Facility Expenses** is over budget due to timing of invoices.
- **Misc. Maintenance Expenses and Fees** is above benchmark on the rural side coming in at 99.4%. This is the result of a large amount of vehicle registrations this year. Going forward, the Finance Department will do a better job at matching the forecast for vehicle registration expenses with upcoming vehicle purchases.

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

☆ **Passenger Shelters:**

- Working with Enseicom to schedule the installation of a glass shelter at the Larkin Terrace property, the conversion of a shelter to covered bike storage on Cherry Street. Since Enseicom is based in Montreal, we anticipate that COVID may impact their timeline for performing the work. Replacing a damaged shelter on Kennedy Drive with a new unit from storage. Continuing to work with Planning to identify bus stops to prioritize the installation of shelters and benches over the summer.

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

- Continuing to work with Proterra to ensure that all contract requirements are met with respect to the programmability of the



charging stations and that all maintenance equipment is being provided.

- Ironing out some final details with the electrician in order to release final payment for the project.

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

- Will work with Wiemann-Lamphere and others to determine long-range capital planning for the facility. Work on body shop and other areas will need to be performed in phases and will likely require additional capital funds. Will determine areas to address immediately and best way to phase in additional work.

☆ **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.
- Final Testing and Commissioning of the security system has been scheduled for mid-June. Integration of the front entrance ADA door opener with the system is still on hold until the City's contractor can complete the installation of ADA opener paddles. Have not received an update on when this will be completed.

☆ **15 Industrial Pkwy Roof Replacement:**

- Installation of the roof membrane and metal fascia are 100% complete. Will schedule final inspection with roofing Contractor and Manufacturer once COVID-19 travel restrictions are lifted. Will coordinate with roofing manufacturer in advance of future solar project to ensure that warranty conditions are met.

☆ **Electric Small Bus Procurement**

- Coordinating with VTrans, VEIC, and other VT Transit Agencies on the development of the electric small bus RFP. Progress has slowed on this during the COVID-19 pandemic.
- Working with VEIC and VTrans on the execution of an MOU with Green Mountain Power to support the electric small bus project.

☆ **DTC Air Conditioning Improvements**

- Have received multiple quotes to install exhaust fan and temperature control for data room. Reviewing quotes with engineer and will authorize work shortly. Working with the engineer on design for the expansion of the current HVAC system in the building to provide climate control in the ticket booth.

☆ **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.
- Developing site screening scope of work to identify viable alternative locations to move the GMT facility.

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	Current Fiscal Year To Date			FY20 ADJ. BUDGET (Approved Dec 2018)			Budget Variance			PYTD 2019		
	Rural	Combined	Urban	Rural	Combined	Urban	Rural	Combined	Urban	Rural	Combined	Rural
1,804,892.01		\$1,804,892.01	2,400,146.00		\$2,400,146.00	75.20%		0.00%		1,725,727.59	75.20%	
508,029.78		508,029.78	683,749.00		683,749.00	74.30%		0.00%		478,325.25	74.30%	
70,797.33		412,457.23	94,396.00	430,360.00	524,756.00	75.00%	79.39%	79.39%		69,495.81	78.60%	335,494.35
1,962,068.51		1,962,068.51	2,635,398.00		2,635,398.00	74.45%		0.00%		2,224,898.00	74.45%	
	1,367,977.68	1,367,977.68		1,214,000.00	1,214,000.00	0.00%	112.68%	112.68%				964,548.99
1,696,644.00	609,762.81	2,306,406.81	2,317,192.00	1,045,000.00	3,362,192.00	73.22%	58.35%	68.60%		1,685,840.00	68.60%	765,057.38
	988,807.41	988,807.41		1,318,807.00	1,318,807.00	0.00%	74.98%	74.98%				899,860.98
75,924.37	38,897.92	114,822.29	107,061.00	77,600.00	184,661.00	70.92%	50.13%	62.18%		67,714.32	62.18%	33,353.20
2,661,827.50	870,264.89	3,532,092.39	3,426,846.00	1,103,880.00	4,530,726.00	77.68%	78.84%	77.96%		2,422,891.21	77.96%	849,330.08
						0.00%	0.00%	0.00%			0.00%	
						0.00%	0.00%	0.00%			0.00%	
8,780,183.50	4,217,370.61	12,997,554.11	11,664,788.00	5,189,647.00	16,854,435.00	75.27%	81.27%	77.12%	8,674,892.18	3,847,644.98		

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

1,675,507.66	95,837.37	1,771,345.03	2,332,641.00	126,700.00	2,459,341.00	71.83%	75.64%	72.03%		1,641,245.35	72.03%	98,407.92
74,023.75		74,023.75	102,102.00		102,102.00	72.50%		0.00%		73,935.00	72.50%	
122,337.04	27,880.00	150,217.04	150,000.00	25,000.00	175,000.00	81.56%	111.52%	85.84%		108,275.51	85.84%	21,100.00
555.27	15,253.15	15,808.42	700.00	9,000.00	9,700.00	79.32%	169.48%	162.97%		546.92	162.97%	14,226.16
30,462.10	78.04	30,540.14	31,595.00		31,595.00	96.41%	0.00%	96.66%		5,248.11	96.66%	98.03
3,947.00	3,707.00	7,654.00	4,097.00	6,507.00	10,604.00	96.34%	56.97%	72.18%				504.99
	1,558,614.56	1,558,614.56		2,156,960.00	2,156,960.00	0.00%	72.26%	72.26%		1,604,705.91	72.26%	1,604,705.91
30,404.27	69,279.51	99,683.78	38,920.00	83,906.00	122,826.00	78.12%	82.57%	81.16%		31,149.14	81.16%	51,328.27
						0.00%	0.00%	0.00%			0.00%	3,318.26
1,937,237.09	1,770,649.63	3,707,886.72	2,660,055.00	2,408,073.00	5,068,128.00	72.83%	73.33%	73.16%	1,860,400.03	1,793,689.54		

Total Revenue

10,717,420.59	5,988,020.24	16,705,440.83	14,324,843.00	7,597,720.00	21,922,563.00	74.82%	78.81%	76.20%	10,535,292.21	5,641,334.52		
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EXPENSES

SALARIES AND WAGES

Other Wages
Driver/Operator Wages
Vehicle Repair Wages
Salaries and Wages

1,049,379.07	681,796.04	1,731,175.11	1,486,310.00	943,116.00	2,429,426.00	70.60%	72.29%	71.26%		1,231,295.25	71.26%	612,557.33
3,388,002.47	1,440,388.15	4,828,390.62	4,605,711.00	2,019,420.00	6,625,131.00	73.56%	71.33%	72.88%		3,092,196.08	72.88%	1,482,106.09
662,335.54	114,900.61	777,236.15	980,472.00	170,894.00	1,151,366.00	67.55%	67.24%	67.51%		634,146.15	67.51%	113,109.62
5,099,717.08	2,237,084.80	7,336,801.88	7,072,493.00	3,133,430.00	10,205,923.00	72.11%	71.39%	71.89%	4,957,637.48	2,207,773.04		

PERSONNEL TAXES AND BENEFITS

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

392,831.18	168,237.18	561,068.36	541,046.00	239,707.00	780,753.00	72.61%	70.18%	71.86%		381,076.26	71.86%	160,963.66
(212.84)	7,015.59	6,802.75	20,000.00	17,000.00	37,000.00	-1.06%	41.27%	18.39%		24,012.40	41.27%	5,064.91
1,421,824.59	395,298.21	1,817,122.80	1,871,164.00	561,066.00	2,432,230.00	75.99%	70.45%	74.71%		1,396,056.41	74.71%	394,685.10
225,496.84	53,712.82	279,209.66	289,972.00	72,069.00	362,041.00	77.77%	74.53%	77.12%		206,845.81	77.12%	48,504.66
8,587.72	3,908.70	12,496.42	22,000.00	18,000.00	40,000.00	39.04%	21.72%	31.24%		26,681.02	31.24%	10,100.85
100,604.11	41,440.13	142,044.24	118,101.00	42,630.00	160,731.00	85.18%	97.21%	88.37%		97,376.36	97.21%	34,957.52
2,149,131.60	669,612.63	2,818,744.23	2,862,283.00	950,472.00	3,812,755.00	75.08%	70.45%	73.93%	2,132,048.26	654,276.70		

GENERAL AND ADMIN EXPENSES

Admin Supplies and Expenses
Recruiting Expenses
Dues and Subscriptions
Travel and Meetings
Board Development
Communications
Computer Service Exp
Legal Fees
Insurance
Audit Fees
Consulting Fees

32,649.24	13,140.19	45,789.43	48,032.00	21,424.00	69,456.00	67.97%	61.33%	65.93%		28,168.79	65.93%	12,018.73
4,510.44	3,520.69	8,031.13	12,400.00	7,000.00	19,400.00	36.37%	50.30%	41.40%		6,840.68	41.40%	10,489.31
4,236.46	3,332.00	7,568.46	5,100.00	4,787.00	9,887.00	83.07%	69.61%	76.55%		23,528.00	76.55%	5,569.50
848.89	2,328.79	3,177.68	2,500.00	1,500.00	4,000.00	33.96%	155.25%	79.44%		1,838.78	79.44%	899.08
						0.00%	0.00%	0.00%			0.00%	
22,743.79	20,789.48	43,533.27	43,692.00	52,680.00	96,372.00	52.05%	39.46%	45.17%		33,981.61	45.17%	26,315.58
66,833.96	30,268.94	97,102.90	87,098.00	71,608.00	158,706.00	76.73%	42.27%	61.18%		89,529.04	61.18%	36,791.21
37,289.96	17,392.34	54,682.30	15,000.00	3,000.00	18,000.00	248.60%	579.74%	303.79%		25,193.00	303.79%	
707,224.03	310,032.43	1,017,256.46	963,990.00	428,205.00	1,392,195.00	73.36%	72.40%	73.07%		723,936.55	73.07%	314,005.48
18,865.00	8,085.00	26,950.00	16,450.00	7,050.00	23,500.00	114.68%	114.68%	114.68%		10,500.00	114.68%	4,500.00
9,411.90	13,559.17	22,971.07	12,000.00	12,000.00	24,000.00	78.43%	112.99%	95.71%		5,529.00	95.71%	4,681.00
904,613.67	422,449.03	1,327,062.70	1,206,262.00	609,254.00	1,815,516.00	74.99%	69.34%	73.10%	949,045.45	415,269.89		

OPERATIONS EXPENSES

Background Checks
Drug & Alcohol Testing
DOT Testing
Employment Recruitment Program
Driver's Uniforms
Safety Expense
Misc. Operating Exp

Operations Expenses

Urban	Rural	Combined	Urban	Rural	Combined	Urban	Rural	Combined	Urban	Rural
Current Fiscal Year To Date			FY20 ADJ. BUDGET (Approved Dec 2018)			Budget Variance			PYTD 2019	
1,032.00	12,613.00	13,645.00	2,400.00	11,500.00	13,900.00	43.00%	109.68%	98.17%	838.00	10,543.00
4,840.00	4,841.00	9,681.00	6,500.00	6,270.00	12,770.00	74.46%	0.00%	0.00%	316.00	93.00
800.00	800.00	800.00	800.00	400.00	1,200.00	100.00%	0.00%	75.81%	4,388.00	5,538.26
10,891.88	5,384.58	16,276.46	20,000.00	10,000.00	30,000.00	54.46%	53.85%	66.67%	200.00	
328.35	328.35	328.35	800.00	500.00	1,300.00	41.04%	0.00%	54.25%	15,453.16	7,577.29
2,257.15	3,088.31	3,088.31	6,125.00	3,675.00	9,800.00	36.85%	22.62%	25.26%	277.50	
20,149.38	23,669.74	43,819.12	36,625.00	32,345.00	68,970.00	55.02%	73.18%	63.53%	23,179.58	23,751.55

PLANNING EXPENSES

Other Planning Expenses
MPO Planning Expenses
Planning Expenses

30,508.72	14,779.40	14,779.40	100,000.00	25,000.00	25,000.00	0.00%	59.12%	59.12%		4,268.03
30,508.72	14,779.40	45,288.12	100,000.00	25,000.00	125,000.00	30.51%	59.12%	36.23%	79,640.18	4,268.03

VEHICLE/BUILDING MAINTENANCE EXP (15

Industrial)

Parts Expense - Non-Revenue Vehicles
Parts Expense - Revenue Vehicles
Tires
Facility Maintenance
Passenger Facility Expenses
Security Expenses
Cleaning Expense
Repeater Fees
Light, Heat and Water
Fuel - Vehicles
Maintenance Tools/Supplies/Uniforms
Misc Maint Expenses and fees
Vehicle/Building Maintenance Exp

2,708.78	361.73	3,070.51	7,000.00	3,000.00	10,000.00	38.70%	12.06%	30.71%	6,127.32	695.25
514,646.15	88,092.77	602,738.92	431,157.00	125,662.00	556,819.00	119.36%	70.10%	108.25%	413,518.86	252,399.99
65,113.05	18,751.92	83,864.97	70,000.00	30,000.00	100,000.00	93.02%	62.51%	83.86%	33,689.46	27,020.87
45,860.09	41,519.57	87,379.66	72,000.00	68,151.00	140,151.00	63.69%	60.92%	62.35%	56,117.76	52,769.83
24,944.93		24,944.93	28,666.00		28,666.00	87.02%	0.00%	87.02%	21,387.53	
11,272.00	9,695.14	20,967.14	24,000.00	12,000.00	36,000.00	46.97%	80.79%	58.24%	14,220.58	8,915.68
15,150.00	12,312.00	27,462.00	20,088.00	16,416.00	36,504.00	75.42%	75.00%	75.23%	14,958.25	11,250.00
122,619.75	39,094.20	161,713.95	177,476.00	60,955.00	238,431.00	69.09%	64.14%	67.82%	127,746.17	46,636.43
641,944.52	310,929.57	952,874.09	936,000.00	536,780.00	1,472,780.00	68.58%	57.92%	64.70%	673,264.48	266,546.80
64,531.95	15,130.03	79,661.98	86,250.00	20,580.00	106,830.00	74.57%	73.52%	74.57%	60,839.63	11,012.20
1,762.89	3,133.19	4,896.08	6,680.00	3,320.00	10,000.00	26.39%	94.37%	48.96%	3,231.37	95.03
1,510,554.11	539,020.12	2,049,574.23	1,859,317.00	876,864.00	2,736,181.00	81.24%	61.47%	74.91%	1,425,101.41	677,342.08

CONTRACTOR EXPENSES

ADA/STTA Paratransit
Partner Local Share
Functional Assessment Costs
Volunteer Drivers
Other Transportation (incl Cabs)
Contractor Expenses

890,280.44	1,251,215.00	1,251,215.00	1,251,215.00			71.15%	0.00%	71.15%	914,386.41	
19,833.00	19,833.00	19,833.00	10,000.00			100.00%	0.00%	100.00%		
4,493.04	4,493.04	4,493.04	10,000.00			44.93%	0.00%	44.93%	6,101.72	
	474,873.34	474,873.34	570,151.00			0.00%	83.29%	83.29%		380,192.18
4,257.00	594,503.35	598,760.35	10,972.00	952,398.00	963,370.00	38.80%	62.42%	62.15%	7,843.20	664,684.82
918,863.48	1,069,376.69	1,988,240.17	1,292,020.00	1,522,549.00	2,814,569.00	71.12%	70.24%	70.64%	928,331.33	1,044,877.00

MARKETING EXPENSE

Bus Tickets/Fare Media
Marketing Expense
Public Information
Marketing Expense

10,165.26	931.19	11,096.45	20,000.00	2,400.00	22,400.00	50.83%	38.80%	49.54%	10,391.65	1,282.65
11,275.77	13,211.52	24,487.29	26,320.00	30,140.00	56,460.00	42.84%	43.83%	43.37%	15,166.66	22,020.69
10,448.13	10,324.06	20,772.19	22,000.00	11,000.00	33,000.00	47.49%	93.86%	62.95%	12,952.00	7,395.76
31,889.16	24,466.77	56,355.93	68,320.00	43,540.00	111,860.00	46.68%	56.19%	50.38%	38,510.31	30,699.10

OTHER EXPENSES

Allowance for Doubtful Accounts
Debt Service/Capital Reserve
Bond Interest
Capital Match
Other Expenses

46,442.51	46,442.51	46,442.51	46,443.00			100.00%	0.00%	100.00%	46,442.51	
80,025.00	58,200.00	138,225.00	106,700.00	77,600.00	184,300.00	75.00%	75.00%	75.00%	70,668.00	157,826.25
126,467.51	58,200.00	184,667.51	153,143.00	77,600.00	230,743.00	82.58%	75.00%	80.03%	117,170.51	157,826.25

TOTAL EXPENSES

Current Year Deferred Costs
OH Admin Allocation
Urban Shop Allocation
Rural Link Cost Allocation
ALLOCATIONS BETWEEN PROGRAMS

10,791,894.71	5,058,659.18	15,850,553.89	14,650,463.00	7,271,054.00	21,921,517.00	73.66%	69.57%	72.31%	10,650,604.51	5,216,083.64
36,052.50		36,052.50				0.00%	0.00%	0.00%	(140,145.16)	
185,130.96	(185,130.96)		326,120.00	(326,120.00)		56.77%	56.77%	0.00%	338,585.95	(338,585.95)
69,565.48	(69,565.48)					0.00%	0.00%	0.00%	128,523.65	(128,523.65)
(219,584.03)	219,584.03					0.00%	0.00%	0.00%	(204,098.70)	204,098.70
35,112.41	(35,112.41)		326,120.00	(326,120.00)		10.77%	10.77%	0.00%	265,010.90	(263,010.90)

	Urban	Rural	Combined	Urban	Rural	Combined	Urban	Rural	Combined	Urban	Rural
	Current Fiscal Year To Date			FY20 ADJ. BUDGET (Approved Dec 2018)			Budget Variance			PYTD 2019	
Balance Of Operating Budget											
	(3,309.21)	894,248.65	890,939.44	500.00	546.00	1,046.00	-661.84%	163781.80%	85175.85%	7,553.44	162,239.98
Capital Revenue											
Federal Revenue	2,866,387.52	1,365,814.05	4,232,201.57				0.00%	0.00%	0.00%	688,578.60	190,776.79
State Revenue	123,662.00	61,548.42	185,210.42				0.00%	0.00%	0.00%	83,647.85	23,824.78
Paratransit Lease Revenue	345,166.00		345,166.00				0.00%	0.00%	0.00%		
Local Match Revenue	80,025.00	58,200.00	138,225.00				0.00%	0.00%	0.00%	70,668.00	157,826.25
Total Capital Revenue	3,415,240.52	1,485,562.47	4,900,802.99	0.00	0.00	0.00	0.00%	0.00%	0.00%	842,894.45	372,427.82
Capital Expenses											
Vehicles	2,400,624.60	1,439,656.00	3,840,280.60				0.00%	0.00%	0.00%	2,810.85	201,500.00
Maintenance Parts and Equipment	341,621.28	10,137.59	351,758.87				0.00%	0.00%	0.00%	313,225.88	25,951.34
Passenger Amenities	2,316.25		2,316.25				0.00%	0.00%	0.00%	42,871.50	
Facility Repairs and Improvements	805,009.30	137,007.13	942,016.43				0.00%	0.00%	0.00%	535,987.20	18,619.25
Total Capital Expenses	3,549,571.43	1,586,800.72	5,136,372.15	0.00	0.00	0.00	0.00%	0.00%	0.00%	894,895.43	246,070.59
Balance of Capital Budget	(134,330.91)	(101,238.25)	(235,569.16)	0.00	0.00	0.00	0.00%	0.00%	0.00%	(52,000.98)	126,357.23
Transfer of Purchases to Fixed Assets	3,205,505.20	1,550,341.27	4,755,846.47				0.00%	0.00%	0.00%	468,676.68	201,831.62
Deferred Costs	(2,206,620.11)	(613,449.71)	(2,820,069.82)				0.00%	0.00%	0.00%	(2,165,723.73)	(422,563.23)
Depreciation Expense	998,885.09	936,891.56	1,935,776.65	0.00	0.00	0.00	0.00%	0.00%	0.00%	(1,697,047.05)	(220,731.61)
Subtotal											
Current Change in Net Assets	861,244.97	1,729,901.96	2,591,146.93	500.00	546.00	1,046.00	172248.99%	316831.86%	247719.59%	(1,741,494.59)	67,865.60

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	Current Fiscal Year To Date		Combined	FY20 ADJ. BUDGET (Approved Dec 2018)		Urban	Combined	Rural	Budget Variance		Combined	Urban	Rural
	Urban	Rural		Urban	Rural				Urban	Rural			
2,004,904.27			\$2,004,904.27	2,400,146.00					83.53%	0.00%	83.53%	1,917,475.10	
565,008.83			565,008.83	683,749.00					82.63%	0.00%	82.63%	531,472.50	
78,663.70			394,959.76	94,396.00	430,360.00				83.33%	91.77%	90.26%	77,550.90	387,490.12
1,962,068.51			1,962,068.51	2,635,398.00					74.45%	0.00%	74.45%	2,450,278.00	
			1,367,977.68	1,367,977.68				1,214,000.00	0.00%	112.68%	112.68%		1,068,629.37
1,885,160.00			609,762.81	2,494,922.81				1,045,000.00	81.36%	58.35%	74.21%	1,873,155.00	845,740.56
			989,026.16	989,026.16				1,318,807.00	0.00%	74.99%	74.99%		1,003,633.18
75,924.36			38,897.13	114,821.49	107,061.00			184,661.00	70.92%	50.13%	62.18%	77,070.81	39,815.47
2,758,252.50			870,264.89	3,628,517.39	3,426,846.00			1,103,880.00	80.49%	78.84%	80.09%	2,697,597.36	854,635.64
									0.00%	0.00%	0.00%		
									0.00%	0.00%	0.00%		
9,329,982.17	4,270,888.43	13,600,870.60	11,664,788.00	5,189,647.00	16,854,435.00	79.98%	82.30%	80.70%	80.70%	82.30%	80.70%	9,624,599.67	4,199,944.34

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

1,691,005.15	95,852.37	1,786,857.52	2,332,641.00	126,700.00	2,459,341.00	72.49%	75.65%	72.66%	72.66%	75.65%	72.66%	1,816,885.41	109,946.62
75,976.25		75,976.25	102,102.00		102,102.00	74.41%	0.00%	74.41%	74.41%	0.00%	74.41%	83,035.00	
137,404.81		168,464.81	150,000.00		175,000.00	91.60%	124.24%	96.27%	96.27%	124.24%	96.27%	126,378.01	25,100.00
615.33		16,201.79	700.00		9,700.00	87.90%	173.18%	167.03%	167.03%	173.18%	167.03%	611.07	16,856.53
30,466.10		78.04	30,544.14	31,595.00	31,595.00	96.43%	0.00%	96.43%	96.43%	0.00%	96.43%	6,511.72	102.03
3,947.00		7,654.00	4,097.00		10,604.00	96.34%	56.97%	96.34%	96.34%	56.97%	72.18%		504.99
		1,720,745.25			2,156,960.00	0.00%	79.78%	79.78%	79.78%	0.00%	79.78%	1,767,419.47	
33,315.13		75,774.96	109,090.09	38,920.00	83,906.00	85.60%	90.31%	88.82%	88.82%	90.31%	88.82%	33,555.35	59,321.01
						0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		3,318.26
1,972,729.77	1,942,804.08	3,915,533.85	2,660,055.00	2,408,073.00	5,068,128.00	74.16%	80.68%	77.26%	77.26%	80.68%	77.26%	2,066,976.56	1,982,568.91

Total Revenue

11,302,711.94	6,213,692.51	17,516,404.45	14,324,843.00	7,597,720.00	21,922,563.00	78.90%	81.78%	79.90%	79.90%	81.78%	79.90%	11,691,576.23	6,182,513.25
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EXPENSES

SALARIES AND WAGES

Other Wages
Driver/Operator Wages
Vehicle Repair Wages
Salaries and Wages

1,143,140.91	765,239.69	1,908,380.60	1,486,310.00	943,116.00	2,429,426.00	76.91%	81.14%	78.55%	78.55%	81.14%	78.55%	1,351,579.79	677,546.17
3,736,821.65	1,579,220.04	5,316,041.69	4,605,711.00	2,019,420.00	6,625,131.00	81.13%	78.20%	80.24%	80.24%	78.20%	80.24%	3,421,992.58	1,637,238.30
746,450.95	119,200.07	865,651.02	980,472.00	170,894.00	1,151,366.00	76.13%	69.75%	75.18%	75.18%	69.75%	75.18%	696,521.93	125,155.01
5,626,413.51	2,463,659.80	8,090,073.31	7,072,493.00	3,133,430.00	10,205,923.00	79.55%	78.63%	79.27%	79.27%	78.63%	79.27%	5,470,094.30	2,439,939.48

PERSONNEL TAXES AND BENEFITS

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

433,453.68	185,016.28	618,469.96	541,046.00	239,707.00	780,753.00	80.11%	77.18%	79.21%	79.21%	77.18%	79.21%	420,437.47	178,679.02
2,931.46	12,548.61	15,480.07	20,000.00	17,000.00	37,000.00	14.66%	73.82%	41.84%	41.84%	73.82%	41.84%	24,049.39	6,405.16
1,571,778.65	435,414.67	2,007,193.32	1,871,164.00	561,066.00	2,432,230.00	84.00%	77.60%	82.52%	82.52%	77.60%	82.52%	1,553,085.41	438,616.82
248,483.61	60,298.77	308,782.38	289,972.00	72,069.00	362,041.00	85.69%	83.67%	85.29%	85.29%	83.67%	85.29%	228,333.68	53,808.38
8,266.74	3,908.70	12,175.44	22,000.00	18,000.00	40,000.00	37.58%	21.72%	30.44%	30.44%	21.72%	30.44%	27,286.51	14,562.39
109,502.55	45,276.50	154,779.05	118,101.00	42,630.00	160,731.00	92.72%	106.21%	96.30%	96.30%	106.21%	96.30%	106,618.14	38,712.92
2,374,416.69	742,463.53	3,116,880.22	2,862,283.00	950,472.00	3,812,755.00	82.96%	78.12%	81.75%	81.75%	78.12%	81.75%	2,359,810.60	730,784.69

GENERAL AND ADMIN EXPENSES

Admin Supplies and Expenses
Recruiting Expenses
Dues and Subscriptions
Travel and Meetings
Board Development
Communications
Computer Service Exp
Legal Fees
Insurance
Audit Fees
Consulting Fees

General and Admin Expenses

35,626.11	14,977.63	50,603.74	48,032.00	21,424.00	69,456.00	74.17%	69.91%	72.86%	72.86%	69.91%	72.86%	31,478.18	15,573.60
5,378.44	3,520.69	8,899.13	12,400.00	7,000.00	19,400.00	43.37%	50.30%	45.87%	45.87%	50.30%	45.87%	10,182.18	11,116.31
4,783.23	3,332.00	8,115.23	5,100.00	4,787.00	9,887.00	93.79%	69.61%	82.08%	82.08%	69.61%	82.08%	24,446.00	5,569.50
848.89	2,328.79	3,177.68	2,500.00	1,500.00	4,000.00	33.96%	155.25%	79.44%	79.44%	155.25%	79.44%	2,059.57	945.12
						0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
27,247.06	23,721.60	50,968.66	43,692.00	52,680.00	96,372.00	62.36%	45.03%	52.89%	52.89%	45.03%	52.89%	37,946.75	29,191.82
68,674.95	31,292.30	99,967.25	87,098.00	71,608.00	158,706.00	78.55%	43.70%	62.99%	62.99%	43.70%	62.99%	90,753.72	37,288.58
51,693.75	21,066.25	72,760.00	15,000.00	3,000.00	18,000.00	344.63%	702.21%	404.22%	404.22%	702.21%	404.22%	26,873.00	
786,156.40	344,729.81	1,130,886.21	963,990.00	428,205.00	1,392,195.00	81.55%	80.51%	81.23%	81.23%	80.51%	81.23%	812,876.45	352,330.29
24,535.00	10,515.00	35,050.00	16,450.00	7,050.00	23,500.00	149.15%	149.15%	149.15%	149.15%	149.15%	149.15%	18,270.00	7,830.00
9,411.90	13,559.17	22,971.07	12,000.00	12,000.00	24,000.00	78.43%	112.99%	95.71%	95.71%	112.99%	95.71%	6,529.00	5,681.00
1,014,355.73	469,043.24	1,483,398.97	1,206,262.00	609,254.00	1,815,516.00	84.09%	76.99%	81.71%	81.71%	76.99%	81.71%	1,061,414.85	465,526.22

OPERATIONS EXPENSES

Background Checks
Drug & Alcohol Testing
DOT Testing
Employment Recruitment Program
Driver's Uniforms
Safety Expense
Misc. Operating Exp

Operations Expenses

PLANNING EXPENSES

Other Planning Expenses
MPO Planning Expenses
Planning Expenses

VEHICLE/BUILDING MAINTENANCE EXP (15

Industrial)

Parts Expense - Non-Revenue Vehicles
Parts Expense - Revenue Vehicles
Tires
Facility Maintenance
Passenger Facility Expenses
Security Expenses
Cleaning Expense
Repeater Fees
Light, Heat and Water
Fuel - Vehicles
Maintenance Tools/Supplies/Uniforms
Misc Maint Expenses and fees
Vehicle/Building Maintenance Exp

CONTRACTOR EXPENSES

ADA/SSA Paratransit
Partner Local Share
Functional Assessment Costs
Volunteer Drivers
Other Transportation (incl Cabs)
Contractor Expenses

MARKETING EXPENSE

Bus Tickets/Fare Media
Marketing Expense
Public Information
Marketing Expense

OTHER EXPENSES

Allowance for Doubtful Accounts
Debt Service/Capital Reserve
Bond Interest
Capital Match
Other Expenses

TOTAL EXPENSES

Current Year Deferred Costs
OH Admin Allocation
Urban Shop Allocation
Rural Link Cost Allocation
ALLOCATIONS BETWEEN PROGRAMS

	Current Fiscal Year To Date			FY20 ADJ. BUDGET (Approved Dec 2018)			Budget Variance			PYTD 2019	
	Urban	Rural	Combined	Urban	Rural	Combined	Urban	Rural	Combined	Urban	Rural
1,101.00	12,799.00	13,900.00	2,400.00	11,500.00	13,900.00	45.88%	0.00%	111.30%	100.00%	1,182.00	10,827.00
5,530.00	5,542.00	11,072.00	6,500.00	6,270.00	12,770.00	85.08%	0.00%	88.39%	86.70%	316.00	93.00
800.00	800.00	800.00	800.00	400.00	1,200.00	100.00%	0.00%	0.00%	66.67%	5,083.00	5,648.26
11,191.83	5,384.58	16,576.41	20,000.00	10,000.00	30,000.00	55.96%	53.85%	53.85%	55.25%	200.00	7,946.89
328.35	328.35	328.35	800.00	500.00	1,300.00	41.04%	0.00%	0.00%	25.26%	16,463.71	277.50
2,257.15	831.16	3,088.31	6,125.00	3,675.00	9,800.00	36.85%	22.62%	31.51%	31.51%	277.50	1,706.92
21,208.33	24,556.74	45,765.07	36,625.00	32,345.00	68,970.00	57.91%	75.92%	66.36%	66.36%	25,229.13	24,515.15

34,387.22	15,388.40	15,388.40	100,000.00	25,000.00	100,000.00	0.00%	61.55%	0.00%	61.55%	80,795.18	4,438.03
34,387.22	15,388.40	49,775.62	100,000.00	25,000.00	125,000.00	34.39%	61.55%	39.82%	39.82%	80,795.18	4,438.03

2,708.78	361.73	3,070.51	7,000.00	3,000.00	10,000.00	38.70%	12.06%	30.71%	30.71%	6,388.37	707.29
569,404.03	93,208.31	662,612.34	431,157.00	125,662.00	556,819.00	132.06%	74.17%	119.00%	119.00%	473,642.64	268,005.22
69,246.57	18,988.56	88,235.13	70,000.00	30,000.00	100,000.00	98.92%	63.30%	88.24%	88.24%	34,904.35	28,450.67
47,075.93	52,192.53	99,268.46	72,000.00	68,151.00	140,151.00	65.38%	76.58%	70.83%	70.83%	61,481.14	53,263.29
27,794.09	27,794.09	27,794.09	28,666.00	28,666.00	28,666.00	96.96%	0.00%	96.96%	96.96%	22,342.62	
11,272.00	9,695.14	20,967.14	24,000.00	12,000.00	36,000.00	46.97%	80.79%	58.24%	58.24%	17,739.66	9,515.14
15,150.00	12,312.00	27,462.00	20,088.00	16,416.00	36,504.00	75.42%	75.00%	75.23%	75.23%	16,632.25	13,986.00
138,944.02	42,812.45	181,756.47	177,476.00	60,955.00	238,431.00	78.29%	70.24%	76.23%	76.23%	145,919.15	53,354.94
669,589.10	326,895.69	996,484.79	936,000.00	536,780.00	1,472,780.00	71.54%	60.90%	67.66%	67.66%	761,083.75	295,062.62
81,775.43	16,285.92	98,061.35	86,250.00	20,580.00	106,830.00	94.81%	79.13%	91.79%	91.79%	67,933.90	11,844.96
1,845.57	3,302.03	5,147.60	6,680.00	3,320.00	10,000.00	27.63%	99.46%	51.48%	51.48%	3,567.72	121.55
1,634,805.52	576,054.36	2,210,859.88	1,859,317.00	876,864.00	2,736,181.00	87.93%	65.69%	80.80%	80.80%	1,611,635.55	734,311.68

917,662.39	1,251,215.00	1,251,215.00	73.34%	0.00%	73.34%	73.34%	0.00%	100.00%	100.00%	1,022,834.83	
19,833.00	19,833.00	19,833.00	100.00%	0.00%	100.00%	100.00%	0.00%	44.93%	44.93%	7,142.90	
4,493.04	4,493.04	4,493.04	10,000.00	570,151.00	570,151.00	0.00%	86.38%	86.38%	86.38%	434,261.16	
4,257.00	596,874.81	601,131.81	10,972.00	952,398.00	963,370.00	38.80%	62.67%	62.40%	62.40%	8,952.60	734,769.10
946,245.43	1,089,369.06	2,035,614.49	1,292,020.00	1,522,549.00	2,814,569.00	73.24%	71.55%	72.32%	72.32%	1,038,930.33	1,169,030.26

12,181.86	384.60	12,566.46	20,000.00	2,400.00	22,400.00	60.91%	16.03%	56.10%	56.10%	13,084.36	1,150.20
12,452.21	13,293.97	25,746.18	26,320.00	30,140.00	56,460.00	47.31%	44.11%	45.60%	45.60%	17,726.56	22,456.79
11,070.63	10,469.56	21,540.19	22,000.00	11,000.00	33,000.00	50.32%	95.18%	65.27%	65.27%	12,952.00	7,395.76
35,704.70	24,148.13	59,852.83	68,320.00	43,540.00	111,860.00	52.26%	55.46%	53.51%	53.51%	43,762.92	31,002.75

46,442.51	46,442.51	46,442.51	46,443.00	46,443.00	46,443.00	100.00%	0.00%	100.00%	100.00%	46,442.51	
88,916.67	64,666.67	153,583.34	106,700.00	77,600.00	184,300.00	83.33%	83.33%	83.33%	83.33%	78,520.00	175,362.50
135,359.18	64,666.67	200,025.85	153,143.00	77,600.00	230,743.00	88.39%	83.33%	86.69%	86.69%	124,962.51	175,362.50

11,822,896.31	5,469,349.93	17,292,246.24	14,650,463.00	7,271,054.00	21,921,517.00	80.70%	75.22%	78.88%	78.88%	11,816,635.37	5,774,910.76
46,858.24		46,858.24				0.00%	0.00%	0.00%	0.00%	(153,110.95)	
201,880.88	(201,880.88)		326,120.00	(326,120.00)		61.90%	61.90%	0.00%	0.00%	368,350.15	(368,350.15)
73,974.73	(73,974.73)					0.00%	0.00%	0.00%	0.00%	140,824.54	(140,824.54)
(244,384.58)	244,384.58					0.00%	0.00%	0.00%	0.00%	(228,779.18)	228,779.18
31,471.03	(31,471.03)		326,120.00	(326,120.00)		9.65%	9.65%	0.00%	0.00%	280,395.51	(280,395.51)

	Urban	Rural	Combined	Urban	Rural	Combined	Urban	Rural	Combined	Urban	Rural	Combined	Urban	Rural
	Current Fiscal Year To Date			FY20 ADJ. BUDGET (Approved Dec 2018)			Budget Variance			PYTD 2019				
Balance Of Operating Budget	(441,855.10)	712,871.55	271,016.45	500.00	546.00	1,046.00	-88371.02%	130562.55%	25909.79%	2,225.42	127,206.98			
Capital Revenue														
Federal Revenue	2,866,387.51	1,365,814.02	4,232,201.53				0.00%	0.00%	0.00%	728,033.52	193,329.77			
State Revenue	123,662.00	61,548.42	185,210.42				0.00%	0.00%	0.00%	87,263.97	24,188.90			
Paratransit Lease Revenue	345,166.00		345,166.00				0.00%	0.00%	0.00%					
Local Match Revenue	88,916.67	64,666.67	153,583.34				0.00%	0.00%	0.00%	78,520.00	175,362.50			
Total Capital Revenue	3,424,132.18	1,492,029.11	4,916,161.29	0.00	0.00	0.00	0.00%	0.00%	0.00%	893,817.49	392,881.17			
Capital Expenses														
Vehicles	2,400,624.60	1,439,656.00	3,840,280.60				0.00%	0.00%	0.00%	2,810.85	201,500.00			
Maintenance Parts and Equipment	346,501.96	11,743.43	358,245.39				0.00%	0.00%	0.00%	344,058.33	25,951.34			
Passenger Amenities	2,316.25		2,316.25				0.00%	0.00%	0.00%	43,121.50				
Facility Repairs and Improvements	822,828.25	141,220.13	964,048.38				0.00%	0.00%	0.00%	540,985.85	21,810.47			
Total Capital Expenses	3,572,271.06	1,592,619.56	5,164,890.62	0.00	0.00	0.00	0.00%	0.00%	0.00%	930,976.53	249,261.81			
Balance of Capital Budget	(148,138.88)	(100,590.45)	(248,729.33)	0.00	0.00	0.00	0.00%	0.00%	0.00%	(37,159.04)	143,619.36			
Transfer of Purchases to Fixed Assets	3,205,505.20	1,550,341.27	4,755,846.47				0.00%	0.00%	0.00%	472,083.08	201,831.62			
Deferred Costs							0.00%	0.00%	0.00%					
Depreciation Expense	(2,460,613.29)	(676,870.79)	(3,137,484.08)				0.00%	0.00%	0.00%	(2,404,041.15)	(469,628.10)			
Subtotal	744,891.91	873,470.48	1,618,362.39	0.00	0.00	0.00	0.00%	0.00%	0.00%	(1,931,958.07)	(267,796.48)			
Current Change in Net Assets	154,897.93	1,485,751.58	1,640,649.51	500.00	546.00	1,046.00	30979.59%	272115.67%	156849.86%	(1,966,891.69)	3,029.86			

CBA Discipline & Discharge and Grievance Procedures

GMT Board Meeting

June 16, 2020

Collective Bargaining Agreements (CBA)

- ▶ GMT and the Teamsters Local 597 have three CBA's:
 - ▶ Urban Operator's
 - ▶ Rural Operator's
 - ▶ Maintenance
- ▶ All three CBA's expire June 30, 2021
- ▶ If either party desires to submit proposals for a new contract to take effect at the expiration of the contracts, such party shall submit written notice to the other party at least ninety (90) days prior to June 30, 2021.



Progressive Discipline

- ▶ Process of dealing with job-related behavior that does not meet expected and communicated job standards.
- ▶ Lets the employee know that there is a performance problem and (in most cases) an opportunity for improvement exists.
- ▶ Series of increasingly formal efforts to provide feedback to the employee so that they can correct the problem.



CBA Progressive Discipline

No covered Employee who has successfully completed his/her probationary period and become a regular Employee shall be subject to the imposition of discipline without just cause. The Employer shall typically follow progressive discipline as follows:

- ▶ First offense- maximum of written verbal warning
- ▶ Second offense- maximum of written warning
- ▶ Third offense- maximum of short suspension (0 to 3 days).
- ▶ Fourth offense- maximum of long suspension (2 to 5 days).
- ▶ Fifth offense- maximum of termination.



Employee Rights

- ▲ Prior to implementing any suspension or discharge, the Employer will provide the Employee Loudermill and Weingarten rights and Garrity rights, as applicable.
- ▲ Weingarten Rights: Right to Union Representation
- ▲ Loudermill Rights: Pre-termination Due Process Rights
- ▲ Garrity Rights: Protect public employees from being compelled to incriminate themselves during investigatory interviews conducted by their employers.

General Loudermill Process

- ▶ After initial investigation is complete, including meeting with the employee a Loudermill Letter is issued prior to issuing suspension or discharge.
- ▶ Loudermill Letter includes:
 - ▶ Reasonable notice
 - ▶ Alleged charge(s)
 - ▶ Written laws, policy and/or procedures violated
 - ▶ The company's evidence of violation
 - ▶ Proposed discipline
 - ▶ Opportunity for a Loudermill Hearing
- ▶ If Accepted, the Loudermill Meeting:
 - ▶ Allows the employee an opportunity to respond
 - ▶ Provide additional information or disagreements
 - ▶ Identify witnesses who may support their defense
 - ▶ Provide mitigating circumstances

Recent Loudermill Hearings

- ▶ GMT hired a third party hearing officer for the last two Loudermill Hearings involving proposed terminations for safety violations.
- ▶ Formalize the process.
- ▶ GMT represented by legal council, employee has the right to representation by legal council and/or the Union.
- ▶ Hearing officer presides over the hearing and provides a post-hearing written:
 - ▶ Findings of Fact and Conclusion of Law
 - ▶ Conclusion of Case



Loudermill Conclusions of Law

Both GMT and [REDACTED] arguments must be reviewed under the language and terms of the CBA's disciplinary provisions in Article 6(A) (Discipline and Discharge). This section lays out two tracks for disciplinary procedures: Track 1 is for lateness and Track 2 is for all other offenses. Apart from this distinction, there is nothing else in Article 6(A) to suggest that discipline for one type of offense should not inform the level of discipline for a subsequent offense. Therefore, [REDACTED] effort to distinguish between his prior discipline and his current one lacks the necessary grounding within the language and provisions of the CBA.



Loudermill Conclusions of Law

Finally, there is the issue of mitigation. While [REDACTED] seeks to reduce his discipline from termination to suspension based upon the various factors, the test for discipline is found in Article 6(A)(7), which states that “Discipline shall be rationally related to the severity/frequency of the offense.” In this case, GMT can fairly point to the fact that [REDACTED] has been cited for two substantial infractions within the period of a year. While [REDACTED] actions do not suggest a pattern of bad behavior, they are a regular pattern that GMT can reasonably seek to end. On the issue of seriousness, the facts of this case warrant the penalty sought. [REDACTED]
[REDACTED]
federal law and GMT rules. Nor can this be excused as a momentary lapse of reason. [REDACTED]
[REDACTED]
[REDACTED] failed to stop at an intersection. While it is fortunate that no injury or damage occurred, their absence does not mitigate the danger or substantial breach of duty. While the details of [REDACTED] situation are extremely unfortunate, they do not excuse the breach. Therefore, it is reasonable and consistent with the terms and intent of the CBA to uphold GMT’s discipline.

What is a Grievance?

- ▶ A grievance is defined to be any dispute, controversy or complaint arising out of the application of any of the terms and provisions of this Agreement to situations or conditions arising in the employment during the terms of this Agreement.



Grievance & Arbitration Procedures

- ▲ Step One: Manager & Steward
 - ▲ 5 days to file grievance, 5 days to settle or advance
- ▲ Step Two: AGM (Director) & Steward
 - ▲ 10 days to settle or advance
- ▲ Step Three: GM & Business Agent
 - ▲ 10 days to settle or advance
- ▲ Step Four: Arbitration
 - ▲ Apply in writing to Federal Mediation and Conciliation Service (FMCS)
 - ▲ Provide a panel of Arbitrator resumes
 - ▲ Company and Union agree on Arbitrator and split costs
 - ▲ \$1500 - \$2000/day
 - ▲ Determination is binding
- ▲ Mediation: Attempt to settle grievance with the assistance of a neutral third party facilitator.
 - ▲ Non-binding



EMPLOMENT AGREEMENT

THIS EMPLOYMENT AGREEMENT ("Agreement"), dated as of May 5, 2020, is made by and between GREEN MOUNTAIN TRANSIT, a Vermont municipal corporation with a mailing address of 101 Queen City Park Road, Burlington, Vermont 05401 ("GMT") and Jon Moore, an individual currently residing at 35 Wilkinson Drive, Essex Junction, VT 05452 ("Mr. Moore").

WHEREAS, GMT wishes to employ Jon Moore as General Manager of GMT, and Mr. Moore wishes to serve in that capacity, subject to the terms and conditions of this Agreement;

WHEREAS, both GMT and Mr. Moore desire to set forth their respective rights and obligations in this Agreement;

WHEREAS, this Agreement has been duly approved and its execution has been duly authorized by the Board of Commissioners of GMT ("Board"); and

NOW, THEREFORE, in consideration of the mutual promises, covenants and conditions contained herein, and other valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties agree as follows:

1. **Term.** Pursuant to the terms and conditions herein, Mr. Moore's employment with GMT as General Manager will commence May 5, 2020 and shall end on June 30, 2021, unless extended by a subsequent agreement or amendment to this agreement or unless terminated prior to June 30, 2021 by either party in accordance with Paragraph 10 of this Agreement.

2. **Position and Duties.** During the Term of this Agreement, Mr. Moore will serve as the General Manager of GMT and under the general direction and policy of the Chair and Board of Commissioners and shall be responsible to the Chair and Board of Commissioners for proper administration of all activities of GMT. The General Manager shall have the responsibilities and duties attendant to that position as set forth in Exhibit A, which may be modified and supplemented by the Board in its discretion and such other job responsibilities and duties that may be assigned by the Board of Commissioners from time to time.

3. **Working Hours.** It is recognized that the duties of the General Manager may require that Mr. Moore devote time to such duties outside normal business hours, including evening hours. Mr. Moore will be allowed reasonable flexibility to establish his own work schedule that may periodically make-up for evening hours; however, a regular presence at GMT is expected.

4. **Outside Employment.** Mr. Moore shall devote his full time and best efforts to the affairs of GMT, and Mr. Moore shall not accept any other employment or business activity during the term of this Agreement. Mr. Moore may engage in voluntary activities involving municipal, charitable, religious and similar types of organizations to the extent such activities do not inhibit or prohibit the performance of his duties under this Agreement or conflict with the business of GMT.

5. **Compensation.** Upon commencement as stated in Section 1 above, GMT shall pay Mr. Moore for his services as General Manager a gross annual salary of One Hundred and Fifteen Thousand Dollars (\$115,000.00), less standard deductions and withholdings. This salary will be paid beginning May 5, 2020. Employee will be paid in accordance with GMT's normal payroll procedure. Compensation payable to Mr. Moore on the first pay date shall be prorated based on the number of actual days Mr. Moore worked in such pay period in relation to the number of paid days in the full pay period. On an annual basis, the Board shall review Mr. Moore's salary and make such adjustments as the Board may deem appropriate. All pay adjustments shall be effective in the first full pay period following July 1 of the succeeding calendar year unless the Board expressly provides otherwise.

6. **Benefits.** Except as expressly set forth in this Agreement, all employment benefits for Mr. Moore including participation in health insurance, dental insurance, vision insurance, long-term and short-term disability, life insurance, accidental death coverage, retirement, Combined Time Off (CTO), and other employee benefits shall accrue in accordance with GMT's benefits policies for salaried employees, which may be amended from time to time.

7. **Vehicle and Mileage Reimbursement.** Mr. Moore shall maintain at all times a valid driver's license enabling Mr. Moore to lawfully operate a motor vehicle on Vermont highways and shall have available a privately owned motor vehicle for use in performing duties associated with the office of General Manager. Mr. Moore shall be reimbursed for the use of such private motor vehicle in the performance of such duties at the rate established annually by the Internal Revenue Service. When reasonably feasible, Mr. Moore shall use an available GMT-owned vehicle for travel related to duties associated with the office of General Manager.

8. **Professional Development.** Mr. Moore shall attend such training, conferences and meetings, receive such publications, and participate in such professional organizations as are reasonably necessary or prudent for Mr. Moore to maintain a high level of competence in his field. Attendance at conferences will be allowed as GMT's budget will accommodate. Costs incurred for such other conferences, meetings, publications and professional organizations shall either be included in GMT's annual budget or otherwise approved by the Chair. The Board encourages Mr. Moore to participate in CEO-level leadership professional development, such as the Vermont Leadership Institute or the American Public Transit Association's Leadership Program, in his first year as General Manager as GMT's budget allows.

9. Annual Performance Evaluation.

A. During the first year of employment, the following process of evaluation shall be utilized to evaluate the performance of Mr. Moore:

- i. Within his first two months of his employment, Mr. Moore will recommend to the Board a written work plan that outlines his suggested performance goals and objectives for his first year of employment.
- ii. Mr. Moore will receive written and/or verbal feedback from the Board (or a designated committee thereof) on that plan within one month of the Board's receipt of the work plan.
- iii. The Board will meet with Mr. Moore after six months of employment to review his job performance.
- iv. Thereafter, Mr. Moore will receive a performance evaluation annually. The evaluation process will include both self-reflection and Board evaluation of performance. The annual evaluation process is expected to begin in January and conclude in March.

B. After the completion of the first year of employment, the Board and Mr. Moore shall annually jointly define in writing goals and performance objectives for the proper operation of GMT and the attainment of the Board's policy objectives, and shall further establish a relative priority among those various goals and objectives. The goals and objectives shall be generally attainable within the annual operating and capital budgets and related appropriations approved by the Board.

C. The Board shall make every effort to review and evaluate the performance of Mr. Moore at least once annually. The review shall include an evaluation of Mr. Moore's performance in accomplishing the goals and performance objectives established by Mr. Moore and the Board. The review process shall provide to Mr. Moore an adequate opportunity to discuss the evaluation with the Board.

D. Failure to complete the matters described in subparagraphs B and C of this paragraph shall not constitute a breach of this Agreement,

10. Termination.

A. Definitions. When used in this paragraph the following terms shall have the following meanings:

i. "Cause" means:

- a. Conviction of a felony or a crime substantially related to the effective performance of the duties and responsibilities of the GMT General Manager.
- b. Performance of any job-related acts that endanger the property or personal safety of Mr. Moore or another person.
- c. Failure of Mr. Moore to obey any lawful direction made by the Board where such failure amounts to an act of insubordination or has resulted, or reasonably might be expected to result, in a loss or injury to GMT or to the public.
- d. Insubordination or discreditable conduct, whether occurring during the performance of Mr. Moore's official duties or otherwise.
- e. Unreasonable absences by Mr. Moore from duty without either making suitable arrangements for the care of the General Manager's duties or receiving permission from the Chair of the GMT Commissioners for a leave of absence.
- f. A willful violation of any written policy of GMT, a copy of which has been provided to Mr. Moore prior to such violation.
- g. Misrepresentation to GMT of a material fact related to operations of GMT or misrepresentation of any material fact in Mr. Moore's application for employment submitted to GMT, or documentation submitted with such application.

ii. "Severance Pay" means Mr. Moore's gross salary for the last full pay period prior to termination divided by 2 [to arrive at a weekly rate], but does not include any of the following:

- a. Employer pension contributions, health insurance contributions, life insurance contributions or contribution of any other economic benefit, that was in addition to Mr. Moore's base salary during his employment by GMT.

b. Accrual of CTO or any other benefit entitling Mr. Moore to paid time off.

iii. "Without Cause" means termination under circumstances other than for cause.

B. At Will Employment. It is expressly understood and agreed by the parties that Mr. Moore's employment with GMT is on an at will basis under which GMT and/or Mr. Moore may terminate the employment relationship and this Agreement for any reason with or without cause and with or without advance notice.

C. Termination by GMT. GMT may terminate this Agreement as follows:

- i **Termination without Cause.** GMT may terminate this Agreement without cause effective on a date set forth in a written notice delivered to Mr. Moore. If this Agreement is terminated under this subparagraph 1), then GMT shall pay severance pay to Mr. Moore for a period of 12 weeks following his last day of employment. Health and dental benefits shall be maintained during the 12 weeks at the employer/employee ratio as outlined in Section 6. No other benefits shall be provided or accrued during this period.
- ii **Termination for Cause.** GMT may terminate this Agreement for cause upon delivery to Mr. Moore of a notice of his termination for cause. GMT shall not be obligated to pay severance pay if this Agreement is terminated for cause. Mr. Moore may request mediation pursuant to Section 18 hereof to determine whether cause exists warranting termination, but shall remain on terminated status throughout the pendency of the mediation proceeding.

D. Termination by Mr. Moore. Mr. Moore may terminate this Agreement at any time upon 60 days' notice by tendering his written resignation to GMT. Mr. Moore shall cooperate with GMT in effecting the transfer of his duties during the 60 days' notice period.

E. Payment of Accrued Benefits. Upon termination of this Agreement by either party, whether with cause or without cause, GMT shall within 30 days following Mr. Moore's final day of employment pay Mr. Moore unused, accrued CTO.

F. Eligibility for Participation in Benefit Programs. Except as expressly provided in this Agreement or otherwise required by law, upon termination of this Agreement by either party, Mr. Moore shall immediately become ineligible for participation in any employee benefit program of GMT, including without limitation, life insurance programs and GMT's Section 125 Plan.

11. Representations and Warranties. Mr. Moore represents warrants and covenants to GMT that he is free to enter into this Agreement and provide the services contemplated hereunder and the engagement hereunder does not conflict with or violate, and will not be restricted by, any pre-existing business relationship or Agreement to which the Mr. Moore is a party or otherwise is bound.

12. Confidentiality. Mr. Moore acknowledges that incident to his employment he will gain extensive and valuable experience and knowledge in the business conducted by GMT, and will have access to confidential information relating to the business and operations of GMT, the use or disclosure of which could cause GMT substantial loss and damages which may not be readily calculated and for which no remedy at law may be adequate. Accordingly, Mr. Moore hereby agrees as follows:

A. Mr. Moore will not, during or after his employment pursuant to this Agreement, directly or indirectly, reveal or disclose to any person, firm or corporation any confidential information (except as required by applicable law or in connection with the performance of his duties hereunder), or use for his own benefit, any non-public, proprietary or confidential information of GMT obtained by him incident to his employment with GMT. However, nothing in this Agreement shall preclude Mr. Moore from providing truthful information about his employment or this Agreement pursuant to a subpoena, court order or other legal directive by any government agency or self-regulatory body.

B. Mr. Moore acknowledges that his obligations set forth in Section 12(A) of this Agreement are of a special and unique character and that any violation thereof could cause irreparable harm and damage to GMT for which monetary damages would be insufficient. Accordingly, Mr. Moore agrees that GMT shall be entitled to injunctive relief in addition to any other remedies available at law in order to enforce such provisions.

13. GMT Property. On or before the last day of Mr. Moore's employment, Mr. Moore agrees to return to GMT all GMT documents (and all copies thereof) and other GMT property (in whatever form) that he has had in his possession at any time, including, but not limited to, keys, personal computer, cellular phone and, any materials of any kind that contain or embody any proprietary or confidential information of GMT (and all reproductions thereof). Mr. Moore acknowledges that any possession or use of GMT property following the termination of employment for any reason is unauthorized unless he has the express written permission of the Board.

14. Cooperation Obligation. Mr. Moore agrees that both during and after his employment with GMT, he will, at the request of the Board, render all assistance and perform all lawful acts that the Board considers necessary and advisable in connection with any legal

claim (whether in formal litigation or not) asserted against or involving GMT.

15. **Successors and Assigns.** This Agreement shall be binding upon, and inure to the benefit of, the parties hereto and their respective successors, assigns, heirs and personal representatives, provided that Mr. Moore may not assign this Agreement nor any rights or benefits hereunder.

16. **Waiver.** The failure to insist upon strict compliance with any of the terms, covenants or conditions herein contained shall not be deemed a waiver of such terms, covenants or conditions hereof, nor shall any waiver or relinquishment of any right at any one or more times be deemed a waiver or relinquishment of such right at any other time or times.

17. **Amendment.** This Agreement may not be modified or amended, or any term or provision hereof waived or discharged, except by a written instrument signed by the party against which such amendment, modification, waiver, or discharge is sought to be enforced.

18. **Resolution of Differences.** The GMT Board and Mr. Moore agree to act in Good Faith during the term of this Agreement and any differences that arise between them shall be worked out at the lowest level possible. In the event of a disagreement regarding the terms of this Agreement, which cannot be worked out informally, the GMT Board and Mr. Moore agree to mediation prior to seeking any judicial remedy. Any such mediation shall be conducted in Burlington, Vermont by a neutral mediator, who shall be a licensed Vermont attorney and agreed to by both the GMT Board and Mr. Moore. Following mediation, any action concerning the parties' employment relationship shall be filed in the Vermont Superior Court, Chittenden Unit, Civil Division, and any dispute shall be governed by Vermont law.

19. **Notices.** Notices by either party required to be given under this Agreement shall be in writing and hand-delivered or mailed by first class mail addressed to the other party as herein provided. Notice via electronic mail is acceptable so long as the receiving party confirms receipt via a responsive electronic mail. Notice to GMT shall be delivered to the GMT Board Chair at the offices of GMT at 101 Queen City Park Road, Burlington, Vermont 05401. Notice to Mr. Moore shall be delivered to Mr. Moore at his last known home address as indicated on GMT's records. If notice is mailed, it shall be deemed received three days after the postmarked date of mailing, provided such notice was sent postage prepaid and addressed as required herein.

20. **Severability.** If any of the covenants of this Agreement are held to be unenforceable or invalid, in whole or in part, by any court of competent jurisdiction, the validity and enforceability of the remaining covenants shall not be affected thereby and effect shall be given to the intent manifested by such remaining covenants.

21. **Governing Law.** This Agreement shall be construed and interpreted in accordance with the laws of Vermont.

22. **Entire Agreement.** This Agreement, including Exhibits A and B, contains the entire Agreement between the parties in respect of its subject matter and supersedes any and all prior or contemporaneous agreements, whether oral or written, with respect thereto. This Agreement may only be amended, modified, or changed by written agreement signed by the parties.

23. **Public Record.** The parties agree that this Agreement is a public record pursuant to the Vermont Public Records Act 1 V.S.A. § 315 *et. seq.*

IN WITNESS WHEREOF: the parties hereto have executed this Agreement as of the 16th day of June, 2020.

Green Mountain Transit

By: Bonnie Waninger, Chair

Jon Moore

Date:

Date:



Green Mountain Transit

15 Industrial Parkway
Burlington, VT 05401
802-864-2282 | RideGMT.com

Reports To:

**Board Chairman, GMT Board
of Commissioners**

Effective Date:

February 15, 2017

Direct Reports:

**Directors of the
Organization**

Exhibit A: General Manager Job Description

Description and Essential Functions:

Serves as Green Mountain Transit's (GMT's) chief executive officer and leader; oversight of a regional transit organization that in fiscal year 2017 has a \$21M operating budget and a \$6.7M capital budget.

- Forwards the mission of GMT by carrying out all policies and directives established by the Board of Commissioners
- Responsible for assisting the Board in developing and meeting their goals and objectives, including facilitating organizational support of Board committee work
- Engage in strategic planning in conjunction with the Board and implementation of such plan
- Responsible for fostering a high-performance and professional culture throughout the organization
- Responsible for organizational management and structure
- Supervises, evaluates and directs all members of the Senior Management team
- Develops and manages GMT's annual budget in conjunction with senior staff and the Finance Committee
- Works with senior staff to manage all risk management functions within the organization
- Responsible for managing legal issues affecting the Authority
- Primary responsibility for relationships with member communities and state and local and federal partners
- Models inclusive and collaborative style of management
- Manages communications and public affairs
- Manages labor relations productively and collaboratively
- Promotes and supports an inclusive and diverse workforce

Other Duties:

- Recommends and implements organizational changes
- Recommends policy changes
- Oversees independent contractors
- Other duties as required

Please note this job description is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities that are required of the employee for this job. Duties, responsibilities and activities may change at any time with or without notice.



Green Mountain Transit

15 Industrial Parkway
Burlington, VT 05401

802-864-2282 | RideGMT.com

Exhibit A: General Manager Job Description

Qualifications: A degree in Business Administration, Public Administration or a related field, or equivalent experience is required. Transit experience preferred. Must have five years of management experience, including working with a Board. Must possess excellent financial management, leadership, analytical, organizational, public speaking and internal and external communication skills.

Work Conditions: operates in a professional office environment; and routinely uses standard office equipment such as computers, phones, photocopiers, filing cabinets and fax machines. Frequent computer use and sitting are required. Requires long hours, and evening and occasional weekend work.

Requires up to 50% travel, frequently within the five-county service area and occasional out of state travel. Must be able to perform the essential functions and physical requirements of the job with or without reasonable accommodations.

FLSA Status: Exempt

GMT provides equal employment opportunities (EEO) to all employees and applicants for employment without regard to race, color, religion, sex, national origin, age, disability or genetics. In addition to federal law requirements, GMT complies with applicable state and local laws governing nondiscrimination in employment in every location in which the company has facilities. This policy applies to all terms and conditions of employment, including recruiting, hiring, placement, promotion, termination, layoff, recall, transfer, leaves of absence, compensation and training.

GMT is committed to providing a workplace that includes people of diverse backgrounds and fully utilizes their talents to achieve its mission. GMT believes that an inclusive and diverse workplace culture enhances the performance of our organization and our ability to fulfill the agency's mission.

Approved By: _____ Date Approved: _____ Last Review: _____

GMT Board Chair: _____ Employee: _____



To: GMT Board of Commissioners
From: Jon Moore, General Manager
Date: June 16, 2020
RE: FY21 General Manager Goals

As we prepare to enter a new fiscal year I have identified the following General Manager goals for FY21. Somewhat out of necessity (short staffed, COVID, etc.) the past year has included a lot of reactive management. All of the goals below will create a more proactive management delivery which will allow for big picture thinking and the creation of long term policy and program development that will benefit the organization into the future.

1. Internal culture “makeover”.
2. Develop and start to implement an organization wide Fairness & Inclusion program.
3. Participate in a leadership development program (i.e. Vermont Leadership Institute).
4. Analyze the organizational structure and hire a qualified AGM or Director of Operations & Maintenance position.
5. Complete successful Collective Bargaining Agreement (CBA) negotiations for the three CBA’s that expire on June 30, 2021.
6. Implement procedures and allocate resources to maximize the customer service delivery within the entire organization.
7. Develop a five year capital program including a sustainable fleet replacement schedule.

In addition to the goals outlined above I am excited to work with the Strategy Committee to develop an Organizational Strategic Plan that will efficiently and effectively guide the priorities, resources and workflow of the organization to measure and achieve success and positive results.



To: GMT Board of Commissioners
From: Jon Moore, Interim General Manager
Date: June 16, 2020
RE: No Smoking Policy Amendment

No Smoking Policy Amendment

GMT is amending its No Smoking Policy as included in Chapter V, part P of the Green Mountain Transit Employee Handbook effective August 17, 2017 as below:

GMT does not permit smoking, or the use of tobacco substitutes such as electronic cigarettes, and any electric or battery powered device that that delivers nicotine or other substances into the body through inhaled vapor, in any area of its buildings, within 25 feet of any of its buildings, in any of its vehicles, or within 25' feet of any of its vehicles in accordance with Vermont State Law. All GMT employees, clients, and visitors are ~~expected~~ required to comply with the no smoking regulations. Where not expressly listed, this policy includes all GMT property, offices and vehicles. GMT does, however, have a designated smoking area at each Administrative Office and Transit Center as follows:

- Burlington – Grass area adjacent to the shed between the ramp and the 101 Queen City Park Road parking lot.
- Downtown Transit Center – Northside (Pearl Street side) of the platform bathroom.
- Berlin – Shelter located at the northwest corner of the property along Rt.12.
- Montpelier Transit Center – River side of the walking path adjacent to the Taylor Street Bridge.
- St.Albans – Across the driveway from the Operators entrance door.
- Stowe – Back of the property marked by a designated smoking area sign.

All employees are expected to dispose of cigarette butts and other related waste properly to keep the designated smoking areas clean.

Disciplinary action, up to and including termination, may result, when employees fail to adhere to the policy.



Any complaints about the application of this policy should be brought to the attention of the Director of Human Resources or the location Operations Manager. GMT will investigate the complaint and resolve it in accordance with this policy. No employee shall suffer any form of retaliation for raising a complaint or asking a questions about this policy.

GMT will provide smoking cessation support through internal programs and promotion and through working with external partners to utilize additional resources as available.

Amended by the GMT Board of Commissioners on June 16, 2020

By: _____

Chapin Kaynor, Secretary to the Board

GMT – Cessation Promotion with Employees

Goals:

- Increase promotion of cessation resources using a variety of methods (email, print, in-person) and over a period of time, 3-6 month period.
- Match the needs of specific departments with the appropriate cessation promotion methods and timing (drivers vs. maintenance vs. call center vs. admin).
- Promote 802Quits with employees and consider offering either an onsite or virtual *Freshstart* group (Quit Smoking group).

Demographics:

- Approximately 180 employees
- St Albans: 12, Berlin: 42, Burlington: 126
- Exact % tobacco users unknown, estimate to be about 20-30%

Considerations:

- Multi-site, multi-county, multi-shift
- Strong tobacco-free policy, with identified smoking areas
- VDH has a “Quit at Work” Toolkit.
https://www.healthvermont.gov/sites/default/files/documents/pdf/HPDP_Quit%40WorkToolkit.pdf
- Free signage from VDH:
https://www.healthvermont.gov/sites/default/files/documents/pdf/hpdp_OrderSmoke-FreeTobaccoSigns16.pdf
- Tobacco users may feel targeted by drawing attention to tobacco use, so it is a great opportunity to support them and to remind them that tobacco-free is the safest and healthiest for everyone (employees, riders, neighbors, public).
- If there is an opportunity to support general healthy behaviors at the same time (encouraging more steps, stretching before work, healthier food choices, etc.) it helps everyone focus on healthy living and decreases sole focus on tobacco users.
- Communication is mainly via paper memo. There are screens in all locations where information can be posted. (Powerpoints, etc). New payroll platform is capable of distributing information via email (most employees do not have a company email).
- No formal Wellness Program - Healthcare provider does give employees \$100.00 every six months for attending the gym 3x/week for a six month period.

Roll-Out Ideas:

- **Revising the tobacco-free policy is a good time to remind/reintroduce the policy to employees.** Recommendations include: letter home or in pay check (sample letter in VDH ToolKit), memo, bulletin boards, inside buses, electronic communications (newsletters, emails, etc.). Message should remind folks that the policy is “for the health of the employees, riders, and the entire community.”
- **Support employee quit attempts and 802Quits using a variety of methods.**
 - Promote passively once/month in a variety of settings (electronic communications, bulletin boards, break rooms, inside buses, restrooms, etc.). Posters available at VDH or can create own. Coalitions can help create additional communications.
 - Promote actively by offering the free, onsite cessation *Freshstart* groups through the VT Quit Partner Program (requires a minimum of 4 participants but includes free nicotine replacement therapies and is free to all Vermonters). Consider allowing employees to participate on work time.
 - Promote in person. If appropriate, coalition staff of Lamoille, Washington, Chittenden, and Franklin/Grand Isle Counties could visit worksites in a health fair-type capacity, table during break time, etc.
 - Expand the “gym attendance incentive” to include quitting tobacco/nicotine use. Verification tends not to be too much of a problem if reported through a physician. However, could require folks to either join an in-person group or register for online/phone quit services through 802Quits. (Georgia Health Center has implemented an incentive program for patients, and it has worked reasonably well.)
- **Choose a 3-6 month time period in which to maintain promotions of cessation services.** Coalitions can help come up with monthly messages in a chosen format. Use the announcement of revised policy as the kick-off point...maybe continue through end of the year (Great American Smokeout is 3rd Thursday in November, Quit for the Holidays, New Year’s Resolutions)
- **Highlight employees who have successfully quit and are interested in telling their story.** If possible, find a quitter who others can identify with (if workforce is primarily male, a male quitter would be great, etc.). Post story in a variety of settings...
- **Promote healthier alternatives to smoke breaks.** Offer healthy snacks, distraction games, encourage walks around property, promote use of GMT bikes for folks to use
- **Make sure policy and 802Quits info is included in hiring materials and new employee orientation/training materials.**

Community Partners:

Questions? Contact Amy Brewer: abrewer@nmcinc.org or 802-922-2587





To: GMT Board of Commissioners
From: Jamie Smith, Director of Marketing and Planning
Date: June 16, 2020
Re: Microtransit Pilot and Funding

Motion requested: Per GMT's New Service Implementation Policy, staff is seeking approval to seek additional grant funds from VTrans for the microtransit pilot project.

A brief history of the project:

- In 2018, VTrans convened a Microtransit Working Group to explore the possibility of an on-demand transit service for Downtown Montpelier.
- After submitting a request for information (RFI) to potential microtransit vendors, VTrans worked with two vendors to develop a microtransit white paper (attached).
- One vendor conducted a more in-depth analysis of the service, which lead to the Microtransit Feasibility Study (attached).
- VTrans submitted a grant application for the federal Integrated Mobility Innovation grant, which they did not receive.
- **VTrans asked GMT to take on the project as the service provider and see the pilot through implementation.**

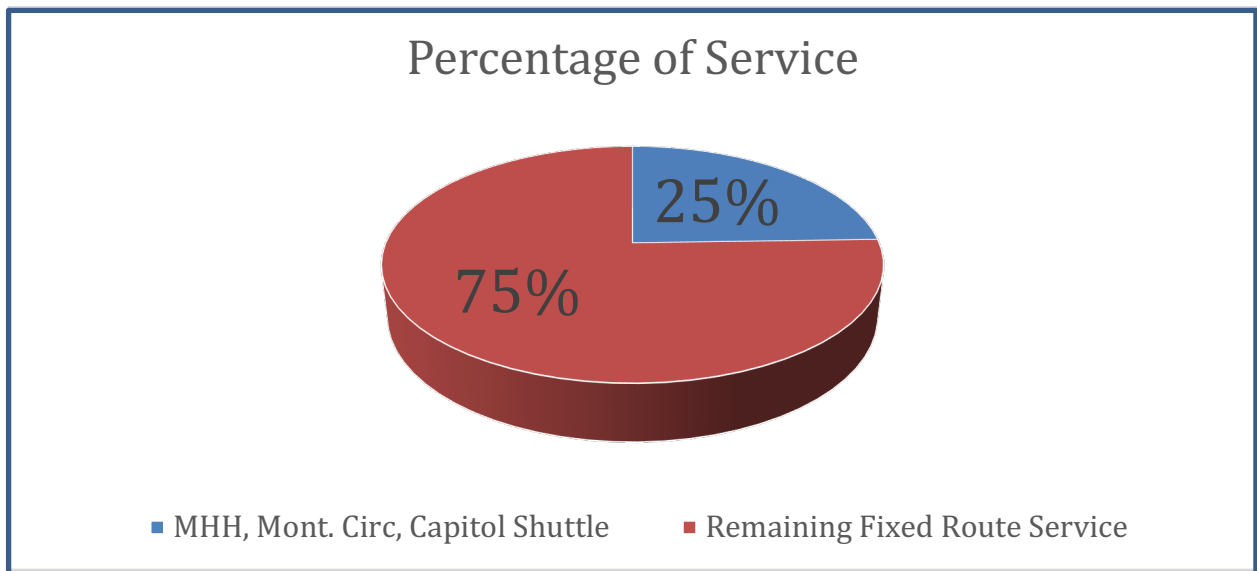
The funding for the Microtransit Pilot Project would replace the funding that GMT currently receives for the Capitol Shuttle, Montpelier Circulator, and the Montpelier Hospital Hill, **roughly \$518,000**. Below is the ranking of these routes based on VTrans Performance metrics.

In the Feasibility Study, it was estimated that the cost to operate a pilot project of this nature would require an additional **\$200,000 in grant funding, including a 20% local match**. GMT staff is requesting **approval seek additional grant funds per our New Service Implementation Process policy**.

Route	Boardings per Hour	Successful	Acceptable	Cost per Passenger	Successful	Acceptable
Montpelier Hospital Hill	7.40	8.68	4.34	\$10.44	\$9.73	\$19.45
Montpelier Circulator	6.93	8.68	4.34	\$11.84	\$9.73	\$19.45
Capitol Shuttle	3.18	8.68	4.34	\$24.51	\$9.73	\$19.45

Considerations:

- There is strong support for this project locally and by elected officials
- Community partnership and buy in is key to the success of this project; there has been indication that the support is there.
- The funding for the three GMT routes will shift to this project which would result in a roughly 20% loss of GMT service. (30% once we factor in the loss of Lamoille County services plus the US2 Commuter and Route 100 Commuter service).



Draft Project Timeline:

- ▶ June 12: Micro Transit Advisory Committee Meeting to review RFP project scope
- ▶ June 16: RFP Issued
- ▶ **June 16: GMT Board approval to seek additional grant funds from VTrans**
- ▶ July 17: RFP responses due
- ▶ August 7: RFP scoring completed
- ▶ **August 18: GMT Board approval to implement service and approval of the RFP award**
- ▶ **August 18: RFP contract awarded**
- ▶ Late August: Microtransit Advisory Committee to discuss public hearing and outreach process
- ▶ September: GMT & stakeholder public hearing and outreach process
- ▶ **September 15: GMT Board approval of public comment**
- ▶ October 1: Micro Transit Advisory Committee to discuss marketing of service
- ▶ October - December: Marketing of service, technology implementation
- ▶ January 1: Micro Transit start date

White Paper: Microtransit in Montpelier

Microtransit Working Group
convened by



August, 2019

INTRODUCTION

New technologies such as smartphone apps and route optimization allow for on-demand, flexible services to be delivered much more efficiently than in the past. This “microtransit” service allows passengers to request trips with no advance notice, and drivers to pick up and deliver passengers based on manifests that are updated in real time. The software that runs this service balances the goals of minimizing passenger waiting time and maximizing the efficiency and productivity of the vehicle trips.

In September 2018, the Sustainable Montpelier Coalition held a roundtable on transportation for key stakeholders, including major employers, merchants, and public sector representatives, and had presentations pertaining to various local transit options. This meeting led to a Microtransit Working Group in early December convened by the Vermont Agency of Transportation (VTrans), with key constituents including the City of Montpelier, Green Mountain Transit, Sustainable Montpelier Coalition, Vermont Center for Independent Living, and Central Vermont Regional Planning Commission. The goal of this group was to begin considering the potential for a microtransit service in Montpelier, based on experiences and results of microtransit services elsewhere in the US.

The Microtransit Working Group is exploring the feasibility of operating microtransit service in the Montpelier area as a substitute for some of the existing bus and demand response service operated by Green Mountain Transit. A range of operational models are possible, as described below.

SERVICE MODELS

In December 2018, VTrans issued a request for information (RFI) to potential microtransit operators/vendors. Four companies responded, two of which were vendors with credible real world experience in multiple settings: Via and TransLoc. Follow up questions were sent out to those entities and their responses are reflected in the information provided in the rest of this paper.

There are two broad categories of service models available in the industry:

Transportation as a Service (TaaS) – In this model, an independent contractor is chosen to provide the microtransit service as a turnkey system. The contracted company will provide vehicles, drivers, insurance and the operating/dispatch software and other system components needed for complete operations. Via, the only TaaS service provider who responded to the RFI, claims that they can be operational 12 weeks after a bid award. In their RFI follow up, they offered this commitment:

“On an ongoing basis, VTrans will receive highly-detailed data about the performance of the pilot and will be empowered to recommend adjustments or refinements to better meet its goals over time. On a day-to-day basis, however, Via will provide all operations of the service on VTrans’ behalf, including fleet management, driver onboarding and scheduling, high-touch customer service, and advanced analytics.”

Software as a Service (SaaS) – In this model, the vendor provides the dispatch and operating software for the service with the assumption that the current transit provider will operate the service. Both Via and TransLoc can offer the SaaS model. This model would require GMT to be willing to reallocate drivers and vehicles from existing shuttle routes to microtransit service and to adopt the hardware and software necessary to process and dispatch the ride requests.

BENEFITS AND GOALS

Traditional bus routes work best in linear corridors where they can efficiently serve many trip origins and destinations. The City Commuter between Barre and Montpelier is an example of a linear route, connecting the centers of the two cities with the many trip generators along the Barre-Montpelier Road. Bus routes are less efficient when the patterns of origins and destinations are spread out over a wider area, necessitating a more circuitous routing and thus slower and less direct trips for the passengers. The Montpelier Circulator is an example of this type of non-linear route.

Microtransit has the potential to be a more efficient way to serve the transit demand in a non-linear area. By focusing on the origins and destinations of the passengers who are requesting trips at a specific time, the trips for those passengers can be quicker and more direct, making the service more competitive to driving. While a lightly-used bus route may be empty for parts of its service time, a microtransit vehicle would only be operating when there are trip requests. Microtransit service can also be scaled up and down in response to demand, while bus routes operate on a fixed schedule whether demand is up or down.

At the present time, the vast majority of people using the local bus routes in Montpelier are those who do not have access to an automobile or cannot drive for whatever reason. For transit to become attractive to the people who currently drive, it must become more convenient, and some of the hidden subsidies for driving should be removed. The primary hidden subsidy is free parking, available to most of the employees in Montpelier. The rates charged for metered spaces in the downtown area also greatly understate the actual cost of building and maintaining that parking space, not to mention the opportunity cost of what that land could otherwise be used for.

The design competition sponsored by the Sustainable Montpelier Coalition demonstrated that city residents understand that the city would be better off if the land used for parking downtown was used instead for housing and businesses and parks. However, they still want travel into downtown to be convenient. It is here that a well-designed microtransit service can serve as an essential piece in a redevelopment of the downtown area and provide greater mobility for a wider region as well.

If this redevelopment is achieved, facilitated, in part, by microtransit, the carbon footprint of Montpelier can be significantly reduced. More housing and businesses downtown means more trips accomplished on foot. Longer trips would be accomplished on bus routes or microtransit vehicles, with multiple passengers sharing rides. Car ownership would drop and the need for parking would diminish.

To achieve this long-term goal, people will have to believe that microtransit is a viable and sustainable option for them. The following goals are essential to making it work:

- Educating the public about how it works prior to startup
- Scaling the level of service (number of vehicles on the street) appropriately so that wait times are short
- Engaging with employers (including city and state government) to create incentives to using microtransit
- Ensuring good riding experiences so that people who try it once or twice will want to use it more regularly
- Ensuring that riders of existing bus routes that may be replaced by microtransit are no worse off

CONCLUSIONS AND NEXT STEPS

Microtransit could be an important component of a sustainable redevelopment of our downtowns, allowing people to maintain their mobility without owning automobiles. Fewer automobiles means less land devoted to parking and more possibility for walkable and accessible communities. To date, there are no examples of microtransit working in a city as small as Montpelier, with a resident population of under 8,000 and a daytime population under 14,000. If this project can work successfully in a small city context, it will create an attractive model for other similarly-sized communities in Vermont and elsewhere.

A successful trial will likely require both a well-designed and appropriately scaled service as well as a comprehensive community engagement and education effort to explain the benefits of microtransit. The audience for that effort includes current transit users and residents and workers in Montpelier who drive into the downtown area.

The Microtransit Working Group will continue to work with vendors and stakeholders to develop a microtransit plan for Montpelier. As this plan takes shape, the community engagement and education process can begin to build a constituency for the service.

Microtransit Working Group

VTrans

City of Montpelier

Green Mountain Transit

Sustainable Montpelier Coalition

Vermont Center for Independent Living

Central Vermont Regional Planning Commission



Vermont Agency of Transportation Montpelier Microtransit Feasibility Study

August 2019

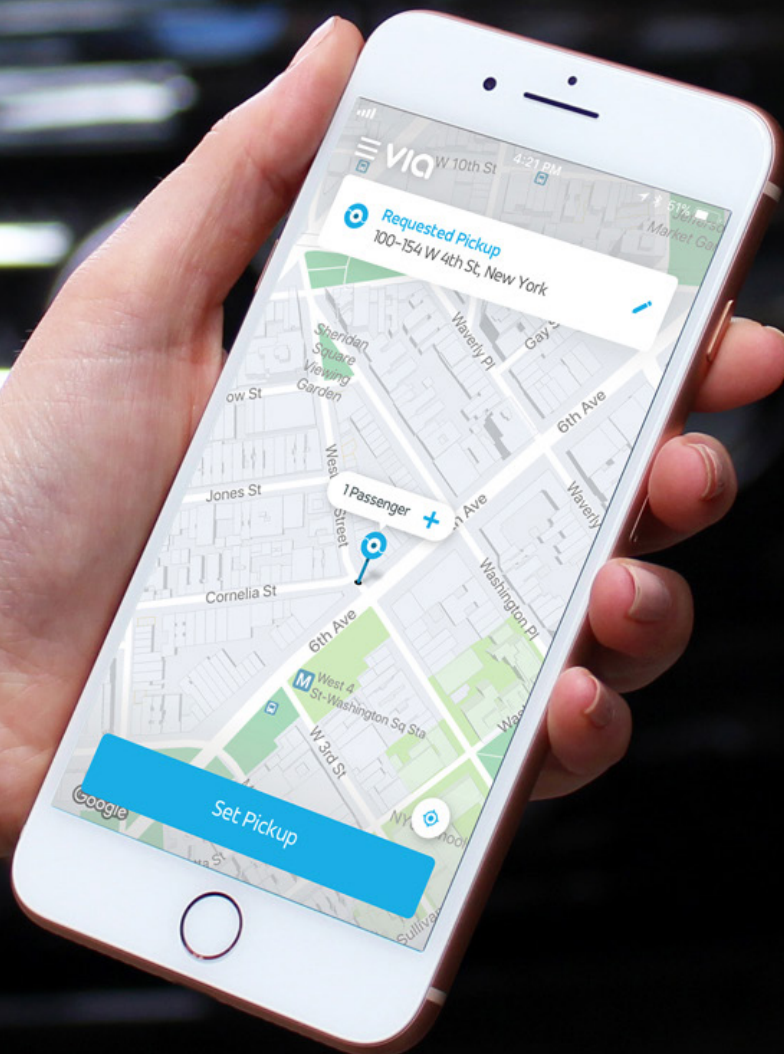


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1. Executive Summary

The Vermont Agency of Transportation (VTrans) has carried out this microtransit feasibility study (the Study) to understand how shared, on-demand transit (microtransit) can successfully complement or replace fixed-route bus routes and specialized transportation services in Montpelier and surrounding areas. These fixed-route and specialized transportation services are operated by the Green Mountain Transit Agency (GMTA). In order to understand whether microtransit could expand the reach of sustainable, high-quality transit services to as many people as possible, VTrans engaged Via to analyze existing transit and specialized transportation ridership data, develop models from simulation of microtransit services, and determine fleet requirements for an efficient microtransit network. This Study explores opportunities for strategic deployment of microtransit technologies, and recommends next steps for VTrans and GMTA in Montpelier.

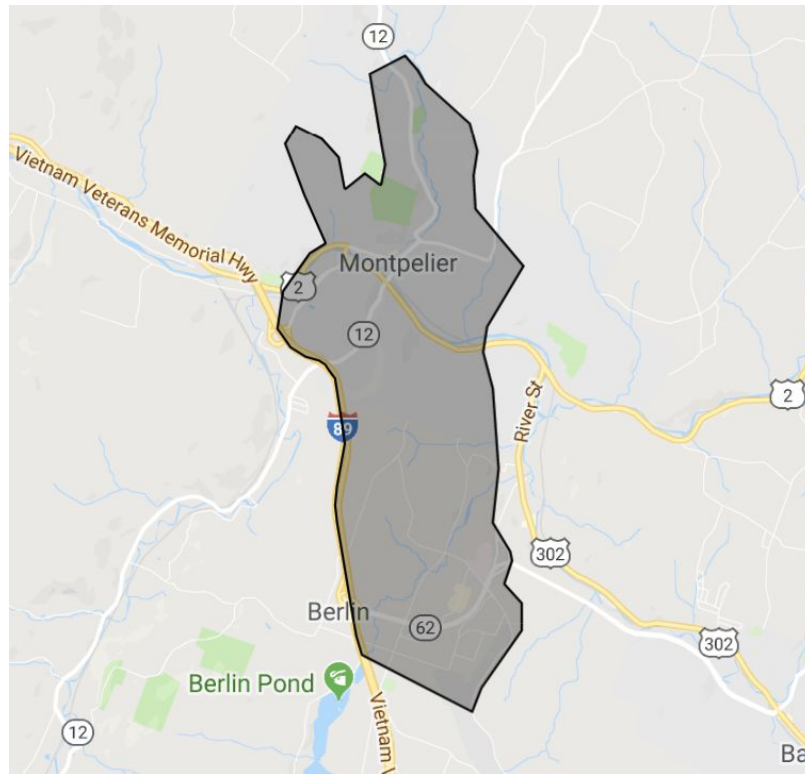
To understand how microtransit can be most effective in Montpelier, Via considered the following data:

- Historic fixed-route and specialized transportation ridership to understand base demand and travel patterns;
- Land-use, demographic, and economic data to further understand potential travel demand;
- Input and feedback from VTrans, GMTA, and the Montpelier Microtransit Working Group;
- Quality of service assumptions and service design parameters grounded in Via's experience planning, designing, and operating services in other markets; and
- OpenStreetMaps and Google Maps data including road layout, traffic speeds, and turn restrictions.

These data were analyzed and converted into inputs for Via's proprietary simulation tool. Via simulated permutations of several microtransit service scenarios, with a focus on understanding the different fleet sizes and service quality parameters that could be used to replace the fixed-routes in Montpelier, specialized transportation services in the area, or both. In addition to simulating existing riderships, Via also modeled high-demand scenarios, based on the expectation that a high-quality microtransit service may induce demand by competing with private vehicle travel.

On the basis of this analysis, we recommend using microtransit to replace the three fixed routes operating within Montpelier as well as the specialized transportation services that provide critical mobility to the disabled, elderly, and others with special requirements. In order to accommodate all existing riders and some growth, we recommend, at minimum a fleet of three to five vehicles, with the entire fleet in operation during peak hours. Our simulations indicate that a fleet of five vehicles

should accommodate peak-hour ridership of up to 35 trips per hour, in excess of the approximately 27 trips per hour taken during peak hours on the existing system.



For riders within the proposed 7.8 square mile service zone, a microtransit service will reduce wait times and journey durations, with the majority of riders waiting less than 15 minutes from the time they request a vehicle and travelling for less than ten minutes once their vehicle arrives. This should substantially improve rider experience, as current bus headways are up to an hour. Riders will also benefit from real-time vehicle tracking, automated payments, and more direct trips to their destinations.

Microtransit will improve quality of life for local residents, increasing access to healthcare, employment, educational institutions, businesses, and community centers.

2. Via Overview

Via plans, designs, and operates microtransit systems around the world. Microtransit technology enables customers to share rides by dynamically routing vehicles in real-time in response to demand. Using advanced algorithms, microtransit optimizes the balance between maximizing fleet utilization and ensuring that each rider has a high-quality experience.

2.1 Firm History

Via was founded in 2012 with a simple, yet highly ambitious mission—to deliver the world’s most convenient and affordable shared rides to everyone, everywhere. Via delivered its first rides in 2013 in Manhattan, starting with just a handful of drivers. Identifying a gap in the transit network between the Upper East Side and Midtown Manhattan, Via launched as a shared, dynamic service that enabled commuters to reach work conveniently, and at a transit-comparable price. Via was the first transportation network company to offer shared, dynamic rides, and is still the most efficient and most advanced shared ride platform in the world—we provide more shared rides in New York City, for example, than Uber and Lyft combined.

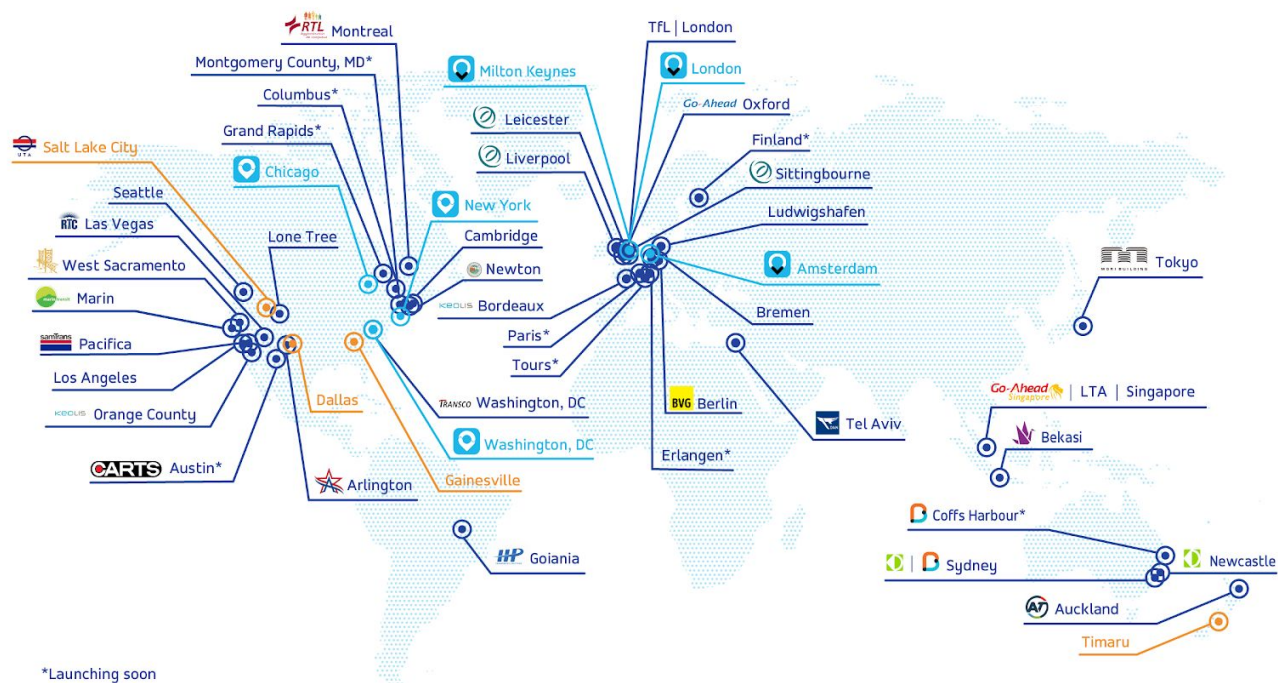
2.2 Current Operations

Over the past six years, Via has become a world leader in planning, designing, and operating on-demand transit and new mobility services. Today, we are supporting on-demand and innovative transit solutions through over 80 partnerships with public agencies and institutions in more than 20 countries. Our core competencies are:

- **Microtransit Planning:** Via’s proven service planning and alternatives analysis approach guides our clients through a structured microtransit planning process, broad enough to ensure no use-case opportunity is missed while detailed enough to produce a clear path to deployment, if desired. Our proprietary microtransit simulation tool, a core component of our service planning offering, allows Via to test permutations of the proposed service and clarify complex trade-offs between quality of service (QoS) and operational efficiency.
- **Microtransit Operations:** Since launch, our microtransit business has grown to provide over two million rides per month to over one million customers in both our partnership services in over 70 locations and in our consumer-facing services in New York City; Chicago; Washington, DC; Amsterdam; London; and Milton Keynes. To date, we have provided more than 60 million rides.

- New Mobility Solutions:** In addition to Via's microtransit platform, we have developed expertise in new mobility solutions including Mobility-as-a-Service (MaaS) technology and integrations, dynamic road pricing, tolling, demand management, autonomous vehicle routing and ridesharing platforms, and micromobility offerings. Via continues to develop technology and expertise as we seek to offer our partners a suite of fully-integrated, technology-enabled mobility solutions.

To support our growth and global operations, Via has a software team of 200 full-time professionals with deep experience in advanced algorithms, data science, digital mapping, database architecture, product management, and app development, and 300 full-time employees focused on operations, growth, member services, expansion, business development, and partner success.



Via's direct-to-consumer services are shown in the map above in light blue; Via partner deployments in dark blue; and Via's microtransit planning studies in orange.

3. Feasibility Study Methodology

The purpose of this Study is to understand if microtransit is feasible in the Montpelier area, and, if so, how different service design parameters will impact the performance of the microtransit network. Via's approach to the Study included:

1. Working with VTrans and GMTA to understand the goals of the Study;
2. Reviewing ridership data and interviewing VTrans and GMTA staff to better understand existing transit and specialized transportation ridership data, as well as other drivers of potential demand for microtransit services in the Montpelier area;
3. Projecting demand;
4. Simulating scenarios to determine if microtransit is a cost-effective and feasible alternative to fixed-route transit in the Montpelier area; and
5. Generating different microtransit service scenarios using simulation outputs and making recommendations as to the feasibility and potential operation of microtransit in the Montpelier area.

3.1 Understanding Goals

Microtransit can achieve a number of goals for transit agencies, including:

- Providing transit in previously underserved areas (transit deserts)
- Providing suburban mobility
- Retiring under-performing fixed route services
- Providing first- and last-mile connections to fixed route services
- Mitigating traffic congestion
- Reducing parking congestion
- Upgrading a paratransit offering

VTrans and GMTA indicated two primary goals for a microtransit service: 1) increasing ridership and improving the quality of service for three existing fixed route services in the Montpelier area; and 2) upgrading existing specialized transportation services and, to the extent feasible, providing both general and specialized transportation services using the same fleet.

3.2 Reviewing Existing Conditions

Via worked with VTrans and GMTA staff to define a proposed microtransit service zone that included the areas served by the three fixed-route services of interest. Care was taken to ensure that major employers, commercial areas, healthcare providers, and other points of interest were included in the service zone. Agency staff provided ridership data for both fixed-route transit and specialized transportation, along with information on the operation of these services.

3.3 Projecting Microtransit Demand

For Via's microtransit simulations, demand was modeled as the **volume and distribution of ride requests** over a given period of time. For this report, historic fixed-route and specialized transportation ridership was used to project demand (see Existing Conditions and Demand for more details). Real-world ridership will depend on a wide range of factors, some specific to the Montpelier area, others dependent on operational elements like marketing budget or quality of service goals. These factors include:

- Travel patterns
- Alternative modes of travel (e.g. availability of buses, taxis, bicycles)
- Demographics (e.g. age, income, access to vehicles, mobility characteristics, mode choice)
- Pedestrian infrastructure
- Seasonality of demand (e.g. tourist season)
- Employment density
- Residential density
- Retail and entertainment density
- Fare structure
- Parking availability
- Marketing budget and effectiveness
- Weather conditions
- Congestion levels

Via benchmarked against quality of service at peak hours, when demand is highest, in order to accurately guide fleet size requirements. During off-peak hours, the full fleet would not be required.

3.4 Simulation Overview

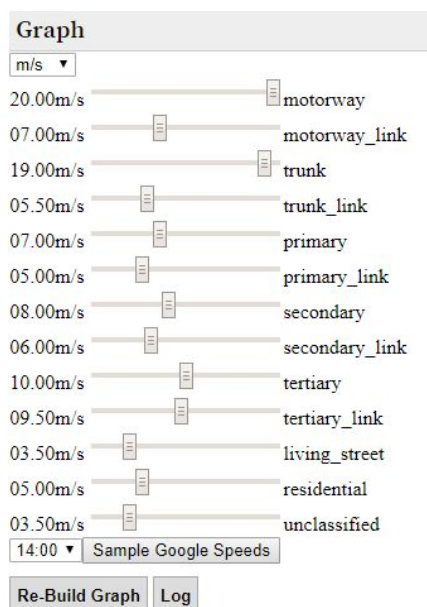
Microtransit simulations were conducted to determine the quality of service based on different fleet sizes, demand scenarios, and service areas. This highly technical exercise leveraged Via's microtransit simulation tool, which predicts how different zones and fleet configurations will perform as real microtransit services. This process is described below:

1. **Uploaded microtransit service zone options.** The origins and destinations of all trips are limited to these zones. Different zones were tested in order to understand how zone boundary changes impacted overall service performance.
2. **Generated underlying road map** by pulling data within the service zone boundaries from OpenStreetMap, including all roads categorized by type, turn restrictions, and street walkability and drivability information.



Screenshot of Via's simulation tool, showing a potential microtransit zone (outlined in blue) and three "terminals," which are discussed below. The red lines show roads, with different widths representing different road classifications, each with a different traffic speed.

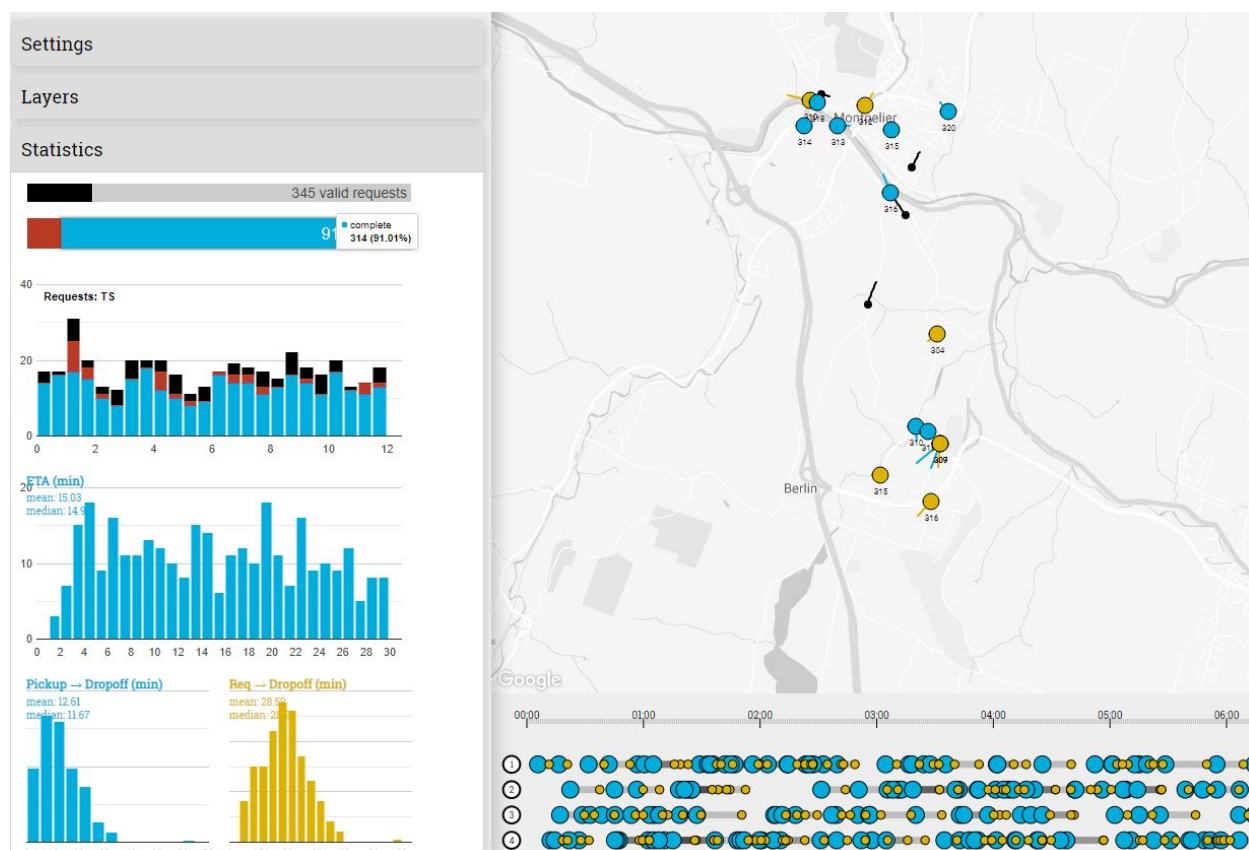
3. **Determined traffic speeds** by querying Google’s Maps APIs for traffic speeds specific to the time of day during which the service is being simulated. This ensured that wait times and trip times of the simulated service reflect real-world traffic data at the time of day for which service is being modeled.



Screenshot of Via's simulation tool, showing the different road types in a microtransit zone. Each road type has a different average vehicle speed, taken from Google's Maps API based on the selected time of day.

4. **Set “terminals”** to designate staging areas for vehicles that do not have active ride assignments. Terminals are safe parking areas that are distributed throughout the service zone. When empty, vehicles are routed to the terminal where the system has predicted demand. This ensures that each vehicle is used efficiently and that passengers benefit from the shortest possible wait times.
5. **Generated “Virtual Bus Stops”** to determine safe places for pickups and drop-offs. Virtual Bus Stops were generated throughout the zone, at points where vehicles can safely park. Virtual Bus Stop generation considered unique features of the zone, such as the pedestrian walking map, no parking/standing areas, and bus stops.
6. **Input demand scenario(s)** to simulate the number and types of trip requests we expect to see in the zone. See Section 2.3, Projecting Microtransit Demand, for more details.
7. **Set simulation parameters** by determining the optimal configuration for achieving service quality and passenger aggregation targets. These inputs—like fleet size, vehicle capacity, optimal wait times, and walk distances to/from Virtual Bus Stops—are those we adjust most

frequently when creating and iterating upon a new service. After these variables were set, we performed a number of different simulations for each zone, testing how adjusting service parameters impacted the quality of service, capacity, and efficiency. A screenshot of the simulation tool is shown below.



Screenshot of a simulation performed using Via's simulation tool. The map displays routing, pickups, and drop-offs, while the dashboard left of the map displays key performance indicators including the number of requests, wait time distributions, and pickup and drop-off walking distance.

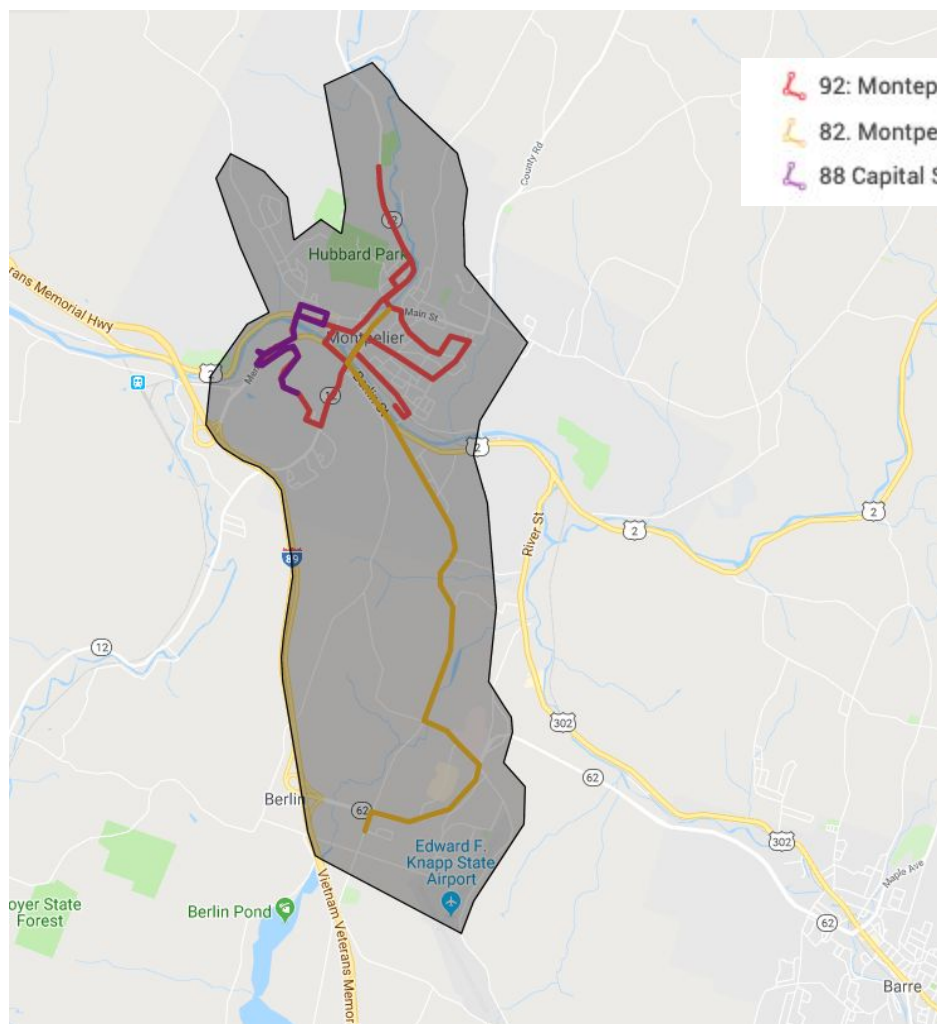
3.5 Scenarios and Recommendations

After completing a series of simulations, we determined the total microtransit fleet size necessary to accommodate the peak-hour demand associated with different average daily ridership scenarios, as well as minimum vehicle size, and approximate weekly vehicle hours, since the number of vehicles required to be on the road to provide a steady quality of service will vary with demand at different hours of the day and on different days of the week. On the basis of these scenarios, we were able to determine that microtransit is a feasible replacement for fixed-route transit and specialized transportation in the Montpelier area, and to recommend service parameters to VTrans and GMTA.

4. Existing Conditions and Demand

4.1 Fixed-route services

Montpelier, the state capital of Vermont, is located in Central Vermont, approximately 40 miles southeast of Burlington. The city has a population of approximately 7,500.¹ The proposed service zone also includes portions of Berlin, a town of approximately 3,000.² Major demand centers include downtown Montpelier, in the northeastern corner of the proposed service zone and Hospital Hill, at the southern end of the zone. Major employers in the proposed service zone include the State of Vermont, the Central Vermont Medical Center, and the headquarters of the National Life Insurance Company.



¹ U.S. Census Bureau

² Id.

At present, three fixed-route buses are operated by GMTA within Montpelier and between Montpelier and Hospital Hill. These are:

- **Route 92, Montpelier Circulator:** The Montpelier Circulator runs in two loops around downtown Montpelier, and will deviate up to one half of a mile from its route on request. In addition to the center of Montpelier, the circulator serves the Hunger Mountain Co-Op, the Community College of Vermont, the Montpelier pool and recreation center, and National Life. The bus takes one hour to run both loops, operates from Monday-Friday between 6:50 and 5:30, and is free.
- **Route 82, Montpelier Hospital Hill (MHH):** The MHH route runs from downtown Montpelier to Hospital Hill, providing connections to the Central Vermont Medical Center, Berlin Mall, the Berlin Shaw's, and at BlueCross Blueshield of Vermont at specific times and by request. The bus will deviate up three quarters of a mile from its route by request at least 24 hours in advance. The route runs with one hour headways on Monday-Friday from 7:16am to 6:16am and on Saturday from 8:16am to 6:16pm. The fare is \$1.50.
- **Route 88, Capital Shuttle:** The Capital Shuttle runs in a loop between the Vermont Department of Labor, which is the site of a major parking lot, the Vermont Statehouse, and National Life headquarters. Deviations of up to one tenth of a mile are permitted on request. The Shuttle runs every 20 minutes, Monday-Friday from 7:20am until 5:25pm and is free.

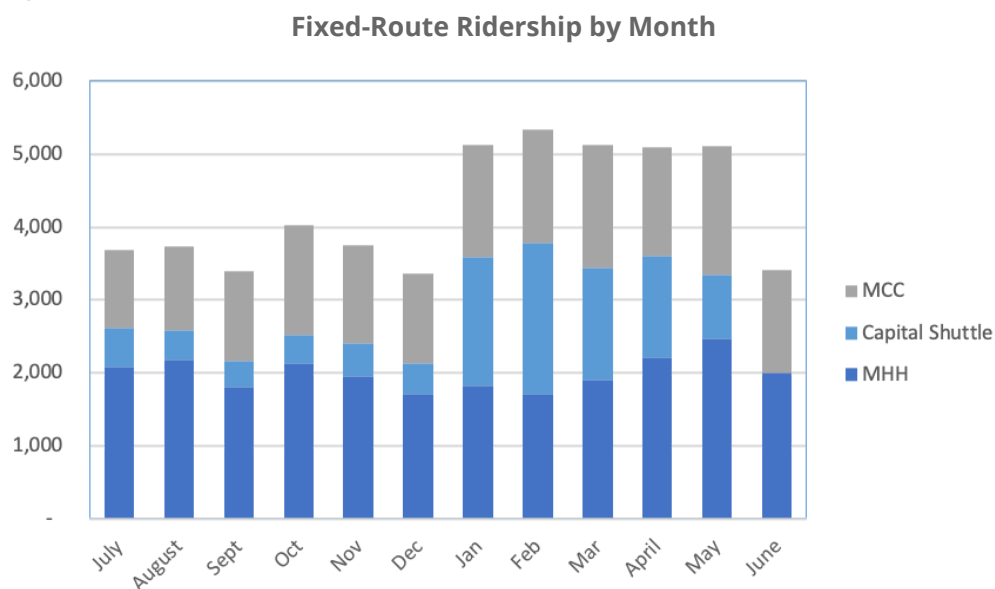
4.2 Specialized Transportation Services

In addition to these fixed-route buses, GMTA provides several forms of specialized transportation in the Montpelier area. These services include:

- **Non-Emergency Critical Care Transportation:** Transportation for qualifying individuals to reach ongoing radiation and dialysis treatments.
- **Elderly and Disabled Transportation:** Special transportation services for individuals who are 60 years of age or older and/or individuals with disabilities for non-Medicaid medical appointments, meal sites, senior centers, shopping and pharmacy trips, radiation and dialysis treatment and general daily needs.
- **Medicaid Services:** Transportation services for medicaid-eligible individuals for medically necessary and approved trips.

4.3 Estimating Demand

Via analyzed stop-level longitudinal transit ridership data for the Montpelier area fixed-route bus routes as well as origin-and-destination data for all specialized transportation trips in the Montpelier area. Transit ridership is approximately 20 percent higher during the legislative session (January through May).

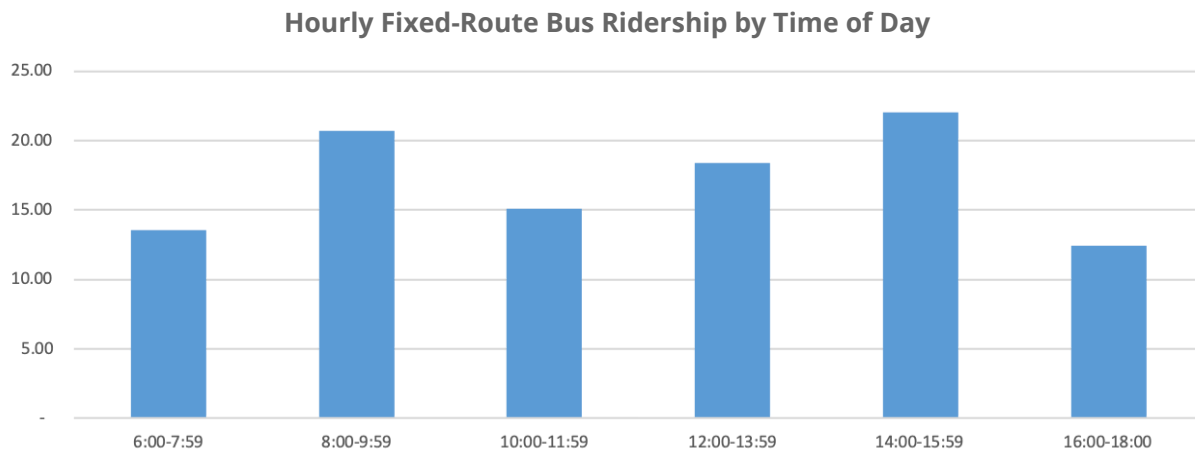


In addition, Via was provided specialized transportation data for trips in the Montpelier area November 30, 2017 through November 30, 2018. This data was filtered to include only trips within the proposed microtransit service zone (both origin and destination are inside of the zone), approximately 7,800 trips in total.

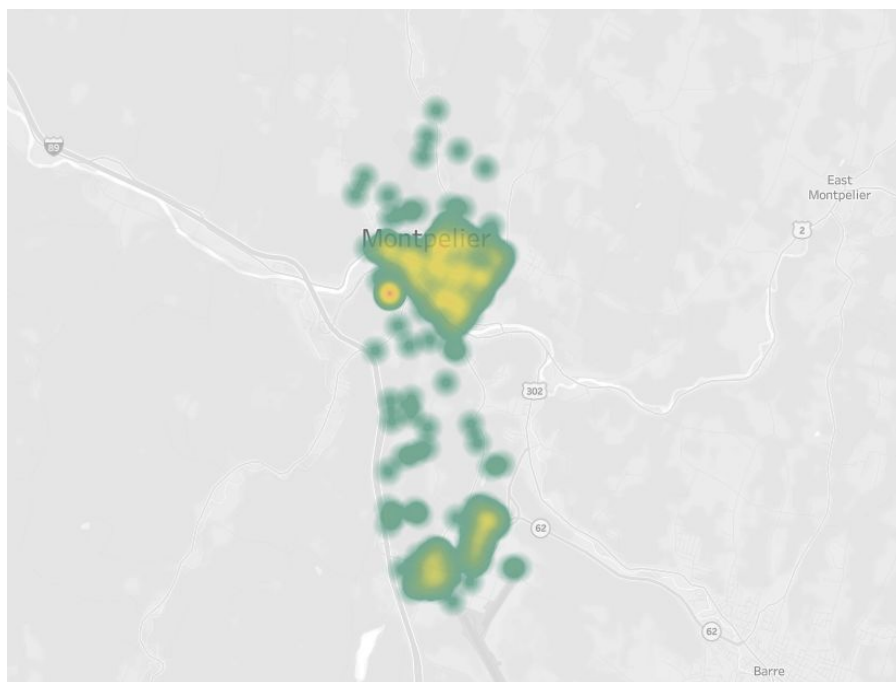
GIS analysis of specialized transportation OD data show that an average of about 20 trips a day are taken within the service zone. Many of these trips appear to be within the downtown Montpelier area or between the downtown Montpelier area and Hospital Hill—most likely for medical visits.

Existing Daily Ridership	Average Day	Legislative Session
	<i>Trips / day</i>	<i>Trips / day</i>
Fixed-route ridership	165	224
Specialized transit ridership	20	20
Total	185	244

Daily peak transit ridership is during the afternoon, between 2pm and 4pm. At this time, an average of 21 trips an hour are taken. Given the increase the approximately 20 percent increase in demand during the legislative session, it is assumed that peak-month, peak-hour demand is about 25 rides an hour. Specialized transportation contributes about 2 additional riders to this demand, for a total maximum peak-hour demand of 27 trips.



Approximately 40 percent of fixed-route travel is between Montpelier and Hospital Hill, 50 percent is within downtown Montpelier and between downtown Montpelier and National Life, and the remaining 10 percent is to and from other points.

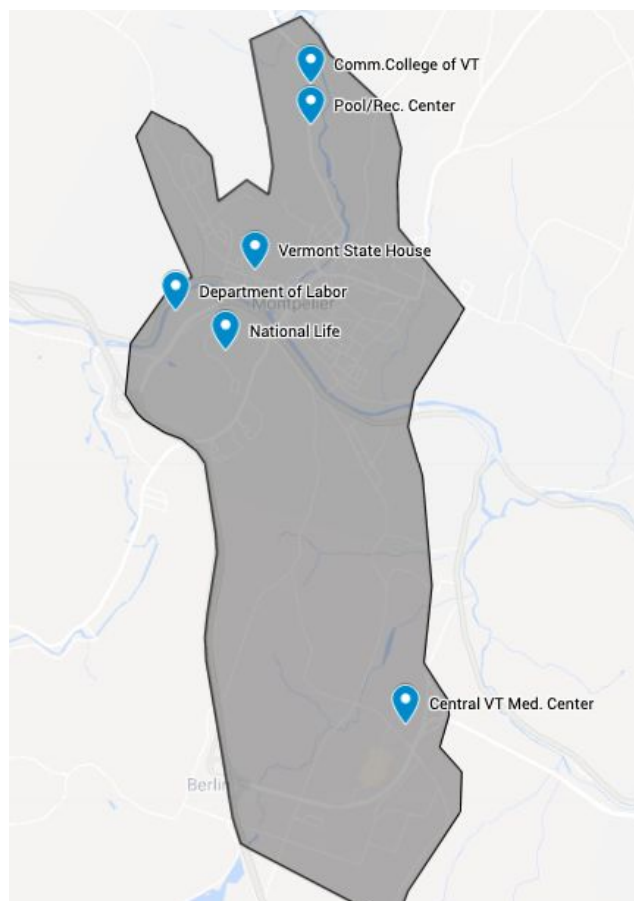


A heat map of predicted trip origins and destinations. Yellow and orange indicate a high density of trip origins and destinations, while green indicates a lower density of origins and destinations.

5. Service Zone and Service Design Parameters

The proposed service zone was initially determined on the basis of input from VTrans and GMTA. It includes Hospital Hill, National Life, and downtown Montpelier, and extends north to the Vermont Community College. On the basis of feedback from the Montpelier Microtransit Working Group, the service zone was extended to the northwest to include Hubbard Park neighborhood. This service zone includes all of the areas served by the Montpelier Circulator, the Montpelier Hospital Hill bus, and the Capital Shuttle.

Via began by assuming the following service design parameters. In most cases, these service parameters establish outer bounds, and the average customer experience is characterized by much shorter walking distances, wait times, and detours than the maximum permitted. These parameters were informed by Via's experience operating similar services.



Design Parameter	Recommendation
Maximum pick-up / dropoff walk	400 meters, or approximately 6 minutes (average walking distances were significantly shorter, see Section 5, Simulation Results, for more details).
Maximum wait time	30 minutes (average wait times were significantly shorter, see Section 5, Simulation Results for more details).
Maximum detour	10 minutes. This means that no passenger riding in a given vehicle will experience a detour of more than 10 minutes.
Fleet Composition	Vehicles with either 12 or six seats. Most of GMTA's existing fleet of vehicles has 12 seats, while microtransit services deployed successfully in other areas sometimes use smaller, six-seater vehicles.

6. Simulation Results

The results of the simulations are shown in the following section. Four scenarios were modeled:

- Scenario 1: Fixed-Route Bus Replacement (**Existing** Demand)
- Scenario 2: Fixed-Route Bus and Specialized Transportation Replacement (**Existing** Demand)
- Scenario 3: Fixed-Route Bus and Specialized Transportation Replacement (**Medium** Demand)
- Scenario 4: Fixed-Route Bus and Specialized Transportation Replacement (**High** Demand)

Vehicle hours are provided for all scenarios to assist VTrans and GMTA in understanding the relative costs of different approaches to providing microtransit. Via assumes that the number of vehicles operating at different times of the day will be adjusted to meet demand, with the most vehicles operating during peak hours in the afternoon and a reduced fleet operating on Saturdays.

Scenario 1: Fixed-Route Bus Replacement (Existing Demand)

In order to replace the three fixed-route buses operating in the proposed service zone, microtransit service must be able to support a peak-hour ridership of up to 25 rides an hour within the quality of service parameters defined above. Via's simulation results indicate that a fleet of four vehicles can meet this level of demand. Three vehicles should be adequate at times of day when demand is lower. Should VTrans and GMTA elect to offer a more limited service on Saturdays or Sundays, a still smaller fleet might be sufficient. While this service could be provided using the existing GMTA fleet, smaller six-seater vehicles would also be adequate.

Daily Ridership	Peak-Hour Ridership	Vehicles	Vehicle Size	Vehicle Hours	Average Wait Time	Average Walk
<i>Trips per 12 hour day</i>	<i>Trips per hour</i>	<i>Number of vehicles</i>	<i>Seats per vehicle</i>	<i>Vehicle hours per week</i>	<i>Minutes from Request to Pickup</i>	<i>Meters from Request to Pickup Site</i>
225	25	3-4	6+	256	10-15	145

Scenario 2: Fixed-Route Bus and Specialized Transportation Replacement (Existing Demand)

In order to replace specialized transportation services within the proposed service zone in addition to the three fixed-route buses, a microtransit service must be able to support a peak-hour ridership of up to 27 rides an hour. In addition, specialized transportation trips often require longer pickup

and dropoff times, as rides may require more time to enter and leave the vehicle. Via's simulation results indicate that a fleet of five vehicles should be adequate to meet this level of demand, with four vehicles sufficing during most of the day even three vehicles sufficing during slower periods of the day.

Daily Ridership	Peak-Hour Ridership	Vehicles	Vehicle Size	Vehicle Hours	Average Wait Time	Average Walk
<i>Trips per 12 hour day</i>	<i>Trips per hour</i>	<i>Number of vehicles</i>	<i>Seats per vehicle</i>	<i>Vehicle hours per week</i>	<i>Minutes from Request to Pickup</i>	<i>Meters from Request to Pickup Site</i>
244	27	3-5	6+	266	10-15	130

Scenario 3: Medium Demand

While simulation results indicate that five vehicles are necessary to support peak-level demand for the combined ridership of existing fixed-route and specialized transportation services, a fleet of this size should also be adequate to support significant additional ridership if deployed throughout most of the day. This capacity may be important if access to microtransit service unlocks additional demand. A five vehicle fleet should be adequate to support up to 300 rides a day, and a peak-hour ridership of 35.

Daily Ridership	Peak-Hour Ridership	Vehicles	Vehicle Size	Vehicle Hours	Average Wait Time	Average Walk
<i>Trips per 12 hour day</i>	<i>Trips per hour</i>	<i>Number of vehicles</i>	<i>Seats per vehicle</i>	<i>Vehicle hours per week</i>	<i>Minutes from Request to Pickup</i>	<i>Meters from Request to Pickup Site</i>
300	35	4-5	6+	328	10-15	130

Scenario 4) High Demand

If demand for microtransit services greatly exceeds existing demand for transit and specialized transportation, or if VTrans and GMTA are interested in exploring operational alternatives, the agencies may choose to procure an operator that will provide microtransit services, including vehicles and drivers, under a Transportation as a Service (TaaS) model, explained further below in the Microtransit Operation Models section of this report. VTrans and GMTA should only pursue such a model if it allows for lower costs-per-vehicle hour than the existing model, in which case a larger fleet that can support increased demand of up to 400 may be feasible. This model is also highly scalable, should the agencies eventually be interested in increasing fleet size to support an enlarged service zone, or to meet higher levels of future demand.

Daily Ridership	Peak-Hour Ridership	Vehicles	Vehicle Size	Vehicle Hours	Average Wait Time	Average Walk
<i>Trips per 12 hour day</i>	<i>Trips per hour</i>	<i>Number of vehicles</i>	<i>Seats per vehicle</i>	<i>Vehicle hours per week</i>	<i>Minutes from Request to Pickup</i>	<i>Meters from Request to Pickup Site</i>
400	45	5-6	6	410	10-15	135

Summary of Results

The recommended fleet sizes for these different demand scenarios are shown in the table below. Microtransit becomes more efficient as the density of ride requests increases, meaning trips are more easily aggregated.

	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Units
Ridership	225	244	300	400	<i>Trips / day</i>
Peak Hour Ridership	25	27	35	45	<i>Trips / hour</i>
Fleet Size	3-4	3-5	4-5	5-6	<i>Vehicles</i>
Vehicle Size	6+ Seats	6+ Seats	6+ Seats	6+ Seats	<i>Seats / vehicle</i>
Vehicle Hours (M-Sa.)	256	266	328	410	<i>Vehicle hours / week</i>
Average Wait Time	10-15	10-15	10-15	10-15	<i>Minutes from Request to Pickup</i>
Average Walk	145	130	130	135	<i>Meters from Request to Pickup Site</i>

Quality of Service

The table below provides more detail on the expected service quality for microtransit users in the Montpelier area.

Parameter	Quality of Service
Average Wait Time (ETA)	15 minute average wait times. Via simulated a service which reached all riders within 30 minutes.
Average Walk Distance	Average walk of 100 to 200 meters (1-2 minutes) for ambulatory passengers, with a maximum walk of 1,640 feet. Curb-to-curb service is provided for limited mobility and wheelchair passengers.
Average Ride Duration	10-15 minutes
Accessibility	Public microtransit services are fully accessible. Via assumed a minimum of one wheelchair accessible vehicle (WAV) in each scenario which will provide limited mobility passengers with equivalent levels of service.
Fare	Via recommends setting a fare marginally higher than the existing GMTA fixed-route bus fare of \$1.50 and waiving this fare during a very limited trial period through either a general promotion or using discount codes.

Because improvements in convenience and quality of service can draw more riders into the transit network, the microtransit system may reach capacity during peak periods. Should the service prove so popular that users are turned away when requesting a ride, Via recommends a number of short-term solutions such as pricing incentives, booking eligibility restrictions, and other tools that ensure those who need the service most are prioritized, and the service is scaled in a cost-efficient way.

7. Microtransit Operating Models

VTrans seeks to understand how different the financial and service considerations of different operating models. Via has considered two alternatives:

1. **Software as a Service (SaaS):** In this model, the microtransit vendor provides the necessary microtransit technology, including the microtransit operating system and mobile applications, along with a full suite of tools and support services. This model is for agencies who prefer to use their own drivers, vehicles and dispatchers.
2. **Transportation as a Service (TaaS):** In this model, the microtransit vendor provides a turnkey solution that includes microtransit technology, plus drivers, vehicles, and operations management.

7.1 Software-as-a-Service (SaaS)

VTrans and GMTA may prefer to provide microtransit services using the existing GMTA fleet, drivers, and operations team. In this case, either agency may procure a microtransit platform solution. Depending on the solution the agencies select, ongoing service design and optimization, operational support, and customer service may be included. The advantages of this approach include the greatest continuity from existing fixed-route bus and specialized transportation services and limiting the necessity to reallocate vehicles and drivers to other routes or services.

It is recommended that any platform solution include, at a minimum, the following:

- Dynamic vehicle routing
- Passenger aggregation (sharing)
- Rider and driver apps
- Supporting for booking by phone, some form of cash payment for unbanked individuals, etc.
- Backend administrative tools
- Ongoing technical, operational, and marketing support
- Analytics tools and reporting

7.2 Transportation as a Service (TaaS)

VTrans and GMTA may choose to procure a vendor to provide microtransit services in the proposed service zone with a solution that includes provision of drivers and vehicles in addition to the underlying technology. Via does not recommend launching a TaaS service for a fleet size of less than six vehicles, due to the significant fixed costs involved in running such a service. The advantages of a TaaS solution include potentially lower hourly per-vehicle costs than current operations, as well as

scalability—a service could be launched with current service hours and a given fleet size and, as ridership grows, VTrans and GMTA could evaluate whether to increase fleet size and/or extend operating hours.

7.3 Operating Model Summary and Recommendations

Scenario	Weekly vehicle hours ³	Annual Vehicle Hours	Estimated hourly cost	Estimated annual cost
<i>Operating model</i>	<i>Vehicle hours / week</i>	<i>Vehicle hours / year</i>	<i>Cost / vehicle hour</i>	<i>Cost / year</i>
Software-as-a-Service	266	14,000	\$60-70	\$840,000 - 980,000
Transportation-as-a-Service	266	14,000	\$45-70 ⁴	\$630,000 - 980,000

³ Based on weekly vehicle hour estimates from Scenario 2

⁴ Hourly vehicle costs are based on data from six similar microtransit services

8. Recommendations and Conclusions

Via's simulations indicate that microtransit can efficiently replace the existing fixed-route transit and specialized transportation services in the Montpelier area, providing a higher quality of service to existing GMTA riders. Further, a microtransit service will be easily scalable to accommodate increased levels of demand over time.

Four vehicles should be adequate to accommodate existing peak transit demand (approximately 225 riders a day, with a daily peak of 25 riders an hour). Specialized transportation (paratransit and demand-response) serves approximately 20 additional riders a day. Five vehicles with as few as six seats each should be adequate to support peak-hour, peak-month demand across existing transit and specialized transportation ridership, and should be capable of supporting a level of induced, additional demand as well, up to approximately 300 rides a day. With a sixth vehicle, a microtransit service could support a ridership of up to approximately 400 rides a day, or about double the average daily ridership today.