



# AGENDA

## Green Mountain Transit Board of Commissioners

March 21, 2017, 7:30 a.m.

15 Industrial Pkwy, Burlington, VT 05401

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

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- 7:30 a.m. 1. Open Meeting
- 7:31 a.m. 2. Adjustment of the Agenda
- 7:36 a.m. 3. Public Comment
- 7:40 a.m. 4. Consent Agenda\*
  - February 21, 2017 Board Meeting Minutes (pages 3-6)
  - Check Register (pages 7-11)
  - Finance Report (pages 12-18)
  - Maintenance Report (page 19)
  - Operations Report (pages NA)
  - Performance Report (page 20)
  - Planning Report (page 21)
  - Marketing (page 22)
  - IT Support, & Human Resources Report (page 23)
  - Project Development Report (pages 24-25)
  - Ridership Reports (pages 26-28)
    - ADA
    - GMT Urban
    - GMT Rural
- 7:45 a.m. 5. Employee Satisfaction Survey Update (pages 29-50)
- 8:00 a.m. 6. Jeffersonville Update (page 51)
- 8:15 a.m. 7. CSA Update (page 52)
- 8:30 a.m. 8. FY 17 Capital & Operating Budget Adjustment\* (page NA)
- 8:45 a.m. 9. Medicaid Update

9:00 a.m. 10. GM & Committee reports

- *Leadership Committee: Next scheduled meeting Friday, April 14th @ 9am*
- *Strategy Committee: Next scheduled meeting is Monday, April 10<sup>th</sup> @ 8:15am*
- *Operations Committee: Next scheduled meeting Monday, April 10th @ 9:30am*
- *Finance Committee: Next scheduled meeting Tuesday, April 11th @ 8:30am*

9:15 a.m. 11. Personnel Matter (Possible Executive Session)

9:30 a.m. 12. Adjourn

NOTES:

- \* Indicates an action agenda item.
- Persons with disabilities who require assistance or special arrangements to participate in programs or activities are encouraged to contact John Robinson at 802-540-1746 at least 48 hours in advance so that proper arrangements can be made. Hearing disabled patrons can contact GMT through the Vermont Relay Service (711).
- Free transportation to and from GMT Board Meetings is available within the GMT service area. To make advance arrangements, please call GMT's Customer Service Representatives at 802-864-CCTA or 802-864-2282.
- Municipal Clerks: Please post this public meeting notice pursuant to Act 78 of the Acts of the 1979 Vermont Legislature. Thank you.

## Green Mountain Transit Board Minutes

Date: February 21, 2017  
Time: 7:30 AM  
Place: GMT  
15 Industrial Parkway  
Burlington, VT 05401

### **Present:**

Chapin Kaynor, Chair, Williston  
Tom Chittenden, Vice Chair, South Burlington  
Denis Barton, Secretary, Shelburne  
Marti Powers, Treasurer, Essex  
Catherine Dimitruk, Commissioner, Franklin County  
Chapin Spencer, Commissioner, Burlington  
Rob Moore, Commissioner, Lamoille County  
Bob Buermann, Commissioner, Grand Isle County  
Harold Garabedian, Commissioner, Washington County (Via Phone)  
Katherine Miles, Commissioner, Burlington  
John Sharrow, Commissioner, Milton  
Raghu Acharya, Commissioner, Winooski  
Phil Pouech, Commissioner, Hinesburg

Mark Sousa, Interim General Manager  
Jon Moore, Director of Urban Operations  
Michelle Daley, Director of Finance  
Trish Redalieu, Director of Administrative & Support Services  
Bill McCarty, Director of Maintenance  
Donna Rae Decatur, Director of Rural Operations  
David Armstrong, Planning Manager  
Alain Hirsch, Transit Planner  
John Robinson, Human Resources Coordinator  
Jordan Posner, ADA Mobility Manager  
Jamie Smith, Marketing Coordinator  
Katie Mischke, Marketing Coordinator  
Matt Kimball, Procurement and Capital Projects Manager  
Patty Chadwick, Office Manager  
Sheryl Asper, Customer Service Representative  
Christine Lamore, Customer Service Representative Supervisor  
Rob Slingerland, Driver and Union Steward  
Bob Chagnon, Mechanic  
Mike Slingerland, Mechanic  
Ron Fleming, Mechanic  
Rodney Devarney, Body Technician  
Toney Driver, Custodian

### **Members of the Public:**

Bonnie Waninger, Alt. Washington County  
Amy Brewer, Alt. Williston  
Ross McDonald, VTrans  
Geoff Slater, Nelson Nygaard  
Eryn Rosenblum, Nelson Nygaard  
Sam Wright, Nelson Nygaard

Nadine Barnicle, Nelson Nygaard  
Peter Keathing, CCRPC  
Eleni Chruchill, CCRPC  
Marian Wolz, CVRPC

**Not Present:**

**1. Open Meeting**

Chair Kaynor opened the meeting at 7:33 AM. A quorum of the Board was present.

**2. Adjustment of the Agenda**

There were no adjustments to the agenda.

**3. Public Comment**

Chair Kaynor introduced Amy Brewer, the new Alternate for Williston. During public comment several GMT employees spoke on behalf of Mark Sousa for the position of General Manager. They all relayed the same message pertaining to Mark's relationship with the company and the employees. He communicates with all levels within the organization and goes out of his way to address issues brought to his attention. He always keeps the employee's best interests in mind. Chair Kaynor informed the Board that at the Leadership Committee meeting a petition was submitted with 83 employee signatures in support of Mark Sousa as General Manager.

Secretary Barton entered at 7:36 AM.

**4. Consent Agenda**

A motion to approve the Consent Agenda was made by Commissioner Dimitruk and seconded by Vice Chair Chittenden. Commissioner Pouech spoke on the check register and the column with explanations. He said that each item either have an explanation or remove the explanation column. Vice Chair Chittenden offered an idea of a spread sheet format that would allow for the information to be easily sorted. Chair Kaynor noted that on pages 36 and 37 the header was the incorrect date. All were in favor and the Consent Agenda was approved.

**5. GM Job Description**

Chair Kaynor informed the Board that the Leadership Committee had reviewed the job description and made minor adjustments to include the input from the previous Board meeting discussion. Secretary Barton also informed the Board that the Operations Committee reviewed the description as well. Commissioner Garabedian spoke on his concern that there was no requirement for pervious transit experience. After discussion the Board agreed that "transit experience preferred" should be added under qualifications.

A motion to amend the job description to include "transit experience preferred" was made by Commissioner Garabedian and seconded by Commissioner Sharrow. All were in favor and the amendment was approved.

A motion to accept the job description as amended was made by Secretary Barton. The motion was seconded by Vice Chair Chittenden. All were in favor and the amended job description was accepted.

**6. GM Transition (possible executive session)**

Commissioner Dimitruk made a motion: "Given that Mark Sousa was runner-up when GMT performed a national General Manager search two years ago; and given that he has since served GMT well as Assistant General Manager and Interim General Manager; and in consideration of his Board interview and in-depth reference checks, she moved to authorize the GMT Board Chair to enter negotiations with Mark Sousa to be appointed to the vacant position of General Manager of GMT. Commissioner Sharrow seconded the motion. All were in favor and the motion was accepted.

Secretary Barton made a motion to enter executive session to discuss personal matters with the inclusion of Mark Sousa and was seconded by Commissioner Miles. The motion was amended to invite the Alternate Commissioners present and

Trish Redalieu, Director of Administrative and Support Services. All were in favor and the motion was approved and the Board entered executive session at 7:52 AM.

Commissioner Dimitruk made a motion to exit executive session and was seconded by Commissioner Spencer. The motion was approved and the Board exited executive session at 8:19 AM.

### **7. Jeffersonville Update**

David Armstrong, Planning Manager, gave an update on the current status of the Jeffersonville Commuter. The service will continue as planned until the end of June 2017, when the current funding ends through federal, state and local match. The upcoming year will require the three towns of Jericho, Underhill and Cambridge to match the service cost. At the start of the service each town was asked to set aside good faith escrow to continue the service at the end of the funding. As of now only Jericho has shown full interest in continuing the service. They have set aside \$14,000 in their general budget for the service in the upcoming year. Work continues with both Underhill and Cambridge in securing the funds to move ahead with the route. A better idea of funding will come after local town meetings are held. Mr. Armstrong will return to the Board with the possible scenarios after town meeting days' end.

### **8. Marketing Update**

Jamie Smith, Marketing Coordinator, gave an update on the marketing across the company. She spoke on the recent success of projects like the Canal Street Veterans Housing fundraiser with COTS that just wrapped up. Dealer.com and GMT have continued their relationship and Dealer.com is now fully funding employee passes within their organization. It has been such a hit that GMT interviewed 8 riders from Dealer.com and Ms. Smith showed a clip of one interview. Seasonal service has been a big focus as well, working with Mad River Valley they helped execute a punch pass program. GMT promoted an unlimited pass for \$20.00. GMT also paired up with Froggy 100.9 in a giveaway of Jack Johnson tickets and on the 20<sup>th</sup> they interviewed riders at seasonal bus stops. GMT also has produced all new bus map and guides for each location. As the weather improves they will continue the vinyl change over from CCTA and GMTA signs to GMT. Some buses have begun the transformation already.

### **9. Nelson Nygaard Presentation**

Geoff Slater, Nelson Nygaard Principal, did a project overview of what the Board should expect throughout the CSA study over the next year. Mr. Slater explained the end goal of this study is to form a system that works better together and stronger than before, while better serving existing riders and attracting new riders. Mr. Slater explained there are six key steps in the successful execution of the process: public engagement, analyzing existing service, conducting market analysis, developing visions with goals and objectives, developing scenarios, and developing the recommended plan. The timeline projects a finish date in December, however, Commissioner Spencer did ask if that date could be moved up. In December the Board is finishing up the upcoming year's budget and would like the opportunity to work in any required financial recommendations that the study suggests for fiscal year '18. Commissioner Garabedian asked how the study will help combat the dropping ridership numbers due to low gas prices. Mr. Slater explained that the study will focus on areas to increase convenience for riders while competing against other forms of transit including driving. The first Advisory Ad Hoc Committee meeting was scheduled to start at the end of Board meeting.

### **10. Gm & Committee reports (Including Quarterly Strategic Goals update)**

Chair Kaynor started by explaining that this meeting he had requested that each Committee give their quarterly strategic goal updates. The Strategic Goals were developed back in December with the idea that the document would be a living document with updates to be added along the way. Chair Kaynor would like to compare the original document at the end of the year to the adjusted one. Leadership Committee has added the UITP conference under Goal Seven: Improve Board Development. In addition, Leadership added under Goal Five, Objective B; engage in external stakeholders, *partners* and organization with similar objectives.

Strategy Committee did not meet this month. At this time Strategy has had minimal discussion on Goal Two. Currently Goal Five is underway with the CSA study. Talks with UVM regarding Goal Four have fallen short but the committee plans on readdressing it.

Operations spoke on the SSEPP. It has been completed and approved. Vermont Gas has completed an audit and now Operations is waiting the completion of the electric audit. Currently Goal Six, increase ridership by 3% annually, is not being met. Operations will continue to work on ridership through marketing and feedback from the CSA study. Operations met on the 20<sup>th</sup> and reviewed the employee surveys, along with the PIP.

Finance Committee met on February 14<sup>th</sup>, and begun talks on reviewing and adjusting the purchasing policy. At this time, it will be delayed, as they are waiting on the new changes to come down from the FTA in April. They will hold off any adjustments until the new policies are issued. They are currently waiting on software to be purchased to begin work on the capital project plan. Mr. Sousa said there will be more news on the progress of the software by the end of this week. Treasure Powers spoke on the need to readdress the Finance Committee membership. At this time they are seeking commissioners to join the committee. Chair Kaynor asked anyone interested in joining to please speak with him.

Commissioner Sharrow asked that the staff supply each committee member with their town ridership reports to help communicate any information requested during town meeting days.

### **13. Adjourn**

Vice Chair Chittenden made a motion to adjourn and was seconded by Commissioner Sharrow. All were in favor and the meeting adjourned at 9:50 AM.

Respectfully Submitted,

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Denis Barton, Secretary

Document Date	Vendor ID	Vendor Name	Document Number	Document Amount	
2/10/2017	V301	Sovernet	80948	1080.13	Wi-Fi
2/10/2017	V352	Wiemann-Lamphere Architects Inc.	80949	8925.00	Consulting
2/10/2017	V10	Vermont Office of Child Support	EFT000000011735	746.44	
2/10/2017	V1467	Charles Schwab	V1467 2017 0210	13235.98	Payroll Deferrals/Loan Repayments
2/10/2017	V265	ICMA	V265 2017 0210	1135.39	Retirement
2/10/2017	V266	IRS - EFTPS	V266 2017 0210	86675.05	Federal Taxes
2/10/2017	V364	Vermont Dept of Taxes	V364 2017 0210	10524.76	State Taxes
2/17/2017	V1423	Alling, Andrew	80950	41.73	
2/17/2017	V1025	Alter, Charles	80951	285.16	Volunteer
2/17/2017	V966	Anderson, Evan	80952	55.64	
2/17/2017	V1480	Andrews-Ford, Sheri	80953	211.35	Volunteer
2/17/2017	V156	Anthony, Peter	80954	559.15	Volunteer
2/17/2017	V1309	Arthur, Alan	80955	103.79	Volunteer
2/17/2017	V1099	Barnett, Wendy	80956	208.80	Volunteer
2/17/2017	V1482	Cady, Duane	80957	206.53	Volunteer
2/17/2017	V1436	Cameron, Darwin	80958	50.29	
2/17/2017	V1426	Cameron, Karen	80959	58.32	
2/17/2017	V1389	Carvalho, Fernando	80960	51.91	
2/17/2017	V1179	Congleton, William	80961	44.94	
2/17/2017	V471	Constantine, Julia	80962	657.55	Volunteer
2/17/2017	V554	Desarno, David	80963	55.66	
2/17/2017	V168	Fay, Carol	80964	46.02	
2/17/2017	V1292	Fleming, Karen	80965	413.62	Volunteer
2/17/2017	V1325	Fonda, Leah	80966	79.20	
2/17/2017	V1494	Hansen, Linda	80967	10.70	
2/17/2017	V203	Ladd, Joyce	80968	19.80	
2/17/2017	V205	LeBlanc, Alice	80969	46.01	
2/17/2017	V175	LeBlanc, Richard	80970	172.86	Volunteer
2/17/2017	V1397	McGinnis, Devan	80971	565.61	Volunteer
2/17/2017	V181	Owen, Helen	80972	1420.12	Volunteer
2/17/2017	V1138	Pease, Charles	80973	63.36	
2/17/2017	V1496	Rainville, Jamie	80974	161.46	Volunteer
2/17/2017	V1478	Starbuck, Pammella	80975	34.78	
2/17/2017	V1498	Thorpe, Robert	80976	97.39	
2/17/2017	V1324	Wales, David	80977	53.52	
2/17/2017	V989	Waring, Lynn	80978	28.89	
2/17/2017	V1052	White, Carolyn	80979	79.18	
2/17/2017	V962	Williams, Kenneth	80980	49.68	
2/17/2017	V853	Wilson, Thomas	80981	21.40	
2/17/2017	V944	Woodward, Patricia	80982	406.07	Volunteer
2/17/2017	V857	Driver, Sandra	80983	97.13	
2/17/2017	V117	Guyette, Howard	80984	25.00	
2/17/2017	V1285	Loyer, Chris	80985	211.71	Travel Reimbursement
2/17/2017	V1354	Mischke, Katie	80986	41.52	
2/17/2017	V439	Takele, Desta	80987	40.00	
2/17/2017	V251	Wex Fleet Universal	80988	27074.57	Fuel
2/17/2017	V279	ABC Bus Companies-Muncie	80989	743.66	
2/17/2017	V316	Able Paint, Glass & Flooring Co.	80990	45.87	
2/17/2017	V727	Addison County Transit Resources	80991	10793.77	Fare Reimbursement
2/17/2017	V217	Airgas USA, LLC	80992	43.92	
2/17/2017	V218	Atlantic Detroit Diesel - Allison LLC	80993	652.80	
2/17/2017	V1334	Background Investigation Bureau, LLC	80994	161.00	
2/17/2017	V563	Bank Supplies	80995	262.00	
2/17/2017	V590	Barrett Trucking Co., Inc.	80996	579.20	
2/17/2017	V248	Bay State Elevator Company	80997	241.35	
2/17/2017	V1481	Blue Flame Gas	80998	1208.43	2 Utility Invoices
2/17/2017	V223	Bond Auto Parts	80999	1043.04	3 Parts Invoices
2/17/2017	V1327	Bucks-Mont Technology Group, LLC dba Syne	81000	837.00	
2/17/2017	V362	Burlington Free Press	81001	372.00	
2/17/2017	V1358	Burlington Marble & Granite, Inc.	81002	49400.00	Claim Reimbursement
2/17/2017	V226	Burlington Public Works-Water	81003	1929.27	2 Utility Invoices
2/17/2017	V227	Burlington Telecom	81004	1985.48	Phone Service
2/17/2017	V228	C.I.D.E.R., Inc.	81005	20148.54	Med 2017 Jan/E&D 2017 Jan/E&D Van 2017 Jan
2/17/2017	V888	Champlain Door Co Inc	81006	61.14	
2/17/2017	V851	Champlain Medical	81007	180.00	
2/17/2017	V220	Class C Solutions Group	81008	1737.71	3 Parts Invoices
2/17/2017	V600	Cody Chevrolet	81009	1615.41	10 Parts Invoices
2/17/2017	V389	Collins-Perley Sports Arena	81010	1910.92	Lease Park and Ride
2/17/2017	V236	Colonial Supplemental Insurance	81011	34.95	
2/17/2017	V669	Community Transportation Association	81012	550.00	
2/17/2017	V928	Conway Office Solutions	81013	797.17	
2/17/2017	V238	Crystal Rock Bottled Water	81014	168.00	
2/17/2017	V239	Cummins Northeast LLC	81015	510.22	
2/17/2017	V240	D & M Fire and Safety Equipment	81016	230.00	

2/17/2017	V241	D & W Diesel, Inc.	81017	1993.01	2 Parts Invoices
2/17/2017	V319	Diesel Radiator Co.	81018	2439.00	1 Parts Invoice
2/17/2017	V421	Dossier Systems (was Arsenault)	81019	313.54	
2/17/2017	V822	ENPRO Services, Inc.	81020	2992.50	1 Service Invoice
2/17/2017	V250	Fisher Auto Parts	81021	1823.82	15 Parts Invoices
2/17/2017	V253	FleetWave Partners, LLP	81022	3114.00	Monthly Repeater Invoices
2/17/2017	V1347	Foley Distributing Corp.	81023	1570.56	6 Maint. Supply Invoices
2/17/2017	V394	Formula Ford Inc.	81024	164.50	
2/17/2017	V799	Gauthier Trucking Company, Inc.	81025	258.96	
2/17/2017	V257	Gillig Corp.	81026	4108.89	3 Parts Invoices
2/17/2017	V259	Grainger	81027	241.27	
2/17/2017	V260	Green Mountain Kenworth, Inc.	81028	3415.66	8 Parts Invoices
2/17/2017	V261	Green Mountain Power	81029	1462.78	1 Utility Invoice
2/17/2017	V426	Hulbert Supply Co., Inc.	81030	38.20	
2/17/2017	V264	IBF Solutions, Inc.	81031	129.09	
2/17/2017	V473	Limoge & Sons Garage Doors, Inc.	81032	1562.00	1 Repair Invoice
2/17/2017	V267	Lincoln Financial Group	81033	10.21	
2/17/2017	V702	Lincoln National Life Insurance Company, The	81034	10738.67	Insurance
2/17/2017	V268	Loomis	81035	176.00	
2/17/2017	V273	MCI	81036	48.40	
2/17/2017	V1068	Midwest Bus Corporation	81037	1562.07	3 Parts Invoices
2/17/2017	V1500	Mobility Transportation Services Inc.	81038	36095.00	1 Van Invoice
2/17/2017	V278	Mohawk Mfg. & Supply Co.	81039	2237.96	4 Parts Invoices
2/17/2017	V283	Neopart LLC	81040	60.42	
2/17/2017	V284	New G.H. Berlin Oil Company	81041	3403.27	3 Parts Invoices
2/17/2017	V285	New York Life	81042	43.32	
2/17/2017	V1305	Northern New England Benefit Trust	81043	188414.10	Insurance
2/17/2017	V1495	Northland Janitorial LLC	81044	840.00	
2/17/2017	V611	Northwestern Occupational Health	81045	115.00	
2/17/2017	V1132	Occupational Drug Testing, LLC	81046	196.35	
2/17/2017	V993	Paws Trucking, LLC	81047	230.00	
2/17/2017	V291	Prevost Parts	81048	1071.18	6 Parts Invoices
2/17/2017	V1444	Print Factory, The	81049	61.50	
2/17/2017	V1493	R E Tucker Inc.	81050	720.16	
2/17/2017	V492	R&J Trucking	81051	305.00	
2/17/2017	V295	Ribbon Recyclers	81052	461.75	
2/17/2017	V864	Rick's Towing & Repair, Inc.	81053	125.00	
2/17/2017	V296	Rouse Tire Sales	81054	3461.57	4 Tire Invoices
2/17/2017	V297	Safety-Kleen Systems, Inc.	81055	436.64	
2/17/2017	V298	Sanel Auto Parts Co.	81056	53.38	
2/17/2017	V299	SB Collins, Inc.	81057	49751.76	Fuel
2/17/2017	V686	Shearer Chevrolet	81058	2927.31	8 Parts Invoices
2/17/2017	V520	Sportworks Northwest, Inc.	81059	61.70	
2/17/2017	V303	SSTA	81060	147529.24	E&D 2016 Oct/ADA 2017 Jan/E&D 2016 Nov
2/17/2017	V312	Stowe, Town of	81061	1043.42	3 Invoices
2/17/2017	V451	Stowe, Town of Electric Department	81062	263.77	
2/17/2017	V734	Thermo King Northeast/Dattco	81063	1267.68	4 Parts Invoices
2/17/2017	V313	Travelers	81064	149473.50	Insurance
2/17/2017	V1030	UniFirst Corporation	81065	794.00	
2/17/2017	V315	United Parcel Service	81066	44.54	
2/17/2017	V876	Vehicle Maintenance Program, Inc.	81067	277.50	
2/17/2017	V391	Verizon Wireless	81068	2457.80	Wireless Service
2/17/2017	V410	Vermont Gas Systems, Inc.	81069	245.99	
2/17/2017	V1459	Vermont Information Consortium LLC	81070	510.00	
2/17/2017	V385	Vermont Offender Work Program	81071	829.75	
2/17/2017	V1073	Villanti & Sons, Printers Inc.	81072	1430.00	1 Invoice
2/17/2017	V336	W.B Mason Co., Inc.	81073	1660.38	7 Office Supply Invoices
2/17/2017	V337	Wesco Distribution	81074	470.12	
2/17/2017	V707	Westward Equipment Service	81075	471.00	
2/17/2017	V938	Wurth USA Inc.	81076	679.68	
2/17/2017	V1497	Yawkey Family Inn	81077	150.00	
2/17/2017	V153	Alburgh Taxi	EFT000000011736	1559.95	Volunteer
2/17/2017	V55	Boudreau, James	EFT000000011737	984.43	Volunteer
2/17/2017	V1007	Bova, Wendy	EFT000000011738	470.27	Volunteer
2/17/2017	V1448	Buckley, Barbara	EFT000000011739	382.07	Volunteer
2/17/2017	V548	Burnor, David	EFT000000011740	769.35	Volunteer
2/17/2017	V1291	Callan, Linda	EFT000000011741	371.84	Volunteer
2/17/2017	V196	Cheney, Lori	EFT000000011742	239.68	Volunteer
2/17/2017	V60	Farr, Delores	EFT000000011743	560.23	Volunteer
2/17/2017	V1491	Gamelin, Roger	EFT000000011744	356.02	Volunteer
2/17/2017	V1117	Hall, John	EFT000000011745	888.64	Volunteer
2/17/2017	V170	Hertz, Kenneth	EFT000000011746	307.12	Volunteer
2/17/2017	V67	Jewett, Sheryl	EFT000000011747	229.53	Volunteer
2/17/2017	V174	Langlois, Paulette	EFT000000011748	154.08	Volunteer
2/17/2017	V1420	Lawyer, Ronald	EFT000000011749	338.67	Volunteer



2/17/2017	V70	LeClair, Raymond	EFT000000011750	537.69	Volunteer
2/17/2017	V71	Lightholder, Stephen	EFT000000011751	142.32	Volunteer
2/17/2017	V74	Markham, Laurel	EFT000000011752	336.60	Volunteer
2/17/2017	V75	Martin, Ronald	EFT000000011753	515.75	Volunteer
2/17/2017	V811	Mcmahon, Deborah	EFT000000011754	167.99	Volunteer
2/17/2017	V829	Mcmahon, John	EFT000000011755	167.46	Volunteer
2/17/2017	V1440	Menard, Leighanne	EFT000000011756	235.99	Volunteer
2/17/2017	V1018	Metivier, Shelli	EFT000000011757	635.58	Volunteer
2/17/2017	V82	Parah, Donna	EFT000000011758	165.85	Volunteer
2/17/2017	V83	Parah, Maurice	EFT000000011759	985.48	Volunteer
2/17/2017	V86	Pike, Gail	EFT000000011760	571.38	Volunteer
2/17/2017	V1371	Riendeau, Donald	EFT000000011761	26.64	
2/17/2017	V691	Rogers, Robert	EFT000000011762	169.20	Volunteer
2/17/2017	V771	Sammons, Chandra	EFT000000011763	493.33	Volunteer
2/17/2017	V89	Sayers, Gail	EFT000000011764	543.09	Volunteer
2/17/2017	V1253	Sprano, Sheila	EFT000000011765	146.82	Volunteer
2/17/2017	V93	Timm, Marta	EFT000000011766	386.82	Volunteer
2/17/2017	V522	Turcotte, S Jeanette	EFT000000011767	85.07	
2/17/2017	V397	White, Brian	EFT000000011768	522.17	Volunteer
2/17/2017	V97	Yandow, Dennis	EFT000000011769	512.02	Volunteer
2/17/2017	V1197	Young, Sylvia	EFT000000011770	77.58	
2/17/2017	V59	Armstrong, David	EFT000000011771	165.73	Mileage Reimbursement
2/17/2017	V103	Carlson, Stephen	EFT000000011772	434.11	FSA Reimbursement
2/17/2017	V108	Daley, Michelle	EFT000000011773	139.85	FSA Reimbursement
2/17/2017	V111	Driver, Toney	EFT000000011774	25.00	
2/17/2017	V61	Gaudette, Timothy	EFT000000011775	59.99	
2/17/2017	V124	Kimball, Matt	EFT000000011776	35.00	
2/17/2017	V31	King, Arnold	EFT000000011777	585.69	FSA Reimbursement
2/17/2017	V49	Lyford, Frank	EFT000000011778	70.00	
2/17/2017	V34	Maple, Walter	EFT000000011779	66.92	
2/17/2017	V35	McDonald, Pam	EFT000000011780	100.00	FSA Reimbursement
2/17/2017	V37	Meigs, Dale	EFT000000011781	696.40	FSA Reimbursement
2/17/2017	V38	Moore, Jon	EFT000000011782	192.31	DCAP Reimbursement
2/17/2017	V1464	Nold-Laurendeau, Phil	EFT000000011783	63.67	
2/17/2017	V135	Norton, Michael	EFT000000011784	441.51	FSA Reimbursement
2/17/2017	V137	Plante, Karen	EFT000000011785	15.00	
2/17/2017	V17	Smith, Jamie L	EFT000000011786	576.90	DCAP Reimbursement
2/17/2017	V1467	Charles Schwab	V1467 2017 0217	771.40	
2/17/2017	V265	ICMA	V265 2017 0217	635.43	
2/17/2017	V266	IRS - EFTPS	V266 2017 0217	4851.84	Federal Taxes
2/17/2017	V364	Vermont Dept of Taxes	V364 2017 0217	631.64	
2/28/2017	V153	Alburgh Taxi	EFT000000011795	1532.37	Volunteer
2/28/2017	V55	Boudreau, James	EFT000000011796	923.41	Volunteer
2/28/2017	V1007	Bova, Wendy	EFT000000011797	456.92	Volunteer
2/28/2017	V1448	Buckley, Barbara	EFT000000011798	452.67	Volunteer
2/28/2017	V548	Burnor, David	EFT000000011799	457.97	Volunteer
2/28/2017	V1291	Callan, Linda	EFT000000011800	467.60	Volunteer
2/28/2017	V196	Cheney, Lori	EFT000000011801	330.64	Volunteer
2/28/2017	V1377	Cleary, Diane	EFT000000011802	97.39	
2/28/2017	V1501	Eldredge, Linda	EFT000000011803	102.41	Volunteer
2/28/2017	V60	Farr, Delores	EFT000000011804	408.25	Volunteer
2/28/2017	V1491	Gamelin, Roger	EFT000000011805	556.47	Volunteer
2/28/2017	V1434	Giuffre, Martin	EFT000000011806	116.26	Volunteer
2/28/2017	V1117	Hall, John	EFT000000011807	820.16	Volunteer
2/28/2017	V170	Hertz, Kenneth	EFT000000011808	377.26	Volunteer
2/28/2017	V67	Jewett, Sheryl	EFT000000011809	68.49	
2/28/2017	V174	Langlois, Paulette	EFT000000011810	539.29	Volunteer
2/28/2017	V1420	Lawyer, Ronald	EFT000000011811	387.19	Volunteer
2/28/2017	V70	LeClair, Raymond	EFT000000011812	533.93	Volunteer
2/28/2017	V71	Lightholder, Stephen	EFT000000011813	201.72	Volunteer
2/28/2017	V74	Markham, Laurel	EFT000000011814	405.08	Volunteer
2/28/2017	V75	Martin, Ronald	EFT000000011815	542.50	Volunteer
2/28/2017	V829	Mcmahon, John	EFT000000011816	197.95	Volunteer
2/28/2017	V1018	Metivier, Shelli	EFT000000011817	635.58	Volunteer
2/28/2017	V82	Parah, Donna	EFT000000011818	604.09	Volunteer
2/28/2017	V83	Parah, Maurice	EFT000000011819	818.57	Volunteer
2/28/2017	V86	Pike, Gail	EFT000000011820	704.06	Volunteer
2/28/2017	V771	Sammons, Chandra	EFT000000011821	575.72	Volunteer
2/28/2017	V89	Sayers, Gail	EFT000000011822	614.25	Volunteer
2/28/2017	V1236	Sayers, James	EFT000000011823	35.32	
2/28/2017	V1253	Sprano, Sheila	EFT000000011824	36.71	
2/28/2017	V93	Timm, Marta	EFT000000011825	532.34	Volunteer
2/28/2017	V522	Turcotte, S Jeanette	EFT000000011826	203.30	Volunteer
2/28/2017	V397	White, Brian	EFT000000011827	587.45	Volunteer
2/28/2017	V97	Yandow, Dennis	EFT000000011828	449.42	Volunteer

2/28/2017	V1197	Young, Sylvia	EFT000000011829	133.23	Volunteer
3/1/2017	V1446	M T Wallets, LLC	EFT000000011830	2717.58	Lease/Utilities
3/2/2017	V289	People's United Businesscard Services	81115	7891.89	Credit Card
3/2/2017	V1146	Sousa, Mark	81116	174.04	Mileage Reimbursement
3/3/2017	V1487	Chamberlin, Justin	81083	530.00	Tool Allowance Reimbursement
3/3/2017	V857	Driver, Sandra	81084	266.00	FSA Reimbursement
3/3/2017	V1326	Duale, Noor	81085	100.00	Shoe Reimbursement
3/3/2017	V1146	Sousa, Mark	81086	174.96	VOID
3/3/2017	V868	Town, Justin	81087	12.84	
3/3/2017	V1423	Alling, Andrew	81088	32.10	
3/3/2017	V1025	Alter, Charles	81089	331.17	Volunteer
3/3/2017	V1309	Arthur, Alan	81090	19.26	
3/3/2017	V1436	Cameron, Darwin	81091	29.96	
3/3/2017	V1426	Cameron, Karen	81092	29.96	
3/3/2017	V1389	Carvalho, Fernando	81093	102.21	Volunteer
3/3/2017	V471	Constantine, Julia	81094	53.50	
3/3/2017	V168	Fay, Carol	81095	9.63	
3/3/2017	V1292	Fleming, Karen	81096	908.02	Volunteer
3/3/2017	V1325	Fonda, Leah	81097	118.80	Volunteer
3/3/2017	V1390	Garrison, Casey	81098	155.52	Volunteer
3/3/2017	V1494	Hansen, Linda	81099	52.43	
3/3/2017	V947	Howland, Anne	81100	34.78	
3/3/2017	V203	Ladd, Joyce	81101	209.76	Volunteer
3/3/2017	V205	LeBlanc, Alice	81102	64.20	
3/3/2017	V175	LeBlanc, Richard	81103	172.84	Volunteer
3/3/2017	V1397	McGinnis, Devan	81104	756.59	Volunteer
3/3/2017	V181	Owen, Helen	81105	1855.65	Volunteer
3/3/2017	V1138	Pease, Charles	81106	126.72	Volunteer
3/3/2017	V209	Pelkey, Linda	81107	37.99	
3/3/2017	V1394	Rolland-Forkey, Erin	81108	52.44	
3/3/2017	V165	Sanborn, Raeline	81109	77.76	
3/3/2017	V1498	Thorpe, Robert	81110	26.76	
3/3/2017	V1324	Wales, David	81111	26.76	
3/3/2017	V853	Wilson, Thomas	81112	21.40	
3/3/2017	V944	Woodward, Patricia	81113	390.60	Volunteer
3/3/2017	V698	Zera, Jane	81114	53.50	
3/3/2017	V279	ABC Bus Companies-Muncie	81117	2600.00	6 Parts Invoices
3/3/2017	V316	Able Paint, Glass & Flooring Co.	81118	363.70	
3/3/2017	V1248	Abolox LLC	81119	798.10	
3/3/2017	V1431	Aftermarket Parts Company, LLC, The dba Ne	81120	210.26	
3/3/2017	V217	Airgas USA, LLC	81121	144.45	
3/3/2017	V332	Alliance Bus Group Inc	81122	159.30	
3/3/2017	V415	Amazon	81123	230.57	
3/3/2017	V353	American Public Transportation Association	81124	145.00	
3/3/2017	V214	AT&T Mobility	81125	86.98	
3/3/2017	V218	Atlantic Detroit Diesel - Allison LLC	81126	1908.40	1 Parts Invoice
3/3/2017	V219	Aubuchon C/O Blue Tarp Financial, Inc.	81127	282.37	
3/3/2017	V590	Barrett Trucking Co., Inc.	81128	382.97	
3/3/2017	V872	Bellwether Craftsmen, LLC	81129	680.00	
3/3/2017	V688	Benoit Electric, Inc.	81130	2222.61	1 Service Invoice
3/3/2017	V1481	Blue Flame Gas	81131	1177.78	Propane
3/3/2017	V223	Bond Auto Parts	81132	784.01	
3/3/2017	V225	Burlington Electric Department	81133	7310.27	7 Utility Invoices
3/3/2017	V226	Burlington Public Works-Water	81134	326.80	
3/3/2017	V1369	Capitol City Auto Mart Inc dba	81135	7971.76	2 Service Invoices
3/3/2017	V293	Charlebois, R.R Inc.	81136	1000.00	1 Service Invoice
3/3/2017	V235	Clark's Truck Center	81137	1023.50	2 Parts Invoices
3/3/2017	V220	Class C Solutions Group	81138	1302.83	3 Parts Invoices
3/3/2017	V1357	CleanPro, Inc	81139	568.98	
3/3/2017	V1240	ClearChoiceMD	81140	380.00	
3/3/2017	V600	Cody Chevrolet	81141	3488.89	17 Parts Invoices
3/3/2017	V1508	Cool Shades Window Tinting	81142	178.50	
3/3/2017	V239	Cummins Northeast LLC	81143	1431.72	5 Parts Invoices
3/3/2017	V815	Curved Glass Distributors	81144	1680.00	1 Parts Invoice
3/3/2017	V241	D & W Diesel, Inc.	81145	2744.36	2 Parts Invoices
3/3/2017	V242	Danform Shoes	81146	299.90	
3/3/2017	V243	Dinse, Knapp & McAndrew, P.C	81147	310.00	
3/3/2017	V245	DRIVE	81148	42.00	
3/3/2017	V246	Duffy Waste & Recycling	81149	117.00	
3/3/2017	V250	Fisher Auto Parts	81150	2418.71	31 Parts Invoices
3/3/2017	V1507	Flanders & Patch Motor Sales Inc.	81151	635.29	
3/3/2017	V252	FleetPride, Inc	81152	4181.60	2 Parts Invoices
3/3/2017	V1347	Foley Distributing Corp.	81153	525.13	
3/3/2017	V394	Formula Ford Inc.	81154	506.32	
3/3/2017	V256	Genfare	81155	117.90	

3/3/2017	V257	Gillig Corp.	81156	3504.05	4 Parts Invoices
3/3/2017	V259	Grainger	81157	261.62	
3/3/2017	V260	Green Mountain Kenworth, Inc.	81158	2335.95	7 Parts Invoices
3/3/2017	V1183	Harlaine D Miller Trust	81159	918.00	
3/3/2017	V1409	Heritage Automobile Sales dba Heritage Toy	81160	406.57	
3/3/2017	V1204	Interstate Batteries	81161	274.88	
3/3/2017	V472	Irving Energy Distribution	81162	1511.28	Heating Oil
3/3/2017	V326	J&B International Trucks, Inc.	81163	936.17	
3/3/2017	V907	Little Mule Excavation	81164	1961.50	1 Service Invoice
3/3/2017	V273	MCI	81165	561.15	
3/3/2017	V274	McMaster-Carr	81166	93.80	
3/3/2017	V276	Metalworks	81167	153.80	
3/3/2017	V1068	Midwest Bus Corporation	81168	126.38	
3/3/2017	V278	Mohawk Mfg. & Supply Co.	81169	540.90	
3/3/2017	V785	Montpelier Bridge, LLC	81170	251.25	
3/3/2017	V280	Mutual of Omaha Insurance Co.	81171	118.77	
3/3/2017	V792	Myers Container Service Corp.	81172	134.66	
3/3/2017	V284	New G.H. Berlin Oil Company	81173	3986.50	6 Parts Invoices
3/3/2017	V1132	Occupational Drug Testing, LLC	81174	651.75	
3/3/2017	V288	Occupational Health Centers of the Southwe	81175	95.00	
3/3/2017	V700	Panama Supplies & Equipment	81176	1650.00	1 Parts Invoice
3/3/2017	V290	Peterson Consulting, Inc.	81177	2147.75	Project Management
3/3/2017	V232	Petty Cash	81178	47.41	
3/3/2017	V720	Power Washer Sales,LLC	81179	894.39	
3/3/2017	V291	Prevost Parts	81180	1441.90	5 Parts Invoices
3/3/2017	V465	Queen City Printers, Ins.	81181	4675.00	1 Invoice
3/3/2017	V295	Ribbon Recyclers	81182	159.90	
3/3/2017	V864	Rick's Towing & Repair, Inc.	81183	312.50	
3/3/2017	V854	S2Technology	81184	33.75	
3/3/2017	V297	Safety-Kleen Systems, Inc.	81185	370.18	
3/3/2017	V298	Sanel Auto Parts Co.	81186	186.79	
3/3/2017	V299	SB Collins, Inc.	81187	33543.93	Fuel
3/3/2017	V686	Shearer Chevrolet	81188	968.17	
3/3/2017	V301	Sovernet	81189	1090.05	Wi-Fi
3/3/2017	V302	Sports & Fitness Edge Inc.	81190	990.75	
3/3/2017	V303	SSTA	81191	1238.40	Tilley 2017 Jan
3/3/2017	V308	Steadman Hill Consulting, Inc.	81192	2212.00	Consulting
3/3/2017	V309	Stride Creative Group	81193	600.00	
3/3/2017	V186	Tech Group, The	81194	3868.75	2 Service Invoices
3/3/2017	V734	Thermo King Northeast/Dattco	81195	919.71	
3/3/2017	V452	Times Argus, The	81196	382.50	
3/3/2017	V1502	Tucker, Paul H.	81197	320.00	
3/3/2017	V1030	UniFirst Corporation	81198	553.39	
3/3/2017	V315	United Parcel Service	81199	51.82	
3/3/2017	V314	Unum Life Insurance	81200	381.79	
3/3/2017	V529	Valley Reporter, The	81201	186.31	
3/3/2017	V334	Vanasse Hangen Brustlin, Inc.	81202	3405.40	2 Service Invoices
3/3/2017	V391	Verizon Wireless	81203	5561.34	Wireless Service
3/3/2017	V468	Vermont Department of Motor Vehicles	81204	120.00	
3/3/2017	V410	Vermont Gas Systems, Inc.	81205	7852.10	6 Utility Invoices
3/3/2017	V336	W.B Mason Co., Inc.	81206	91.89	
3/3/2017	V1504	Yankee Medical, Inc.	81207	35.00	
3/3/2017	V261	Green Mountain Power	81208	400.97	
3/3/2017	V311	Teamsters Local 597	81209	7393.72	Union Dues
3/3/2017	V11	Asper, Sheryl	EFT000000011788	32.00	
3/3/2017	V61	Gaudette, Timothy	EFT000000011789	1025.10	FSA Reimbursement
3/3/2017	V877	Gulfield, Walter	EFT000000011790	57.88	
3/3/2017	V29	Hirsch, Alain	EFT000000011791	78.82	
3/3/2017	V35	McDonald, Pam	EFT000000011792	25.00	
3/3/2017	V38	Moore, Jon	EFT000000011793	192.31	DCAP
3/3/2017	V17	Smith, Jamie L	EFT000000011794	192.30	DCAP

To: CCTA Board of Commissioners  
 From: Michelle Daley, Director of Finance and Jordan Nellé, Controller  
 Date: March 15, 2017  
 RE: Financial Monthly Report

The Finance Department is in the process of hiring a Grants and Procurement Coordinator position to take up the duties Matt Kimball leaves behind as he transitions into Capital Projects. Matt has been shadowing Steve Carlson on project management duties on several projects including the Cherry Street Terminal decommissioning, installation of new clocks at the DTC, installation of solar lights at ten shelters and the Berlin Facility upgrades. Matt is also doing Project Management for GMT’s role in the Montpelier Transit Center project. As Matt transitions out of procurements he is wrapping up the purchase of a second minivan for CIDER, purchasing new supervisor vehicles for Burlington and Berlin and coordinating the pre-production meeting with Gillig for the big bus order and will act as the point of contact for GMT. He is also assisting Jordan Posner with the preparation of the Winooski Vehicle Lease. Matt will retain some of his current duties and will be available to assist the new hire as they adjust to their role.

Michelle Daley and Kim Wall are scheduled to attend a week long training session in Syracuse, NY in April. It is the second session in the NTI Procurement Series. This training is crucial to GMT’s Finance Department to ensure that we are well versed in FTA procurement requirements and that we are following procedures that will allow us to be in compliance and pass our triennial review.

The transfer of our FY17 federal PM, CMAQ and capital funding from VTrans to FTA is complete. Staff is working on FTA grants for the transfer funding as well as the FY17 5307 partial apportionment. Staff is also currently working on the FY2018-2021 Transportation Improvement Program (TIP).

CCTA’s indirect cost rate is calculated annually after the audit report is completed. This rate is submitted to the FTA for approval by December 31<sup>st</sup>. Our approved indirect cost rate for FY17 is 9.55%, for comparison in FY16 the rate was 9.29% and the closeout rate for FY18 is 9.86%.

Attached are the December 31, 2016 financials for your review. The total reconciled balance of the operating cash balance for the month ended December 31, 2016 is \$2,344,080. Of this amount, the Urban balance is \$69,975.

The aged trade Accounts Receivable balance for January 31, 2017 was \$2,694,601. This balance is broken out as \$2,083,132 attributable to the Urban Program and \$611,469 attributable to the Rural Program. (For comparison, the aged trade Accounts Receivable balance on 12/31/16 was \$1,992,917.) The combined aging details are as follows:

	<b>Current Month</b>	<b>As of 12/31/16</b>
Current	\$2,436,952	1,736,497
30-60 Days	17,348	15,127
61-90 Days	9,915	14,585
91 and Over	230,386	226,708

As of the date of this memo, we have collected 98.98% in subsequent payments on the aged receivables in the 61 days and over categories. We are not expecting any collection issues with the remaining balances however. The following is a list of accounts remaining outstanding older than 61 days as of the date of this memo:

Berlin Health & Rehab Center	210.80	} Total due as of the date of this memo \$2,442.51
Price Chopper	1,651.44	
VTRANS	11.22	
Vermont Kidney Association	289.60	
Villa Rehab	279.45	

The urban operating budget is adjusted at the end of each month to reflect a net of zero, which is due to one of our federal operating grants which, at best, allow us to breakeven. The rural operating budget does not have a similar grant, and since the rural grants are prepaid, each month we recognize the revenue as it is earned based on the earnings percentages from the previous year. A true up is done to “catch up” to actuals for the year when the actual billing is reported.

We continue to benchmark how well we are following our budget by calculating the percentage of the budget that we’d expect to be earned/spent if all revenues and expenses were spent/earned equally over twelve months, ***therefore we would expect to see budgets at 58.33% for the Fiscal Year to date January 31, 2017.***

The Federal, State and Local Revenues for the Urban system are tracking within the budgeted revenues for the Urban system. The rural E&D grant revenue has been consistently behind at least a month, but with the transition to RouteMatch this lag time has increased by several months. It will be caught up to the budgeted amount subsequent to the end of the fiscal year. State grants on the Rural side are recognized as earned based on trends from prior years. The trend has typically been lower earnings at the beginning of the fiscal year, with higher earnings in the winter months, so this is expected to catch up to projections in due course. Current financials are projecting the Federal 5307 earnings to be faster than projected. We will keep watching this closely in the coming months so not to overspend.

The Operating revenues are just slightly below our projected revenues. Areas of note include:

- Rural Advertising Revenue is slightly below budget at this time on both the Urban and Rural side. Per discussions with the Marketing Department, fall and early winter months are typically slow months in Bus Advertising and their projections and scheduled advertisements are expected to come in line with our bench marks in the coming months.
- Sale of Equipment Revenue on the Urban side is well over the anticipated budget for the year. GMT has disposed of two service vehicles so far in FY17. One of the bids came in much higher than anticipated and higher than any of the other bids on that vehicle. Sale of Equipment is negative on the Rural side due to disposing of a shelter in Waterbury that was not accounted for in the biennial fixed asset inventory. This asset still had a net book value when it was removed from our fixed asset list.
- Warranty revenue is better than budget for the urban system and under budget for the rural system. Revenue in this account is made up of insurance reimbursements for work done on our vehicles that have been damaged in accidents. This revenue is variable and difficult to budget.

For the operating expenses, most of the variances are timing issues since many expenses are not evenly spent throughout the year. Since the 58.33% benchmark assumes that expenses will be spent evenly over the course of twelve months we can only use this as a loose guideline to evaluate line items. Below are just a few of the expenses that warrant some additional explanation.

- Unemployment Tax Expense – These expenses are variable and depend on how many former employees are receiving unemployment during the year. Therefore this expense is difficult to budget for and is not expected to perform evenly with the budget benchmark over the course of the year.
- Dues and Subscriptions – Many of our dues for the Urban program are paid at the beginning of the fiscal year, including our largest dues payment to the American Public Transportation Association, which is approximately 70% of the budgeted expense. The Rural program’s dues are historically paid mainly in February and later, so this is expected to remain well under budget until that time.
- Travel and Meetings – These expenses are variable and difficult to define as they depend on the number of meetings held and attended, as well as the number of conferences attended. These accounts will be reviewed in the coming months by staff for billing to our RTAP grant and we are expecting to make some adjustments that will reduce the extreme budget overage on the Urban side.
- Legal Fees/Consulting Fees – These expenses are variable and depend strictly on the organizations need for legal services or consultant services. Therefore this expense is

difficult to budget for and is not expected to perform evenly with the budget benchmark over the course of the year.

- Background Checks – These expenses depend on the hiring needs of the organization. The more hiring we do, the more background checks we will need to perform. It is difficult to budget for this expense as it is based largely on need. There was an increase in these costs on the rural side as we geared up for the seasonal service.
- Employment Recruitment Program – This is a bonus program for employee referrals that become new hires. This expense will fluctuate based on hiring needs and the number of referrals received.
- Safety Expense – This category is used for rewards, such as pizza lunches, when we go a certain number of days without a preventable accident. The expense in this category is a moving target and hard to define as it depends on several factors.
- Misc. Operating Expenses – this is a category where we account for the bid printings, driver pre-trip sheets, text alert costs. The expenses in this category are not expected to align with the budget benchmark as the timing of the purchases are variable based on need throughout the year.
- Planning Expenses – The amount budgeted in these accounts for FY17 will be used to help pay for the Service Analysis the Planning Department is working on with a contracted organization. The Analysis began in January so expenses will soon be incurred.
- Tires Expense – Tires are more frequently needed coming up to winter so it is not deemed to be unusual that this expense would appear over budget at this time. We expect that this will come in line with budget benchmarks as we move through spring.
- Passenger Facility & Facility Maintenance Expenses – Expenses to these line items are incurred as needed and therefore they cannot be expected to be incurred evenly. The majority of the expenses for passenger facilities are incurred in the winter months as this line includes clearing access to shelters.
- Cleaning expenses – this budget item is over budget on the urban system since we have been utilizing the Vermont Offender Program to assist with facility and shelter maintenance cleaning.
- Light, Heat and Water – The majority of this category is for heating costs, which are highest in the winter. We expect this line to come in line with the benchmark over the next few months.
- Maintenance Tools/Supplies/Uniforms – Mechanics are reimbursed a certain amount per year for tools that they purchase to use in the shop. The majority of the mechanics make these purchases at the beginning of the fiscal year, which drives the expenses in this area up above the benchmark at the beginning of the year. These expenses are anticipated to come in line with the benchmark over the next several months.
- Contracted Functional Assessment Costs – Functional Assessments are no longer being contracted out. They are now being performed in-house by our ADA Management Coordinator. However, we will have continued expenses for the travel accommodations of clients to CCTA for the functional assessments performed by Jordan Posner.
- Debt Service is complete for the year. We make a yearly payment on 7/1 for the 12 year capital lease. The FY17 payment is the fourth payment on this lease. This expense is a component of the Member Assessment formula.

Chittenden County Transportation Authority  
Statement of Net Assets  
As of 1/31/2017

	As Of 2017	As Of 2016
<b>ASSETS</b>		
Current Assets:		
Cash and Investments	2,598,015.03	4,328,555.29
Receivables:		
Grant	3,123,034.70	2,080,752.41
Other	2,694,535.20	1,810,898.99
Deferred Cost Pool	(110,424.02)	43,314.61
Inventories	636,870.82	672,054.28
Prepaid Expenses	348,907.41	270,125.66
Total Current Assets	9,290,939.14	9,205,701.24
Noncurrent Assets:		
Land, Structures And Equipment - net of accumulated depreciation	28,836,224.15	26,128,031.79
<b>TOTAL ASSETS</b>	<b>38,127,163.29</b>	<b>35,333,733.03</b>
<b>LIABILITIES AND FUND EQUITY</b>		
Current Liabilities:		
Accounts Payable	1,302,785.53	919,198.85
Accrued Payroll Expenses	335,499.91	286,398.35
Other Accrued Expenses	42,843.02	140,973.87
Deferred Revenue	4,326,216.35	4,149,791.21
Total Current Liabilities	6,007,344.81	5,496,362.28
Long-Term Liabilities:		
Accrued Compensated Absences	698,901.05	484,465.13
Retirement Benefits Accrued		1,859.87
Total Long-Term Liabilities	698,901.05	486,325.00
Total Liabilities	6,706,245.86	5,982,687.28
Fund Equity:		
Invested in capital assets, net of related debt	29,537,091.88	22,520,044.34
Restricted	1,484,414.58	1,979,110.43
Unrestricted	1,999,581.05	4,804,684.08
Current Year Change in Net Assets	(1,600,170.08)	47,206.90
Total Fund Equity	31,420,917.43	29,351,045.75
<b>TOTAL LIABILITIES AND FUND EQUITY</b>	<b>38,127,163.29</b>	<b>35,333,733.03</b>

Chittenden County Transportation Authority  
and CCTA dba Green Mountain Transit  
Urban Rural Budget Vs. Actuals  
For the Seven Months Ending Tuesday, January 31, 2017

	Current Fiscal Year To Date			FY17 Budget Approved Sept 2016			<i>Target is 58.33%</i> Budget Variance			Prior Yr Actuals Total
	Urban	Rural	Combined	Urban	Rural	Combined	Urban	Rural	Combined	
<b>REVENUES</b>										
<b>FEDERAL, STATE AND LOCAL REVENUE</b>										
Municipal Member Assessments	1,272,938.45	0.00	\$1,272,938.45	2,182,180.00	0.00	\$2,182,180.00	58.33%	0.00%	58.33%	\$2,128,095.00
Municipal Paratransit Assessments	403,218.13	0.00	403,218.13	691,229.00	0.00	691,229.00	58.33%	0.00%	58.33%	678,748.00
Local Operating Assistance	46,549.44	223,187.49	269,736.93	74,799.00	408,038.00	482,837.00	62.23%	54.70%	55.87%	461,971.40
Federal Urban Formula Grant	1,527,619.34	0.00	1,527,619.34	2,565,822.00	0.00	2,565,822.00	59.54%	0.00%	59.54%	1,873,942.00
Federal Rural Operating Grant	0.00	729,900.00	729,900.00	0.00	1,326,000.00	1,326,000.00	0.00%	55.05%	55.05%	1,463,100.00
State Regular Subsidy Operating Grant	1,363,354.00	495,000.00	1,858,354.00	2,337,179.00	900,000.00	3,237,179.00	58.33%	55.00%	57.41%	3,034,365.00
E&D Grants and Local Match	0.00	278,159.15	278,159.15	0.00	1,237,022.00	1,237,022.00	0.00%	22.49%	22.49%	1,101,108.41
Other State Grants	40,020.87	139.97	40,160.84	89,050.00	18,000.00	107,050.00	44.94%	0.78%	37.52%	152,223.90
Other Federal Grants	1,563,717.13	214,887.32	1,778,604.45	2,629,330.00	389,994.00	3,019,324.00	59.47%	55.10%	58.91%	2,919,121.37
Capital Reserve Revenue	181,224.75	0.00	181,224.75	310,671.00	0.00	310,671.00	58.33%	0.00%	58.33%	0.00
<b>Total Federal, State and Local Revenues</b>	<b>6,398,642.11</b>	<b>1,941,273.93</b>	<b>8,339,916.04</b>	<b>10,880,260.00</b>	<b>4,279,054.00</b>	<b>15,159,314.00</b>	<b>58.81%</b>	<b>45.37%</b>	<b>55.02%</b>	<b>13,812,675.08</b>
<b>OPERATING REVENUE</b>										
Passenger Revenue	1,312,773.21	72,455.56	1,385,228.77	2,632,049.00	178,352.00	2,810,401.00	49.88%	40.63%	49.29%	2,572,454.87
Paratransit Passenger Fares	57,830.00	0.00	57,830.00	115,000.00	0.00	115,000.00	50.29%	0.00%	50.29%	111,469.75
Advertising Revenue	94,391.35	15,325.00	109,716.35	200,000.00	50,000.00	250,000.00	47.20%	30.65%	43.89%	170,909.10
Planning Revenue	180,238.73	0.00	180,238.73	362,106.00	0.00	362,106.00	49.78%	0.00%	49.78%	361,839.55
Interest Earnings	994.99	2,278.24	3,273.23	1,600.00	4,000.00	5,600.00	62.19%	56.96%	58.45%	5,934.77
Miscellaneous Revenue	11,575.63	78.04	11,653.67	19,000.00	0.00	19,000.00	60.92%	0.00%	61.34%	125,101.68
Sales Of Equipment	5,778.00	(1,177.85)	4,600.15	5,000.00	3,000.00	8,000.00	115.56%	-39.26%	57.50%	17,703.94
Medicaid Purchase Of Svc	0.00	1,006,232.40	1,006,232.40	0.00	1,827,061.00	1,827,061.00	0.00%	55.07%	55.07%	1,769,571.08
Purchase of Service	32,604.79	117,582.80	150,187.59	43,844.00	209,000.00	252,844.00	74.37%	56.26%	59.40%	295,702.85
Warranty Revenue	1,911.39	0.00	1,911.39	2,500.00	11,000.00	13,500.00	76.46%	0.00%	14.16%	4,590.19
<b>Operating Revenue</b>	<b>1,698,098.09</b>	<b>1,212,774.19</b>	<b>2,910,872.28</b>	<b>3,381,099.00</b>	<b>2,282,413.00</b>	<b>5,663,512.00</b>	<b>50.22%</b>	<b>53.14%</b>	<b>51.40%</b>	<b>5,435,277.78</b>
<b>Total Revenue</b>	<b>8,096,740.20</b>	<b>3,154,048.12</b>	<b>11,250,788.32</b>	<b>14,261,359.00</b>	<b>6,561,467.00</b>	<b>20,822,826.00</b>	<b>56.77%</b>	<b>48.07%</b>	<b>54.03%</b>	<b>19,247,952.86</b>
<b>EXPENSES</b>										
<b>SALARIES AND WAGES</b>										
Other Wages	1,103,349.92	502,204.14	1,605,554.06	1,731,101.00	917,119.00	2,648,220.00	63.74%	54.76%	60.63%	2,383,995.81
Driver/Operator Wages	2,397,945.66	797,496.17	3,195,441.83	4,109,898.00	1,354,162.00	5,464,060.00	58.35%	58.89%	58.48%	5,337,104.30
Vehicle Repair Wages	513,766.98	75,114.27	588,881.25	918,692.00	130,171.00	1,048,863.00	55.92%	57.70%	56.14%	958,014.98
<b>Salaries and Wages</b>	<b>4,015,062.56</b>	<b>1,374,814.58</b>	<b>5,389,877.14</b>	<b>6,759,691.00</b>	<b>2,401,452.00</b>	<b>9,161,143.00</b>	<b>59.40%</b>	<b>57.25%</b>	<b>58.83%</b>	<b>8,679,115.09</b>
<b>PERSONNEL TAXES AND BENEFITS</b>										
Payroll Taxes (FICA/MC)	307,755.64	104,280.54	412,036.18	517,116.00	183,711.00	700,827.00	59.51%	56.76%	58.79%	644,942.20
Unemployment Tax Exp	8,366.71	17,283.56	25,650.27	33,336.00	57,000.00	90,336.00	25.10%	30.32%	28.39%	33,859.38
Medical Insurance/HRA	856,073.09	312,804.03	1,168,877.12	1,430,436.00	516,762.00	1,947,198.00	59.85%	60.53%	60.03%	1,917,482.62
Pension Plan Expenses	174,456.02	34,140.90	208,596.92	274,714.00	72,044.00	346,758.00	63.50%	47.39%	60.16%	312,936.84
Other Employee Benefits	175,939.69	68,968.21	244,907.90	302,925.00	114,256.00	417,181.00	58.08%	60.36%	58.71%	369,274.62
<b>Personnel Taxes and Benefits</b>	<b>1,522,591.15</b>	<b>537,477.24</b>	<b>2,060,068.39</b>	<b>2,558,527.00</b>	<b>943,773.00</b>	<b>3,502,300.00</b>	<b>59.51%</b>	<b>56.95%</b>	<b>58.82%</b>	<b>3,278,495.66</b>
<b>GENERAL AND ADMIN EXPENSES</b>										
Admin Supplies and Expenses	24,228.60	11,053.86	35,282.46	42,240.00	16,800.00	59,040.00	57.36%	65.80%	59.76%	61,277.07
Recruiting Expenses	8,190.40	6,747.37	14,937.77	18,400.00	8,500.00	26,900.00	44.51%	79.38%	55.53%	25,450.25
Dues and Subscriptions	27,629.93	3,613.75	31,243.68	27,788.00	8,928.00	36,716.00	99.43%	40.48%	85.10%	36,023.92
Travel and Meetings	2,827.85	2,069.75	4,897.60	3,500.00	3,500.00	7,000.00	80.80%	59.14%	69.97%	7,770.67
Communications	30,153.31	17,529.39	47,682.70	44,721.00	29,868.00	74,589.00	67.43%	58.69%	63.93%	61,782.95
Computer Service Exp	24,868.19	11,683.77	36,551.96	58,552.00	18,592.00	77,144.00	42.47%	62.84%	47.38%	84,579.98
Legal Fees	3,937.44	1,330.00	5,267.44	20,000.00	3,000.00	23,000.00	19.69%	44.33%	22.90%	17,769.21
Insurance	480,723.83	191,092.11	671,815.94	1,020,937.00	426,471.00	1,447,408.00	47.09%	44.81%	46.42%	1,172,327.59
Audit Fees	10,220.00	4,380.00	14,600.00	17,850.00	7,650.00	25,500.00	57.25%	57.25%	57.25%	24,450.00



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	Current Fiscal Year To Date			FY17 Budget Approved Sept 2016			Budget Variance			Prior Yr Actuals Total
	Urban	Rural	Combined	Urban	Rural	Combined	Urban	Rural	Combined	
Consulting Fees	350.00	712.50	1,062.50	3,000.00	3,000.00	6,000.00	11.67%	23.75%	17.71%	4,645.00
<b>General and Admin Expenses</b>	<b>613,129.55</b>	<b>250,212.50</b>	<b>863,342.05</b>	<b>1,256,988.00</b>	<b>526,309.00</b>	<b>1,783,297.00</b>	<b>48.78%</b>	<b>47.54%</b>	<b>48.41%</b>	<b>1,496,076.64</b>
<b>OPERATIONS EXPENSES</b>										
Background Checks	1,013.50	6,658.80	7,672.30	1,900.00	8,325.00	10,225.00	53.34%	79.99%	75.03%	8,291.22
Drug & Alcohol Testing	8,109.40	3,994.95	12,104.35	13,755.00	7,898.00	21,653.00	58.96%	50.58%	55.90%	17,359.85
DOT Testing	3,992.23	3,763.00	7,755.23	5,850.00	5,120.00	10,970.00	68.24%	73.50%	70.69%	12,053.86
Employment Recruitment Program	600.00	0.00	600.00	2,000.00	2,000.00	4,000.00	30.00%	0.00%	15.00%	1,800.00
Driver's Uniforms	35,073.30	19,121.95	54,195.25	58,960.00	37,206.00	96,166.00	59.49%	51.39%	56.36%	45,454.16
Safety Expense	800.00	2,425.74	3,225.74	4,900.00	3,700.00	8,600.00	16.33%	65.56%	37.51%	1,158.99
Misc. Operating Exp	2,448.93	840.50	3,289.43	6,775.00	2,675.00	9,450.00	36.15%	31.42%	34.81%	12,483.65
<b>Operations Expenses</b>	<b>52,037.36</b>	<b>36,804.94</b>	<b>88,842.30</b>	<b>94,140.00</b>	<b>66,924.00</b>	<b>161,064.00</b>	<b>55.28%</b>	<b>55.00%</b>	<b>55.16%</b>	<b>98,601.73</b>
<b>PLANNING EXPENSES</b>										
Other Planning Expenses	0.00	1,738.00	1,738.00	0.00	25,000.00	25,000.00	0.00%	6.95%	6.95%	14,552.01
MPO Planning Expenses	12,360.69	0.00	12,360.69	100,000.00	0.00	100,000.00	12.36%	0.00%	12.36%	67,704.78
<b>Planning Expenses</b>	<b>12,360.69</b>	<b>1,738.00</b>	<b>14,098.69</b>	<b>100,000.00</b>	<b>25,000.00</b>	<b>125,000.00</b>	<b>12.36%</b>	<b>6.95%</b>	<b>11.28%</b>	<b>82,256.79</b>
<b>VEHICLE/BUILDING MAINTENANCE EXP (15 Industrial)</b>										
Parts Expense - Non-Revenue Vehicles	0.00	0.00	0.00	11,000.00	9,500.00	20,500.00	0.00%	0.00%	0.00%	673.31
Parts Expense - Revenue Vehicles	289,343.08	153,306.09	442,649.17	424,064.00	185,844.00	609,908.00	68.23%	82.49%	72.58%	420,894.20
Tires	53,923.41	23,039.33	76,962.74	76,646.00	39,718.00	116,364.00	70.35%	58.01%	66.14%	97,031.97
Facility Maintenance	43,264.62	58,784.40	102,049.02	114,500.00	50,350.00	164,850.00	37.79%	116.75%	61.90%	105,687.65
Passenger Facility Expenses	19,522.25	0.00	19,522.25	50,988.00	2,000.00	52,988.00	38.29%	0.00%	36.84%	42,766.36
Cleaning Expense	15,999.96	7,741.61	23,741.57	13,100.00	15,137.00	28,237.00	122.14%	51.14%	84.08%	25,573.92
Repeater Fees	12,168.00	9,450.00	21,618.00	20,736.00	15,552.00	36,288.00	58.68%	60.76%	59.57%	36,252.00
Light, Heat and Water	76,185.18	20,182.47	96,367.65	115,000.00	55,000.00	170,000.00	66.25%	36.70%	56.69%	161,105.44
Fuel - Vehicles	416,804.12	168,743.37	585,547.49	803,414.00	399,636.00	1,203,050.00	51.88%	42.22%	48.67%	973,434.79
Maintenance Tools/Supplies/Uniforms	54,273.95	3,500.12	57,774.07	61,283.00	12,600.00	73,883.00	88.56%	27.78%	78.20%	89,915.13
Misc Maint Expenses and fees	3,409.21	159.90	3,569.11	3,876.00	3,500.00	7,376.00	87.96%	4.57%	48.39%	37,695.00
<b>Vehicle/Building Maintenance Exp</b>	<b>984,893.78</b>	<b>444,907.29</b>	<b>1,429,801.07</b>	<b>1,694,607.00</b>	<b>788,837.00</b>	<b>2,483,444.00</b>	<b>58.12%</b>	<b>56.40%</b>	<b>57.57%</b>	<b>1,991,029.77</b>
<b>CONTRACTOR EXPENSES</b>										
ADA/SSTA Paratransit	649,499.18	0.00	649,499.18	1,312,021.00	0.00	1,312,021.00	49.50%	0.00%	49.50%	1,231,292.27
Partner Local Share	9,916.50	0.00	9,916.50	19,833.00	0.00	19,833.00	50.00%	0.00%	50.00%	19,833.00
Functional Assessment Costs	5,398.35	0.00	5,398.35	25,000.00	0.00	25,000.00	21.59%	0.00%	21.59%	24,233.61
Volunteer Drivers	0.00	355,203.63	355,203.63	0.00	621,500.00	621,500.00	0.00%	57.15%	57.15%	648,059.55
Other Transportation (incl Cabs)	8,952.60	331,959.59	340,912.19	21,331.00	735,150.00	756,481.00	41.97%	45.16%	45.07%	698,279.90
<b>Contractor Expenses</b>	<b>673,766.63</b>	<b>687,163.22</b>	<b>1,360,929.85</b>	<b>1,378,185.00</b>	<b>1,356,650.00</b>	<b>2,734,835.00</b>	<b>48.89%</b>	<b>50.65%</b>	<b>49.76%</b>	<b>2,621,698.33</b>
<b>MARKETING EXPENSE</b>										
Bus Tickets/Fare Media	7,772.77	479.09	8,251.86	20,000.00	2,400.00	22,400.00	38.86%	19.96%	36.84%	22,719.08
Marketing Expense	20,935.79	13,609.14	34,544.93	52,000.00	40,840.00	92,840.00	40.26%	33.32%	37.21%	78,007.98
Public Information	18,268.71	14,609.97	32,878.68	40,000.00	32,000.00	72,000.00	45.67%	45.66%	45.66%	41,475.17
<b>Marketing Expense</b>	<b>46,977.27</b>	<b>28,698.20</b>	<b>75,675.47</b>	<b>112,000.00</b>	<b>75,240.00</b>	<b>187,240.00</b>	<b>41.94%</b>	<b>38.14%</b>	<b>40.42%</b>	<b>142,202.23</b>
<b>OTHER EXPENSES</b>										
Allowance for Doubtful Accounts	0.00	0.00	0.00	0.00	0.00	0.00	0.00%	0.00%	0.00%	530.00
Debt Service/Capital Reserve	46,442.51	0.00	46,442.51	50,000.00	0.00	50,000.00	92.89%	0.00%	92.89%	46,442.51
Capital Match	354,211.67	15,914.50	370,126.17	607,220.00	27,282.00	634,502.00	58.33%	58.33%	58.33%	269,597.00
<b>Other Expenses</b>	<b>400,654.18</b>	<b>15,914.50</b>	<b>416,568.68</b>	<b>657,220.00</b>	<b>27,282.00</b>	<b>684,502.00</b>	<b>60.96%</b>	<b>58.33%</b>	<b>60.86%</b>	<b>316,569.51</b>
<b>TOTAL EXPENSES</b>	<b>8,321,473.17</b>	<b>3,377,730.47</b>	<b>11,699,203.64</b>	<b>14,611,358.00</b>	<b>6,211,467.00</b>	<b>20,822,825.00</b>	<b>56.95%</b>	<b>54.38%</b>	<b>56.18%</b>	<b>18,706,045.75</b>

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	Urban	Rural	Combined	Urban	Rural	Combined	<i>Target is 58.33%</i>			Prior Yr Actuals Total
	Current Fiscal Year To Date			FY17 Budget Approved Sept 2016			Urban	Rural	Combined	
Current Year Deferred Costs	9,040.29	0.00	9,040.29	0.00	0.00	0.00	0.00%	0.00%	0.00%	81,317.62
ALLOCATIONS BETWEEN PROGRAMS	215,692.68	(215,692.68)	0.00	350,000.00	(350,000.00)	0.00	61.63%	61.63%	0.00%	0.00
<b>Balance Of Operating Budget</b>	<b>0.00</b>	<b>(439,375.03)</b>	<b>(439,375.03)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>				<b>623,224.73</b>
<b>Capital Revenue</b>										
Federal Revenue	870,151.19	352,133.00	1,222,284.19	0.00	0.00	0.00	0.00%	0.00%	0.00%	6,883,178.73
State Revenue	71,324.32	51,612.29	122,936.61	0.00	0.00	0.00	0.00%	0.00%	0.00%	939,628.01
Paratransit Lease Revenue	43,319.89	3,609.50	46,929.39	0.00	0.00	0.00	0.00%	0.00%	0.00%	19,056.94
Local Match Revenue	172,986.92	15,914.50	188,901.42	0.00	0.00	0.00	0.00%	0.00%	0.00%	269,597.00
<b>Total Capital Revenue</b>	<b>1,157,782.32</b>	<b>423,269.29</b>	<b>1,581,051.61</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>8,111,460.68</b>
<b>Capital Expenses</b>										
Vehicles	402,718.99	351,507.68	754,226.67	0.00	0.00	0.00	0.00%	0.00%	0.00%	208,970.56
Maintenance Parts and Equipment	146,933.29	6,570.14	153,503.43	0.00	0.00	0.00	0.00%	0.00%	0.00%	436,628.20
Passenger Amenities	97,722.65	5,113.38	102,836.03	0.00	0.00	0.00	0.00%	0.00%	0.00%	161,936.29
Facility Repairs and Improvements	912,433.98	119,176.67	1,031,610.65	0.00	0.00	0.00	0.00%	0.00%	0.00%	8,504,103.06
<b>Total Capital Expenses</b>	<b>1,559,808.91</b>	<b>482,367.87</b>	<b>2,042,176.78</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>9,311,638.11</b>
Balance of Capital Budget	(402,026.59)	(59,098.58)	(461,125.17)	0.00	0.00	0.00	0.00%	0.00%	0.00%	(1,200,177.43)
Transfer of Purchases to Fixed Assets	823,187.56	353,191.04	1,176,378.60	0.00	0.00	0.00	0.00%	0.00%	0.00%	7,951,899.57
Deferred Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00%	0.00%	0.00%	(155,346.00)
Depreciation Expense	(1,389,076.16)	(486,972.32)	(1,876,048.48)	0.00	0.00	0.00	0.00%	0.00%	0.00%	(3,502,352.21)
Subtotal	(565,888.60)	(133,781.28)	(699,669.88)	0.00	0.00	0.00	0.00%	0.00%	0.00%	4,294,201.36
<b>Current Change in Net Assets</b>	<b>(967,915.19)</b>	<b>(632,254.89)</b>	<b>(1,600,170.08)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>				<b>3,717,248.66</b>



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

From: Justin Town, Maintenance Coordinator

RE: Green Mountain Transit Maintenance Report

Date: March 21, 2017

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### **BURLINGTON PROVIDED RURAL MAINTENANCE**

The Burlington location provided 200.5 hours in Rural maintenance services for the month of February.

### **PREVENTATIVE MAINTENANCE**

Performed 16 Urban Preventative Maintenance B brake inspections in the month of February

Performed 16 Rural, 25 Urban Preventive Maintenance C inspections in the month of February

Berlin location performed (7) C inspections and (2) D inspection in the month of February

### **MAINTENANCE ACCIDENTS**

The Maintenance department didn't have any preventable or non-preventable accidents.

### **ROAD CALLS**

Burlington location performed 13 road calls in the month of February

# FY17 Monthly Performance Report

CCTA - February 2017

Category/Measure	February-to-February Comparison			Year-to-Date Comparison		
	FY 2017	FY 2016	% Change	FY 2017	FY 2016	% Change
<b>SERVICE PROVIDED</b>						
Local Bus Trips	7,978	8,360	-5%	68,691	69,254	-1%
Local Commuter Bus Trips	240	252	-5%	2,040	2,040	0%
LINK Bus Trips (incl. GMTA)	420	441	-5%	3,570	3,312	8%
<b>Total Bus Trips</b>	<b>8,638</b>	<b>9,053</b>	<b>-5%</b>	<b>74,301</b>	<b>74,606</b>	<b>0%</b>
Local VRH	7,797	7,636	2%	61,524	61,286	0%
Local commuter VRH	558	521	7%	4,350	4,222	3%
LINK VRH (incl. GMTA)	1,084	827	31%	8,493	7,646	11%
<b>Total Vehicle Revenue Hours (VRH)</b>	<b>9,439</b>	<b>8,984</b>	<b>5%</b>	<b>74,367</b>	<b>73,154</b>	<b>2%</b>
Local VRM	93,304	93,343	0%	717,713	729,919	-2%
Local Commuter VRM	11,693	10,845	8%	91,420	87,795	4%
LINK VRM (incl. GMTA)	34,892	33,299	5%	272,792	253,761	7%
<b>Total Vehicle Revenue Miles (VRM)</b>	<b>139,889</b>	<b>137,487</b>	<b>2%</b>	<b>1,081,925</b>	<b>1,071,475</b>	<b>1%</b>
<b>Total Vehicle Miles</b>	<b>143,751</b>	<b>141,285</b>	<b>2%</b>	<b>1,160,563</b>	<b>1,129,721</b>	<b>3%</b>
<b>MEASURES OF EFFECTIVENESS</b>						
<b>Ridership</b>						
Local Boardings	168,556	187,129	-10%	1,422,612	1,554,645	-8%
Local Commuter Boardings	2,100	2,773	-24%	18,838	21,998	-14%
LINK Boardings (incl. GMTA)	13,310	13,627	-2%	103,745	107,610	-4%
<b>Total Transit Boardings</b>	<b>183,966</b>	<b>203,529</b>	<b>-10%</b>	<b>1,545,195</b>	<b>1,684,253</b>	<b>-8%</b>
Total ADA Boardings	3,469	3,892	-11%	28,505	33,404	-15%
College Street Shuttle Boardings	8,042	11,609	-31%	102,137	117,887	-13%
Wheelchair Boardings	2,424	1,694	43%	19,870	19,100	4%
Unlimited Access		187,129	-100%	260,913	471,227	-45%
Bicycle Boardings	962	1,232	-22%	20,867	23,123	-10%
Transfers	17,019	17,824	-5%	136,362	152,694	-11%
<b>Reliability</b>		187,129				
No. of Missed Trips	14	2,773	-99%	59	2,811	-98%
No. of Road calls	13	13,627	-100%	63	13,703	-100%
<b>Passenger Satisfaction</b>		187,129				
Compliments	3	2,773	-100%	12	2,793	-100%
Complaints		13,627	-100%	22	13,659	-100%
<b>Community Satisfaction</b>	-	187,129				
Compliments	-	2,773	-100%	3	2,774	-100%
Complaints	-	13,627	-100%	5	13,641	-100%
<b>Safety</b>		187,129				
Preventable Accidents-Operations	2	2,773	-100%	7	2,784	-100%
Preventable Accidents-Maintenance	-	13,627	-100%	2	13,632	-100%
<b>MEASURES OF EFFICIENCY</b>						
<b>Utilization - Local Routes</b>						
Passengers/Vehicle Revenue Hour	21.6	24.5	-12%	23.1	25.4	-9%
Passengers/Vehicle Revenue Mile	1.81	2.00	-10%	1.98	2.13	-7%

Date: March 21, 2016  
 To: Board Chair Chapin Kaynor and the GMT Board of Commissioners  
 From: David Armstrong, Planning Manager  
 Re: Planning Report

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### Urban Planning:

- **Ridership:** Urban ridership is holding steady at 8% down over FY16. No new trends or outstanding changes is recent trends are evident. The largest losses are to the #1 Williston/Walmart and the #2 Essex Junction. Combined, these two routes account for approximately 36% of the system's YTD ridership loss. The #6 Shelburne and #11 College St Shuttle then account for another 21% of the system's YTD losses.
- **GMT Comprehensive Service Analysis:** The GMT Next Gen Transit Plan is progressing well. See attached memo for highlights.
- **Route updates:** Staff has been working on potential solutions to the #36 Jeffersonville Commuter FY18 funding issue. Please see attached memo. Staff is finalizing a survey for #86 Montpelier Link passengers, aimed at better understanding PM needs and potential changes to existing PM trip times. The #56 Milton Commuter ridership from Birchwood Mobile Home stop continues to hover around 1 boarding per week. This ridership suggests that perhaps every trip need not visit the stop. Staff will continue to monitor and keep the Board apprised, though this stop does not have a financial impact on the route. However, the "pilot" stop on North Rd in Hinesburg by the #46 116 Commuter does have a financial impact, and yields approximately two boardings per day in Hinesburg, or four daily trips (assuming 100% return trips from Burlington). Despite this added ridership, the route's ridership is still down 4% over last year. As a pilot project, Hinesburg is not being billed for this added revenue time, which, at one hour per day, does not meet the 10 revenue hours per week threshold for additional assessment to the community.

### Community and/or RPC Involvement:

- Staff met with Champlain College to discuss their student housing project at the corner of St. Paul and Maple streets in Burlington. This 300+ bed location is directly on the current #5 Pine St and #8 City Loop routes, which students have access to via the unlimited access agreement between the College and GMT.

### Rural Planning:

- **Ridership:** Rural ridership is down 3.2% YTD. The #81 Barre Hospital Hill route is down 26% YTD, which is by far the majority of ridership losses to date. The #80 City Route Midday is down 1,500 rides, continuing its trend of decline.
- **GMT System Redesign RFP:** The system redesign will examine Rural routes as well as Urban, (see above and attached memo).
- **Route updates:** No major route updates to report.

To: GMT Board of Commissioners  
From: Jamie L. Smith, Marketing and Public Affairs Manager  
Date: March 15, 2017  
Re: Marketing and Public Affairs Report

- Our event for Canal Street Veteran's Housing was a huge success. We received positive press, and social media engagement. In the end, we were able to donate 240 bus passes. During the week following the event, we were still receiving many amazing donations from passengers. Marketing staff will take this same concept and hold similar events in central Vermont and Franklin/Grand Isle Counties.
- We've continued our focus on Volunteer Driver recruitment. In addition to the ads that were mentioned last month, we are working on a presentation that will be used during future tabling events. Froggy 100.9 has expressed an interest in interviewing a volunteer driver for our next "Froggy Random Rides" segment.
- The Governor's Council on Physical Fitness is hosting a Worksite Wellness Conference at the Sheraton in Burlington on March 23, 2017. GMT is working with conference staff to provide a digital bus pass for attendees as well as a transportation document explaining how to get to/from the event.
- Marketing staff is adding a section to RideGMT.com for the Comprehensive System Analysis. This page will allow us to maintain our brand throughout the CSA process. It will feature separate navigation to CSA related meetings and documents. Once the page is active, we will email a link to the Board of Commissioners.
- Jamie L. Smith has the opportunity to attend the 2017 APTA Marketing and Communications conference, February 26-March 1. It was a wonderful opportunity to interact with like-minded transit providers from across the country. Some topics covered: ridership, recruitment, social media tools for customer service, and branding by region. We look forward to bringing some new ideas and techniques to GMT.
- GMT has begun the "on-boarding" process for the new employee intranet. Over the next three weeks, we will work to assign an admin team, invite a "test" group of users, seed with content, and launch. We are hopeful this will be successful in improving communication agency-wide.
- We now have a Public Affairs Coordinator, Chris Loyer. As part of the Planning department, Chris had the opportunity to be a part of many conversations regarding GMT and its partners. The Marketing staff is excited to have him on the team and believe that his experience will be crucial when forming new partnerships.

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

From: Trish Redalieu, Director of Administrative and Support Services

RE: IT Support, Administrative Support, and HR

Date: March 21, 2017

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#### **Human Resources**

We have recruited and hired one new FT Driver and two PT Drivers in Berlin; as well as 1 PT Driver for St Albans. Attended a career at Vermont Technical College. Staff meeting working on an intranet company wide

#### **IT Support**

The firewalls in St Albans and Burlington have been replaced. IT has finalized the specifications for the new server in Burlington which will be installed this month. In addition, IT has:

- Replaced three computers
- Completed set up for a new laptop for Berlin maintenance.
- Stabilized internet and phone issues for FGI. There were power issues causing breaks in service that needed to be identified.
- Inventoried all IT equipment to assess future needs.
- Working on standardizing our MS Office versions. Currently GMT is using seven different versions, when completed we will use 2 versions.
- Documented and taught others how to update the bus signs using Twinvision. These will be standardized over a 2-year period.
- Kept up with daily Help Desk needs and resolutions, new user setups and deletions.

#### **Customer Service**

GMT is saddened by the tragic loss of Adam Ploof. He began working with GMT in August of 2016. Although he was here less than a year, he made an enormous impact on our organization. Always kind, with an infectious smile, his polite and compassionate approach to customer service set an example from which we could all learn. We will miss Adam very much, and are grateful to have known him, even for a short while.

Date: March 15, 2017  
 To: Board Chair Chapin Kaynor and the GMT Board of Commissioners  
 From: Stephen Carlson, Project Development Manager  
 Re: February Project Development/Management Report

## **Passenger Shelters:**

### **Urban:**

**Solar Shelter Lighting:** A list of shelters scheduled to receive solar lights has been prepared. Ten additional shelters will have solar lights installed over the next several months.

**Maple Street Shelter:** In 2007, CCTA installed a shelter in the public ROW along Maple Street adjacent to the property at 216 South Willard (side of property fronts on Maple). About a year ago, the property owner indicated she wanted to develop the back half of her property and asked the City to have the shelter removed as it was blocking access to where she wanted to install a new driveway. Accordingly, DPW asked that we remove that shelter, which was done in November of 2015. Working with DPW, a new location was identified further west on Maple Street and an Encumbrance Permit was obtained from the City Council. A new shelter pad was poured and we were ready to replace the shelter when the same homeowner raised new objections. The City Engineer has now asked that we hold off installing the shelter on Maple Street until this is resolved. At the request of the City, we have prepared a review of how the proposed new location was determined. We continue to wait on DPW for guidance on how to proceed.

### **Rural FY14/15:**

Now that we have a solar lighting system selected, we will install solar lighting at both the Plainfield and the Marshfield shelters. There has been no progress this month on getting approval from Walmart for a shelter at their St. Albans store. At this point we are considering alternative uses for the shelter that had been programmed for Walmart.

### **Downtown Transit Center:**

The list of outstanding issues grows smaller each month. The most significant of these issues continues to be a flat section of pipe in the sub-floor waste line as it exits the south end of the building. This section of floor was opened in December and the pipe adjusted; however, there still seems to be a flat section where the pipe passes under the exterior wall and connects to the backwater valve. PC Construction received a new backwater valve and it was tested to evaluate its operation. Based on that evaluation, the backwater valve in place appears to be operating properly. Two clocks are being installed on the DTC Platform so the lead bus in each direction has an accurate indicator of when to depart. Bus operations at the DTC continue to work well; customers are enjoying the comfort of a heated waiting room and bus operators have a pleasant and comfortable break room.

### **GMTA Rehabilitation of three-bay storage garage:**

Currently, it appears that VTrans will provide additional funding and manage the upgrade design on its own. It looks like GMT will be responsible for soliciting bids and overseeing construction. Our goal is to have an Invitation for Bids out this spring.

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

A decision has been made to postpone any further activity on the Call-Center and Dispatch-Center projects due to funding constraints. The "temporary" Call-Center that was established on the second floor at headquarters is working very well and can meet our needs. We will re-evaluate how and when to proceed with the Dispatch Center over the next several months.



**Decommissioning of former Cherry Street Terminal:**

Bids were received on February 24<sup>th</sup> for the decommissioning of the former Cherry Street Terminal. The low bid came in at \$33,300. It is anticipated that this work will begin in mid-March and be completed by May 1<sup>st</sup>. A "Bill of Sale" has been prepared that would transfer ownership of the Kiosk from GMT to the City. This should be executed in the near future.

ADA Ridership Report (by Town) : FY17

CITY/TOWN	July	August	September	October	November	December	January	February	Totals
BURLINGTON	1,294	1,390	1,231	1,265	1,077	1,047	1,142	1,101	9,547
COLCHESTER	62	88	68	73	82	83	114	79	649
ESSEX	242	309	362	357	291	321	317	333	2,532
OTHER	24	31	13	16	9	7	15	14	129
SHELBURNE	257	266	216	247	259	293	290	291	2,119
SO. BURLINGTON	949	1,027	1,133	1,266	1,104	1,137	1,130	1,122	8,868
WILLISTON	122	110	129	92	95	82	93	90	813
WINOOSKI	446	514	506	431	476	520	527	439	3,859
<b>TOTAL</b>	<b>3,396</b>	<b>3,735</b>	<b>3,658</b>	<b>3,747</b>	<b>3,393</b>	<b>3,490</b>	<b>3,628</b>	<b>3,469</b>	<b>28,516</b>
Cost to Members	\$ 80,299.80	\$ 88,904.37	\$ 86,344.40	\$ 88,315.98	\$ 79,696.38	\$ 82,809.42	\$ 85,298.84	\$ 83,142.55	\$ 674,811.74
Cost/Trip	\$ 23.65	\$ 23.80	\$ 23.60	\$ 23.56978383	\$ 23.48847038	\$ 23.73	\$ 23.51	\$ 23.97	\$ 23.66

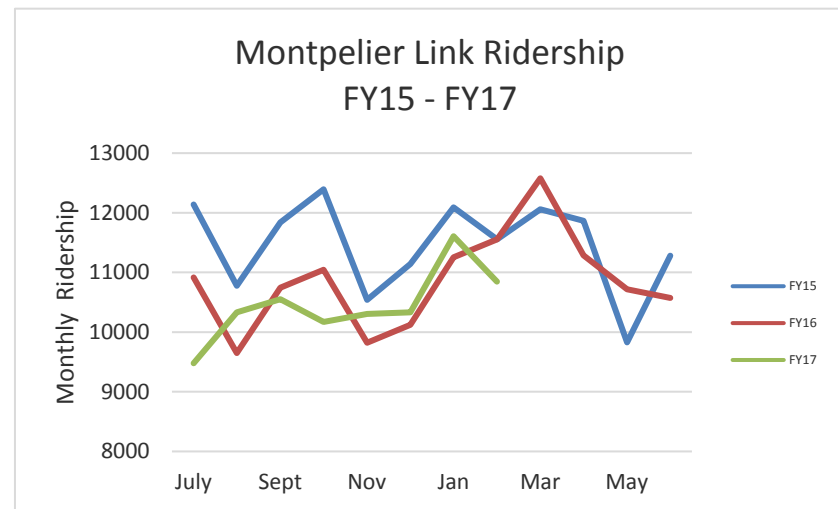
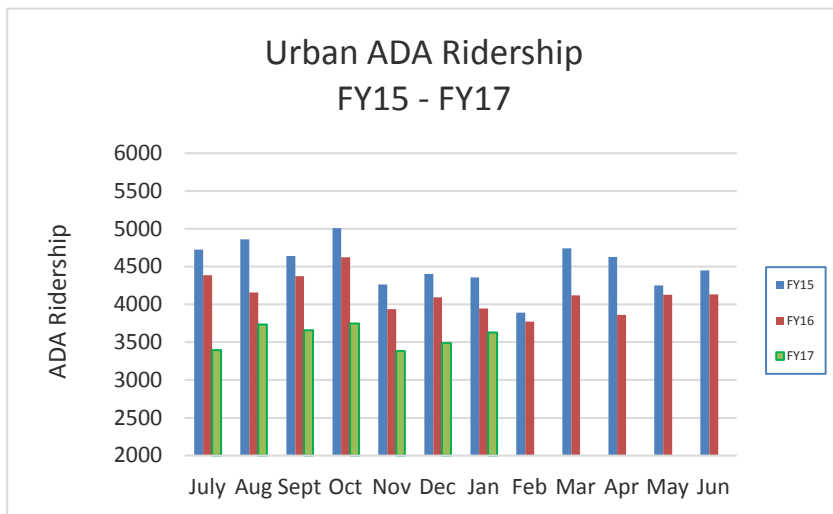
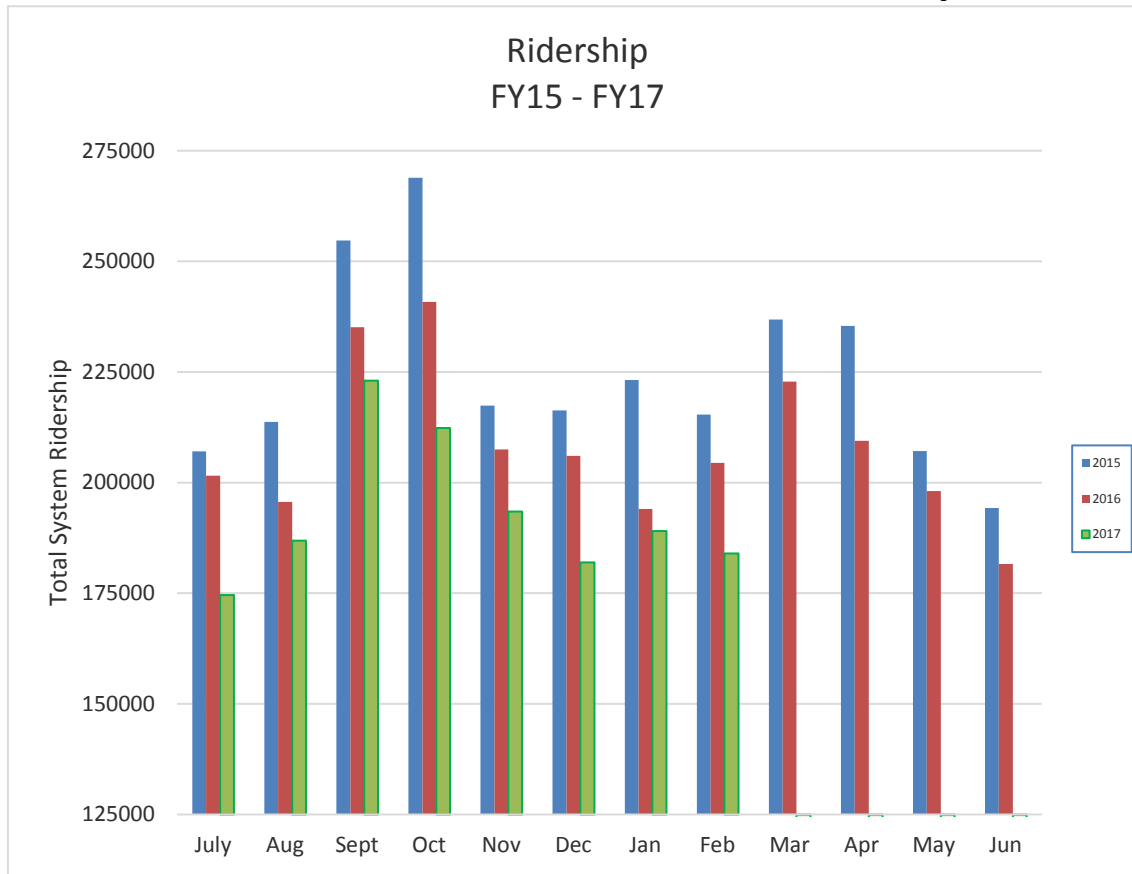
ADA Ridership Report (by Town) : change from FY 15 to date to FY16 to date

	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Totals
<b>BURLINGTON</b>	(362)	(222)	(444)	(463)	(337)	(424)	(232)	(225)	(2,709)
	-21.86%	-13.77%	-26.51%	-26.79%	-23.83%	-28.82%	-16.89%	-16.97%	-22.10%
<b>COLCHESTER</b>	(21)	(4)	(35)	(56)	(1)	13	3	(2)	(103)
	-25.30%	-4.35%	-33.98%	-43.41%	-1.20%	18.57%	2.70%	-2.47%	-13.70%
<b>ESSEX</b>	(212)	(122)	(134)	(146)	(97)	(98)	(60)	(17)	(886)
	-46.70%	-28.31%	-27.02%	-29.03%	-25.00%	-23.39%	-15.92%	-4.86%	-25.92%
<b>OTHER</b>	12	16	(19)	(9)	(16)	(18)	(14)	(12)	(60)
	100.00%	106.67%	-59.38%	-36.00%	-64.00%	-72.00%	-48.28%	-46.15%	-31.75%
<b>SHELBURNE</b>	(22)	(30)	(49)	(79)	(38)	(8)	5	25	(196)
	-7.89%	-10.14%	-18.49%	-24.23%	-12.79%	-2.66%	1.75%	9.40%	-8.47%
<b>SO. BURLINGTON</b>	(135)	23	106	132	40	10	58	66	300
	-12.45%	2.29%	10.32%	11.64%	3.76%	0.89%	5.41%	6.25%	3.50%
<b>WILLISTON</b>	(65)	(80)	(49)	(104)	(105)	(61)	(112)	(104)	(680)
	-34.76%	-42.11%	-27.53%	-53.06%	-52.50%	-42.66%	-54.63%	-53.61%	-45.55%
<b>WINOOSKI</b>	(185)	(3)	(96)	(150)	11	(17)	34	(34)	(440)
	-29.3%	-0.6%	-15.9%	-25.8%	2.4%	-3.2%	6.9%	-7.2%	-10.23%
<b>TOTAL</b>	(990)	(422)	(720)	(875)	(543)	(603)	(318)	(303)	(4,774)
	-22.57%	-10.15%	-16.45%	-18.93%	-13.80%	-14.73%	-8.06%	-8.03%	-14.34%

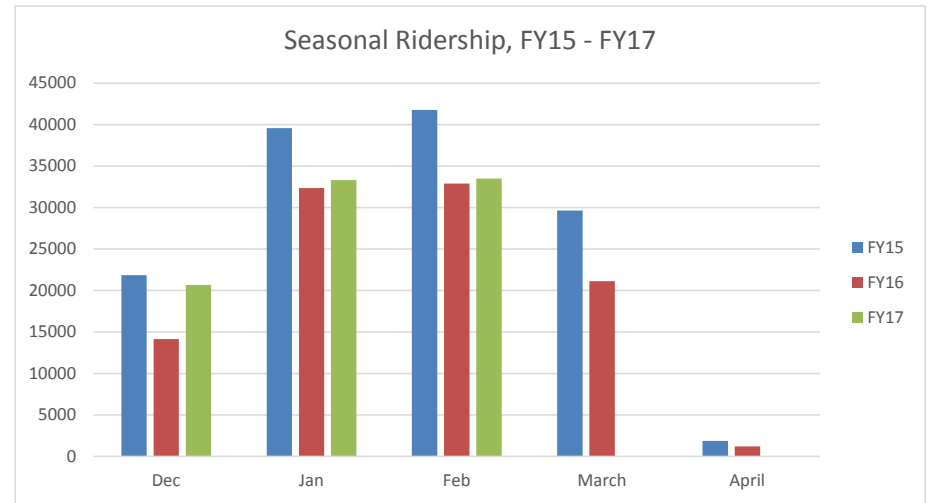
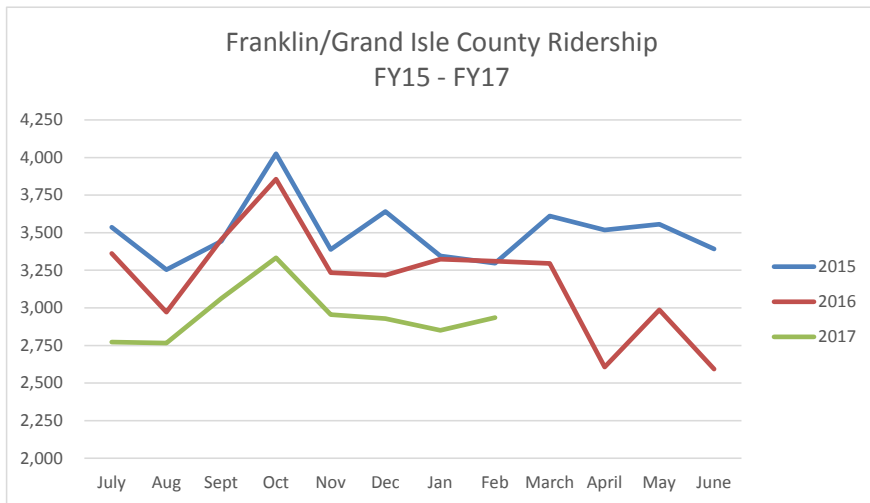
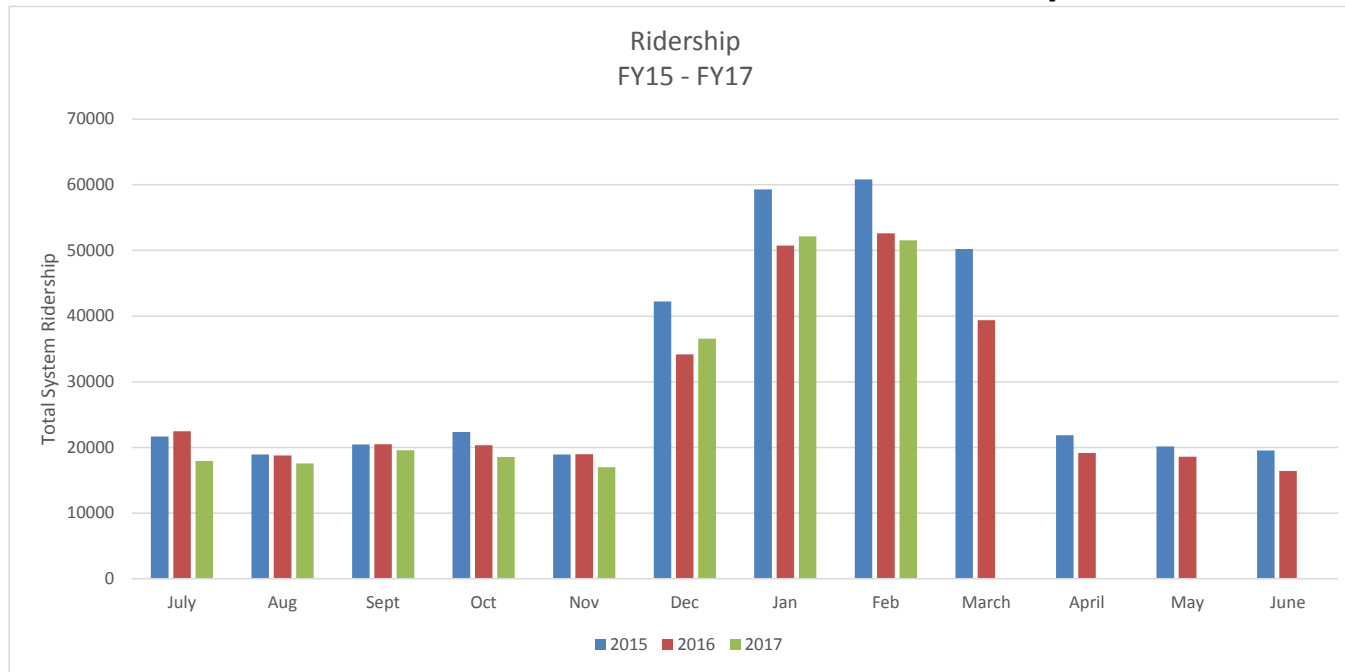
ADA Ridership Report (by Town): FY16

CITY/TOWN	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Totals
BURLINGTON	1,656	1,612	1,675	1,728	1,414	1,471	1,374	1,326	17,922
COLCHESTER	83	92	103	129	83	70	111	81	1,060
ESSEX	454	431	496	503	388	419	377	350	4,904
OTHER	12	15	32	25	25	25	29	26	313
SHELBURNE	279	296	265	326	297	301	285	266	3,390
SO. BURLINGTON	1,084	1,004	1,027	1,134	1,064	1,127	1,072	1,056	12,791
WILLISTON	187	190	178	196	200	143	205	194	1,999
WINOOSKI	631	517	602	581	465	537	493	473	6,369
<b>TOTAL</b>	<b>4,386</b>	<b>4,157</b>	<b>4,378</b>	<b>4,622</b>	<b>3,936</b>	<b>4,093</b>	<b>3,946</b>	<b>3,772</b>	<b>48,748</b>

# Green Mountain Transit URBAN Ridership



## Green Mountain Transit Rural Ridership



# GMT Employee Survey 2016

Thursday, February 09, 2017

## Information gathered from 2016

**63**

**Total Responses**

**Created: Friday, December 09, 2016**

**Complete Responses: 63**

## Information gathered from 2015

**70**

**Total Responses**

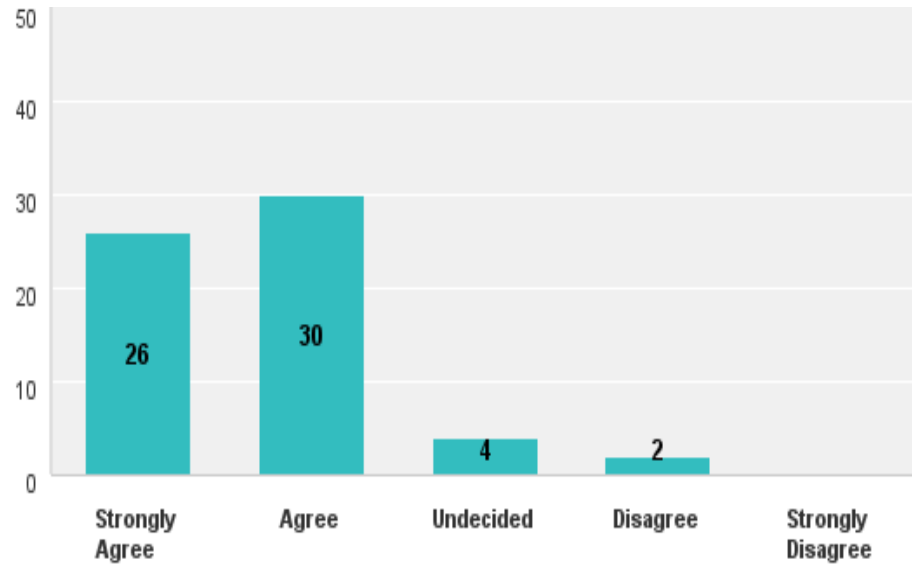
**Created: October 2, 2015**

**Completed Responses: 70**

## Q1: My customers are satisfied with my work.

Answered: 62 Skipped: 1

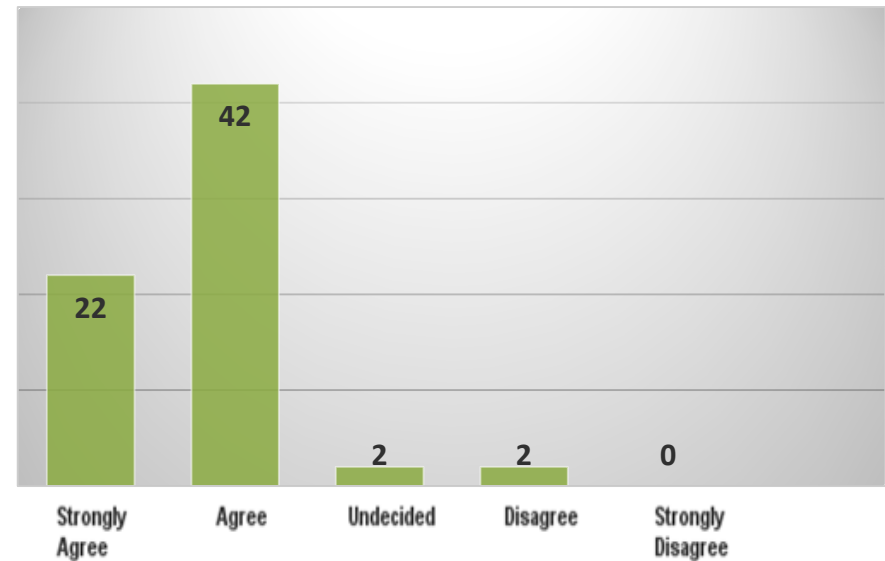
# 2016



(no label)

Answered 68 Skipped 2

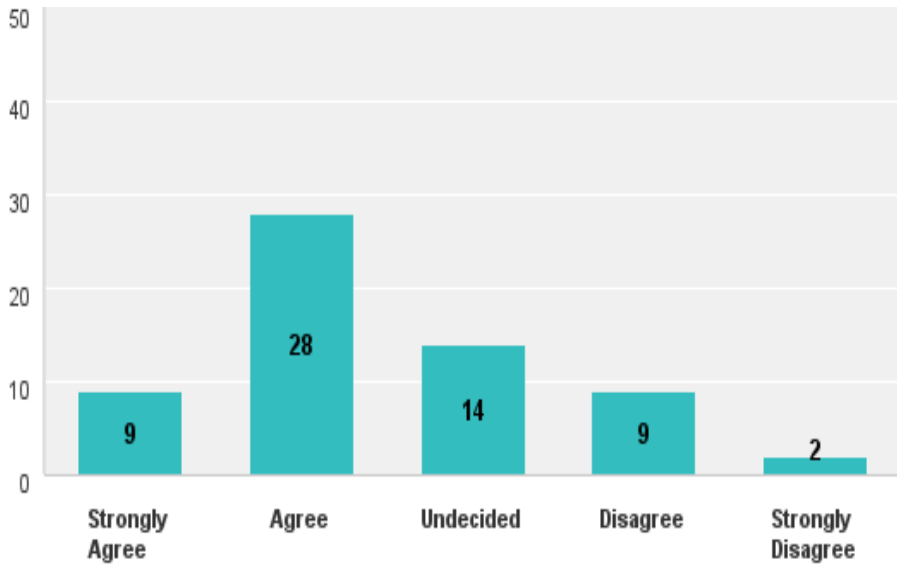
# 2015



## Q2: My Organization has the right people and skills to do its work.

Answered: 62 Skipped: 1

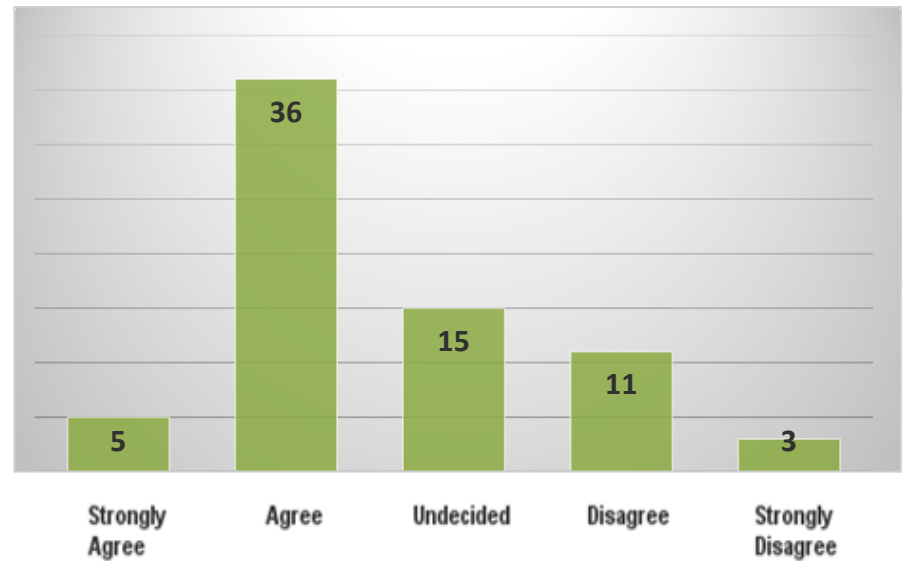
# 2016



(no label)

Answered: 70 Skipped: 0

# 2015

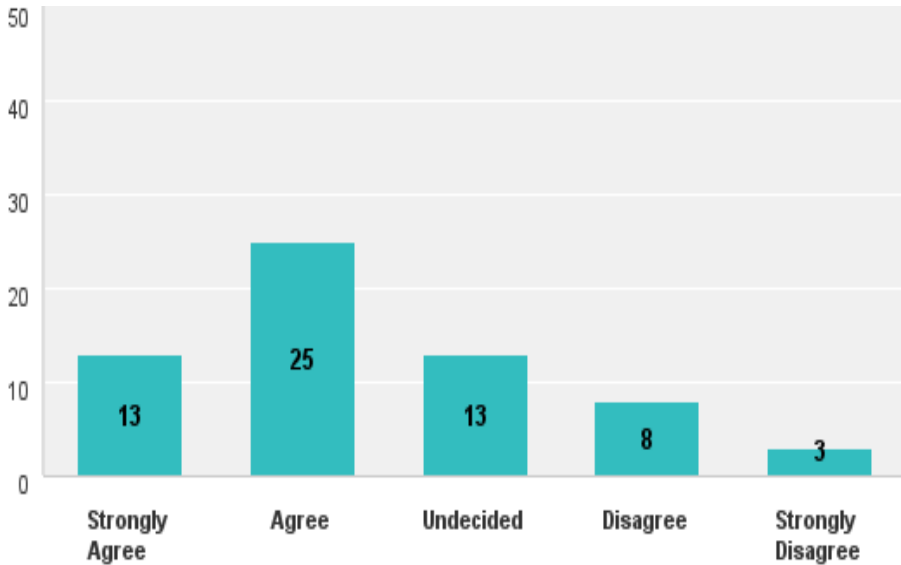




### Q3: My organization practices high standards and ethics.

Answered: 61 Skipped: 2

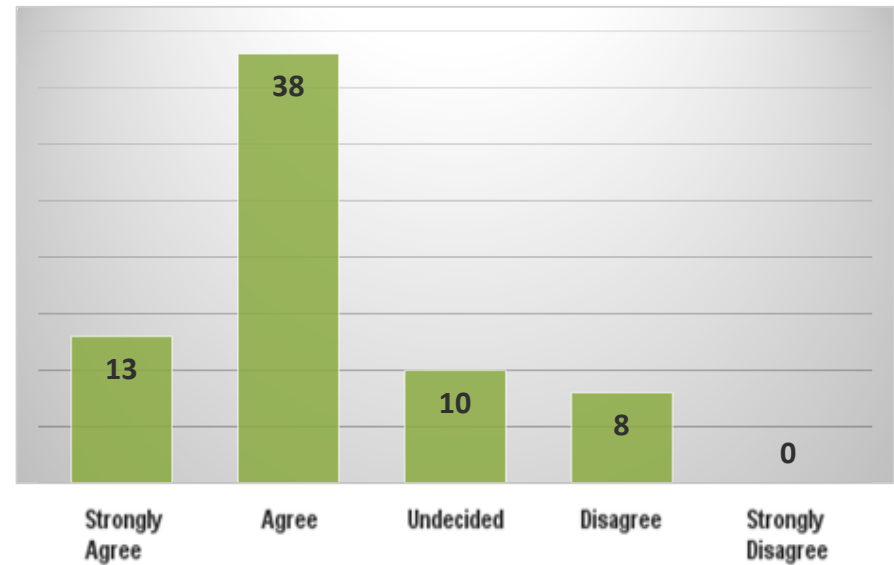
# 2016



(no label)

Answered: 69 Skipped: 1

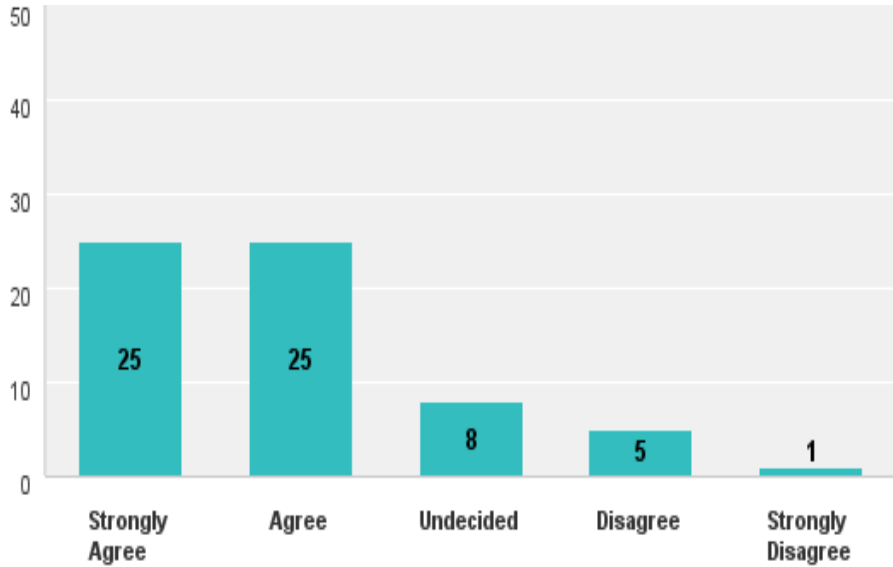
# 2015



# Q4: My organization is a good place to work.

Answered: 62 Skipped: 1

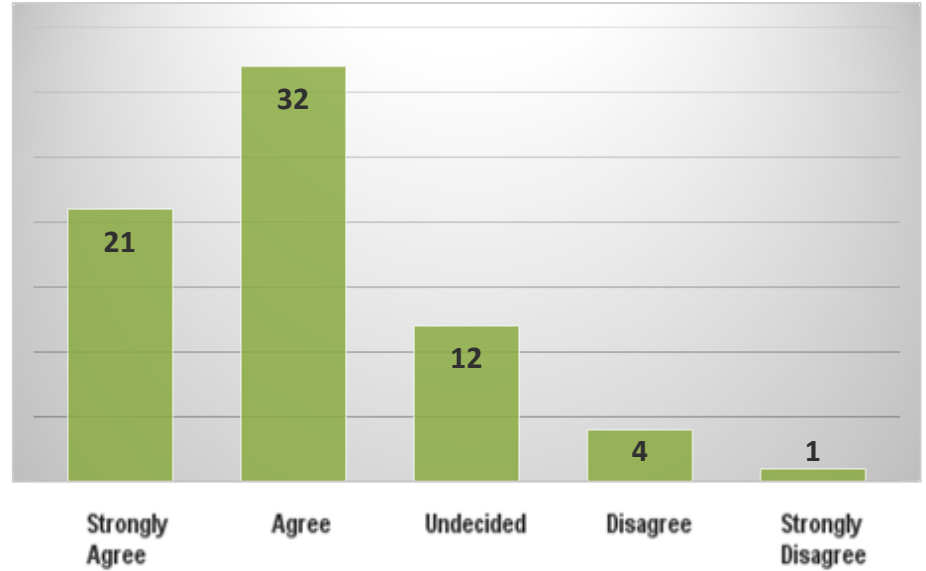
## 2016



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Answered: 70 Skipped: 0

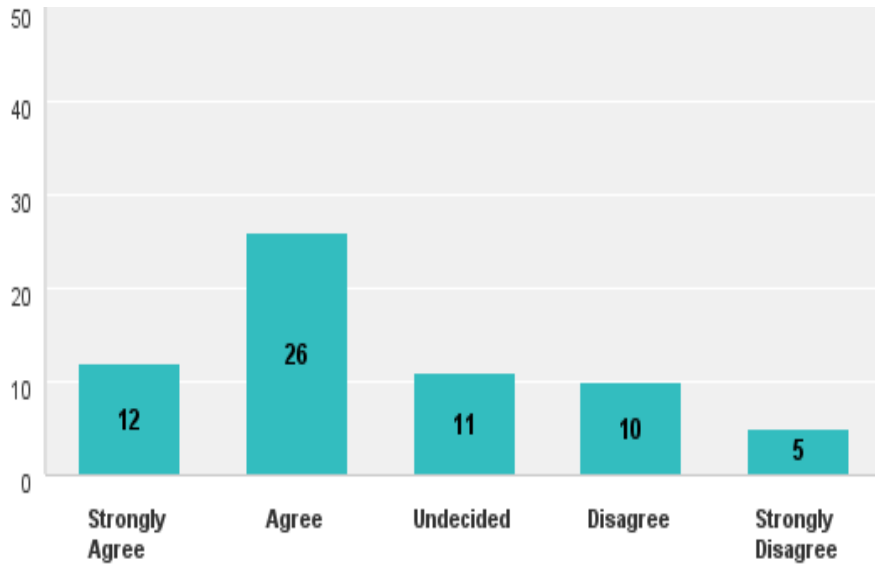
## 2015



## Q5: I can get everything I need to do my job.

Answered: 63 Skipped: 0

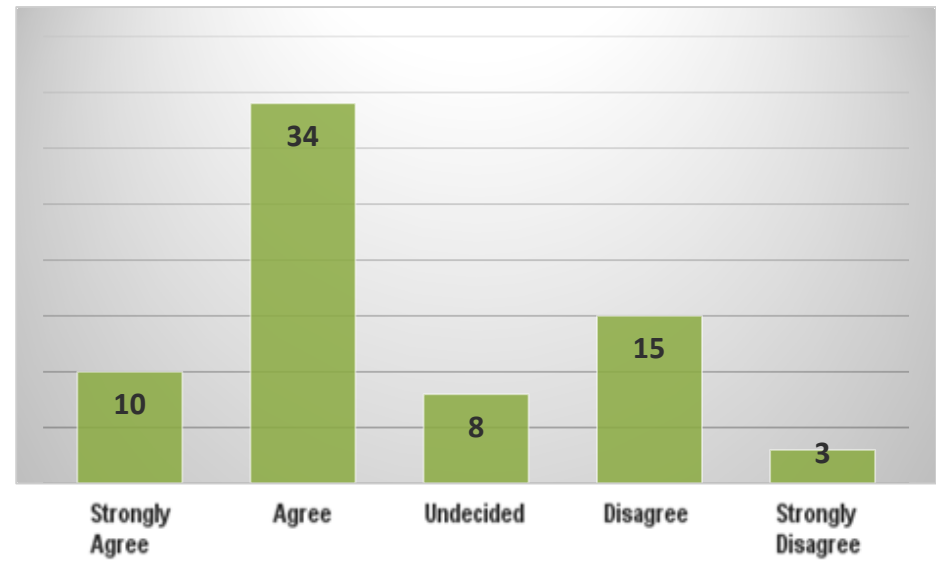
# 2016



(no label)

Answered: 70 Skipped: 0

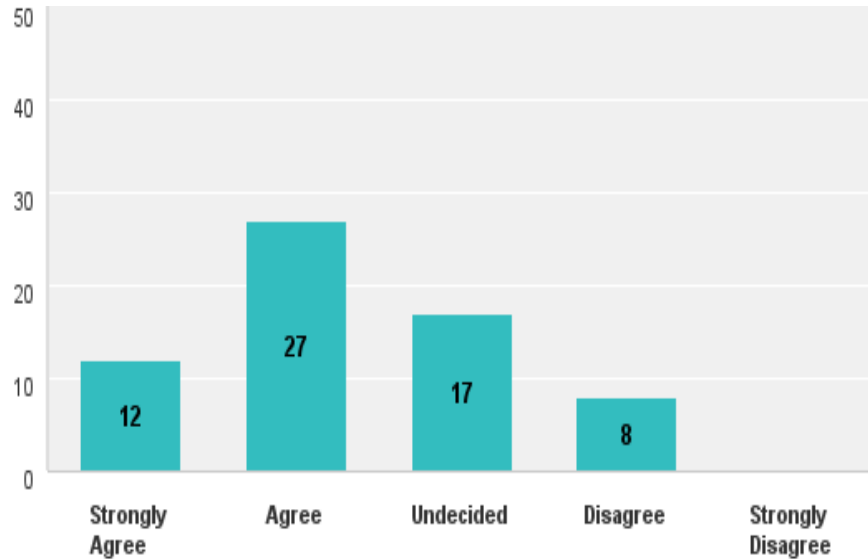
# 2015



## Q6: We are prepared to handle an emergency.

Answered: 63 Skipped: 0

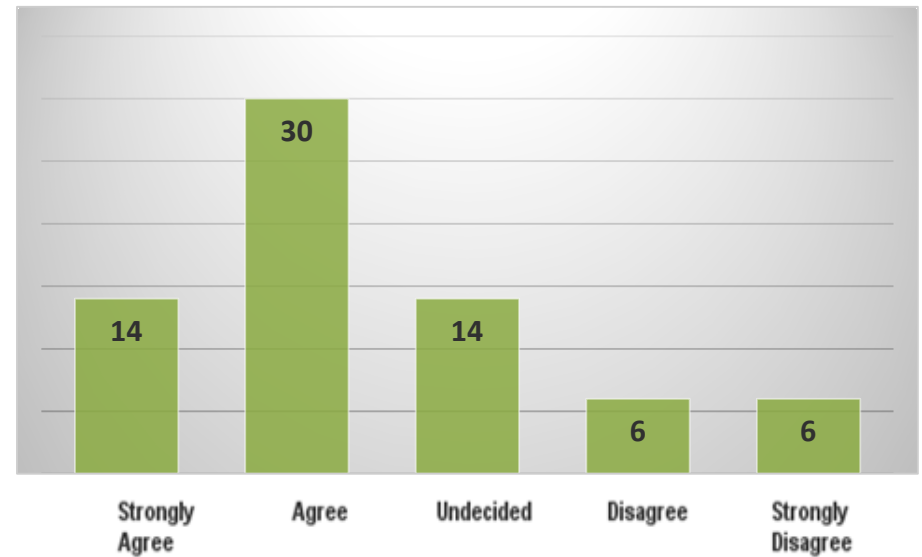
# 2016



(no label)

Answered: 70 Skipped: 0

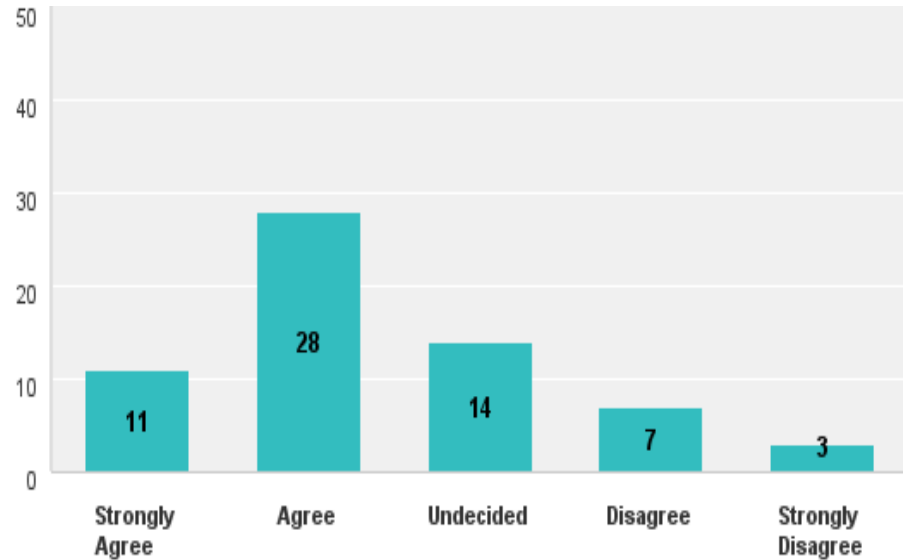
# 2015



## Q7: The people I work with cooperate and work as a team.

Answered: 62 Skipped: 1

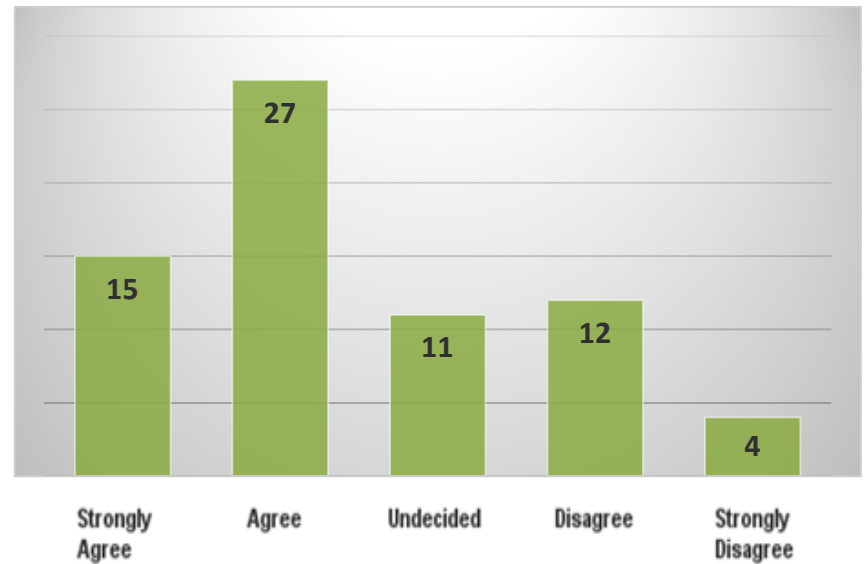
# 2016



(no label)

Answered: 69 Skipped: 1

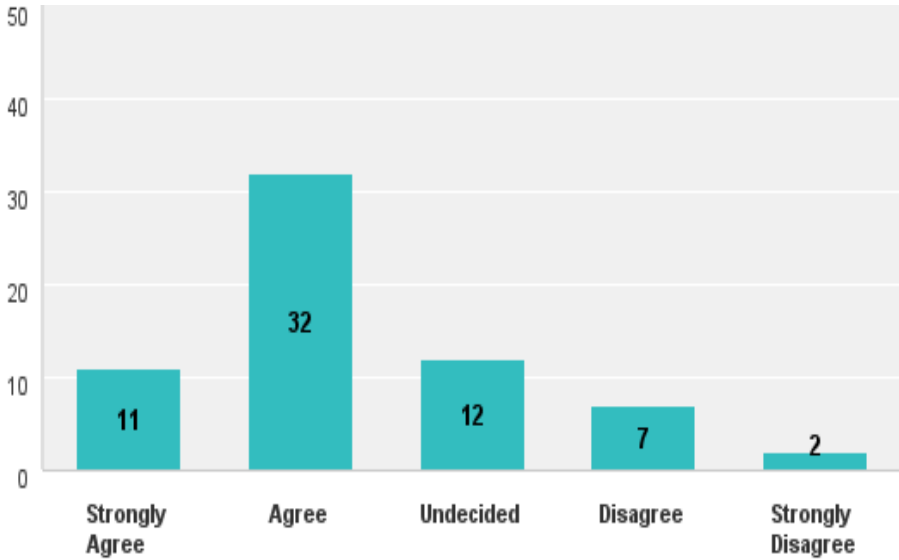
# 2015



# Q8: I am recognized for my work.

Answered: 62 Skipped: 1

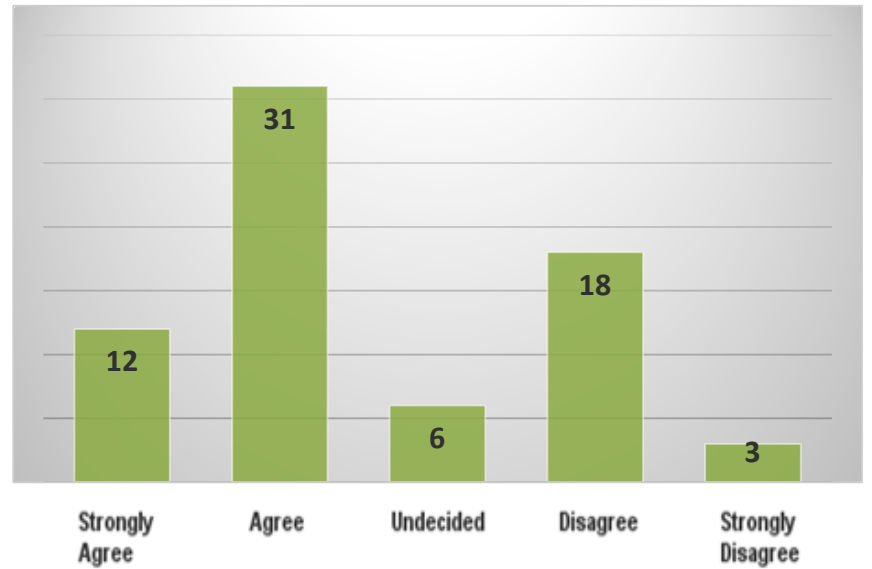
## 2016



(no label)

Answered: 70 Skipped: 0

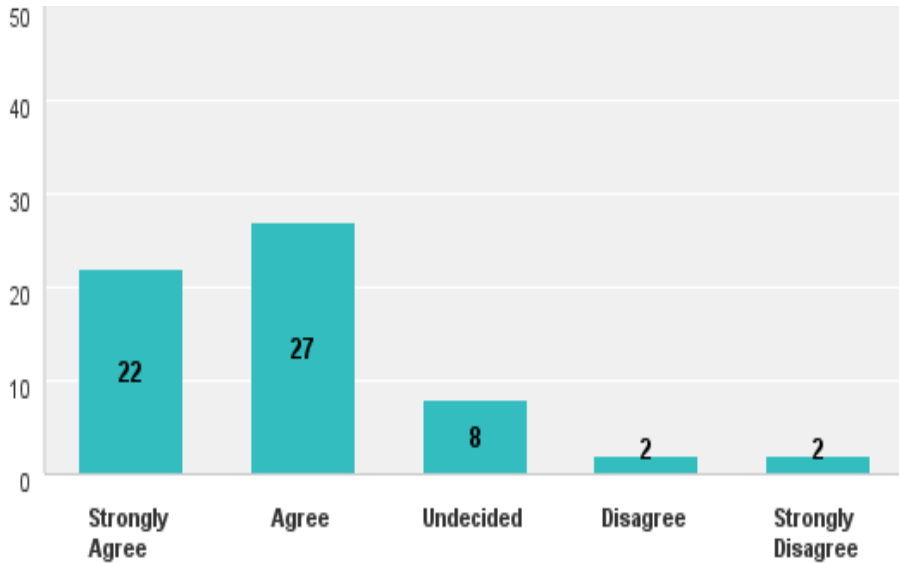
## 2015



## Q9: I have a safe workplace.

Answered: 60 Skipped: 3

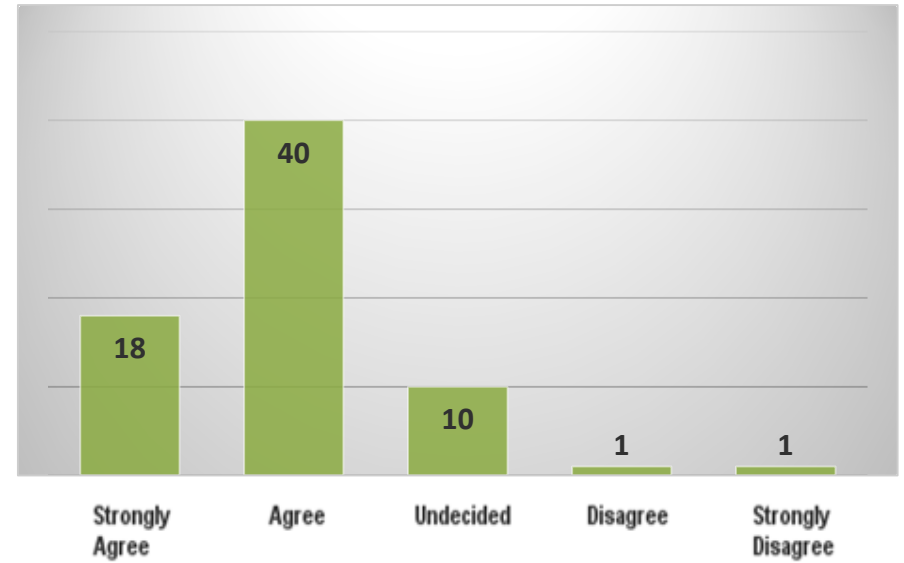
# 2016



(no label)

Answered: 70 Skipped: 0

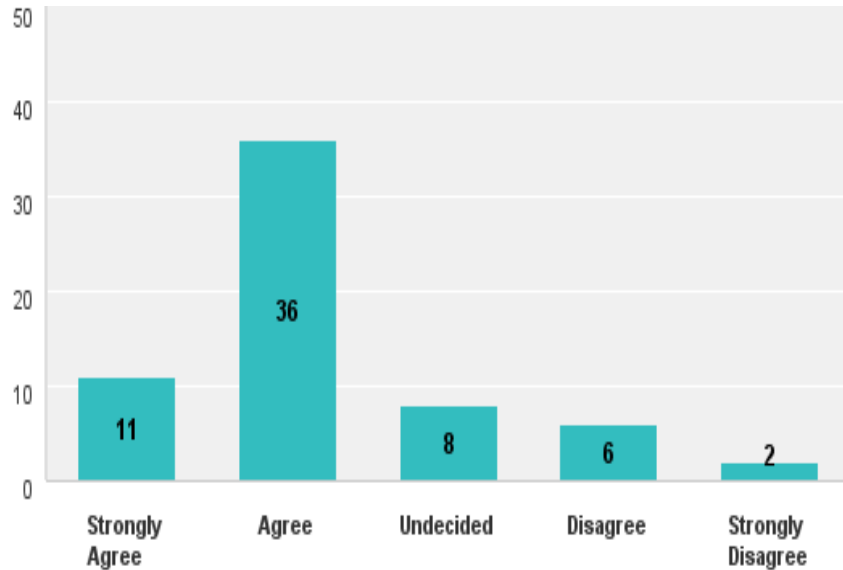
# 2015



## Q10: My bosses and organization care about me.

Answered: 61 Skipped: 2

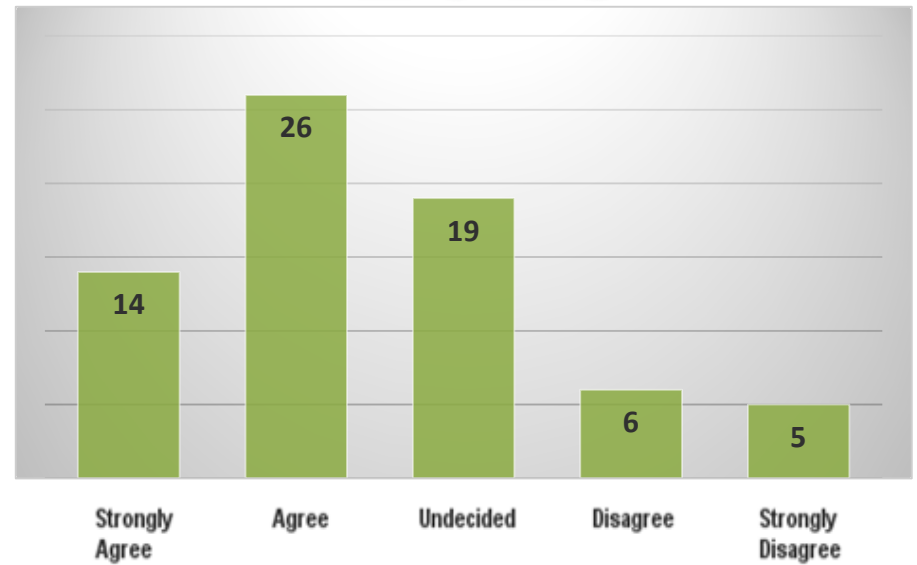
# 2016



(no label)

Answered: 70 Skipped: 0

# 2015

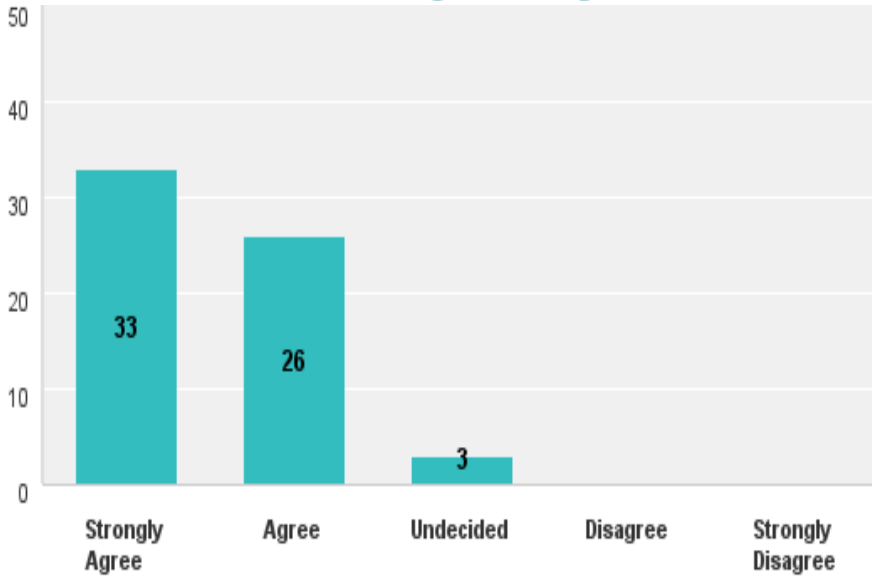




## Q11: I am committed to my organization's success.

Answered: 62 Skipped: 1

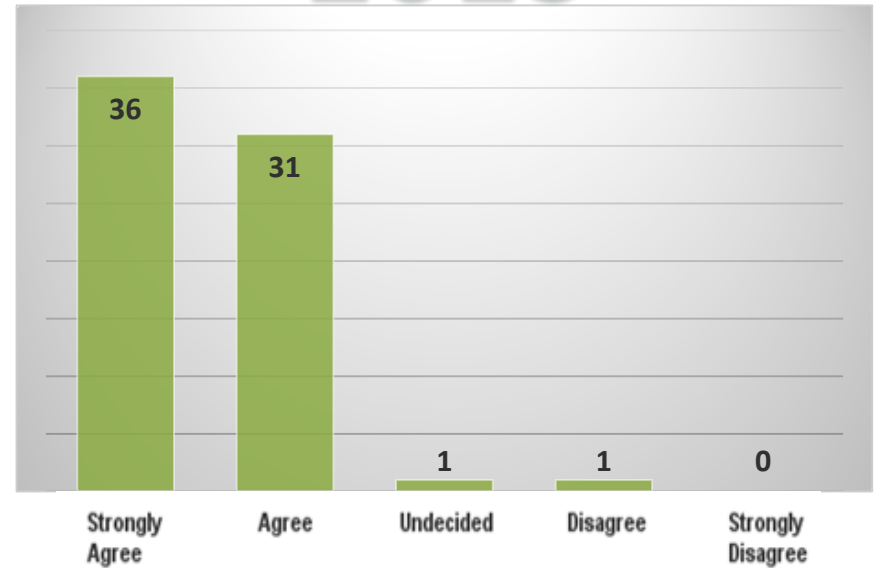
# 2016



(no label)

Answered: 69 Skipped: 1

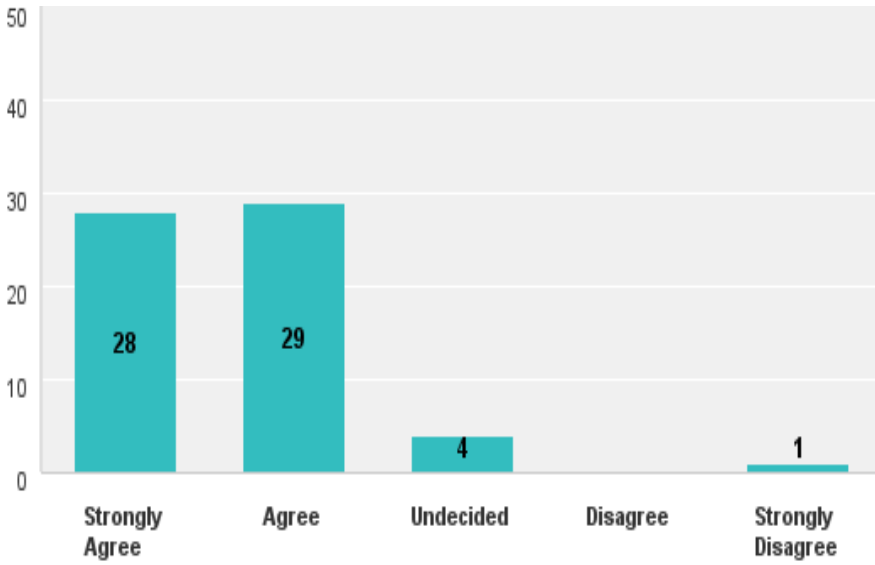
# 2015



## Q12: I enjoy performing the actual day-to-day activities of my job.

Answered: 62 Skipped: 1

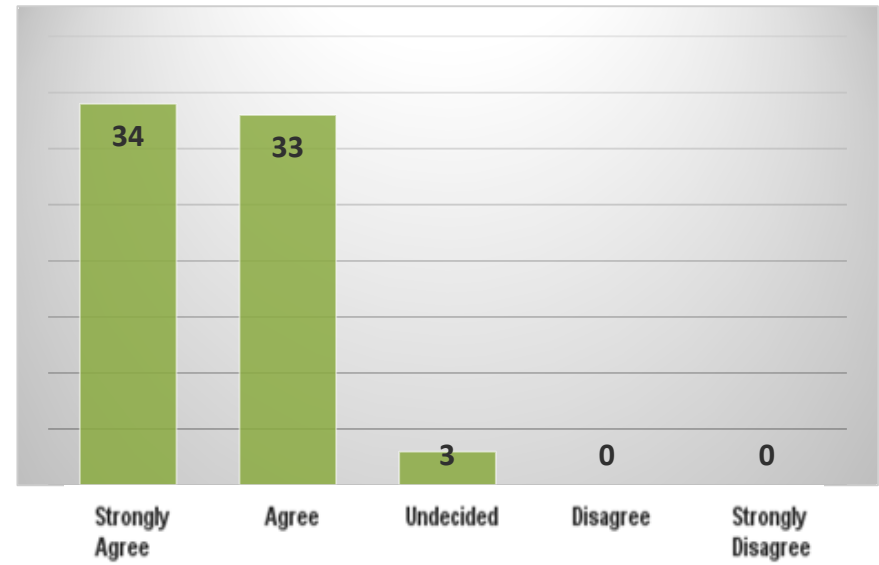
# 2016



(no label)

Answered: 70 Skipped: 0

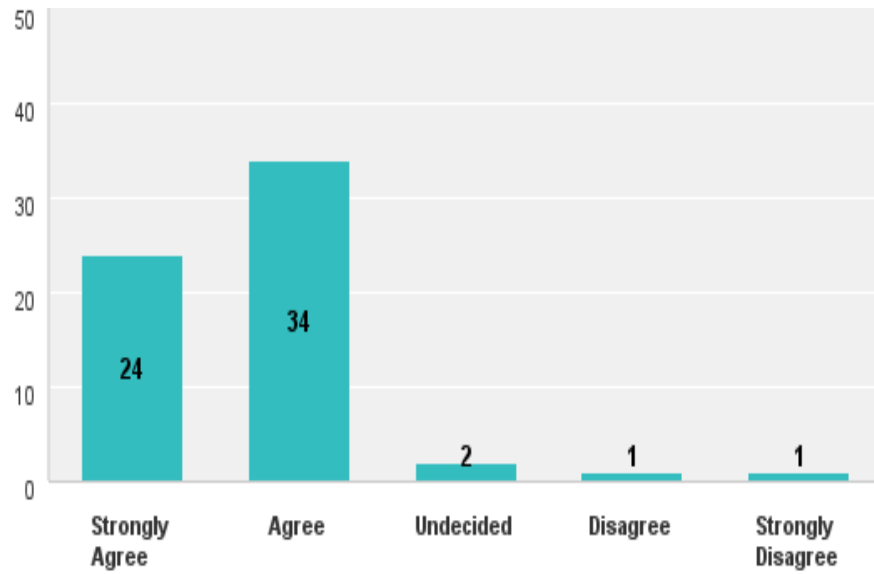
# 2015



## Q13: My job gives me a sense of personal satisfaction.

Answered: 62 Skipped: 1

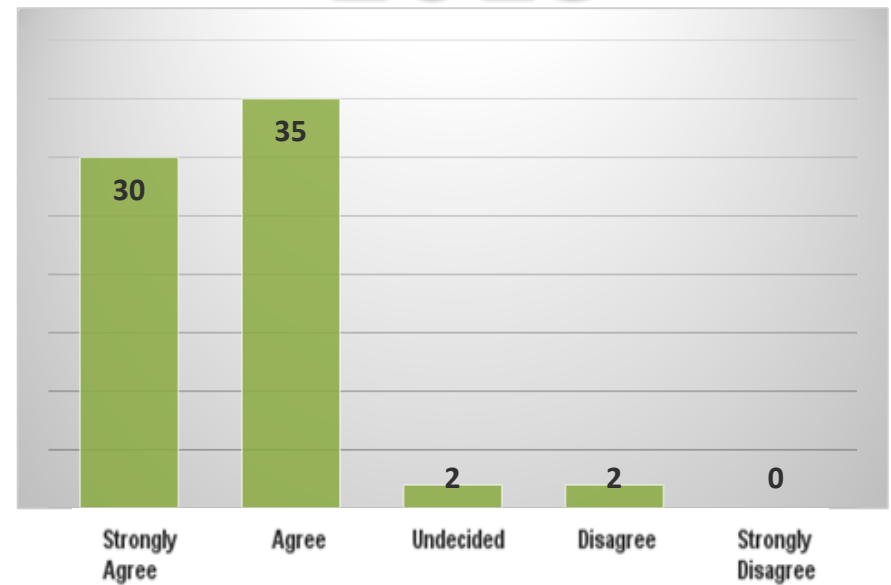
# 2016



(no label)

Answered: 69 Skipped: 1

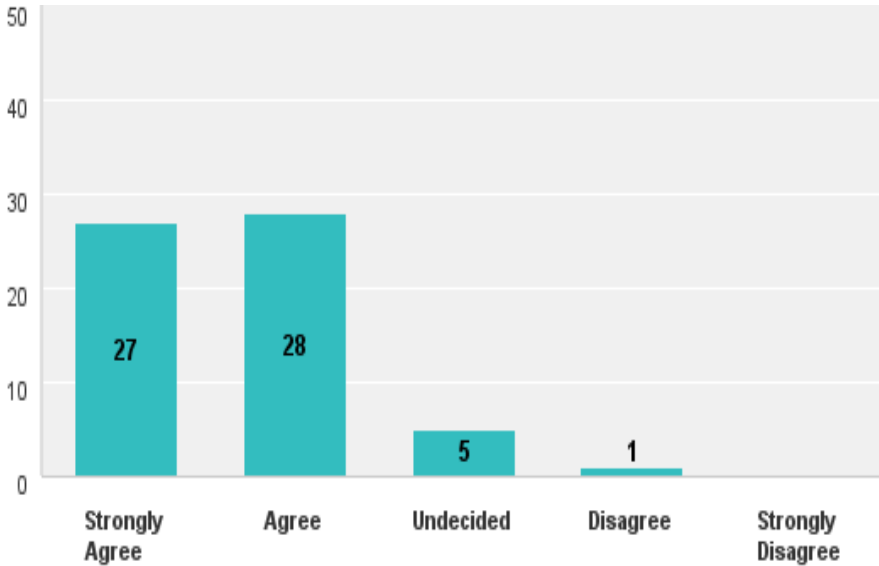
# 2015



## Q14: I know what people expect me to do on the job.

Answered: 61 Skipped: 2

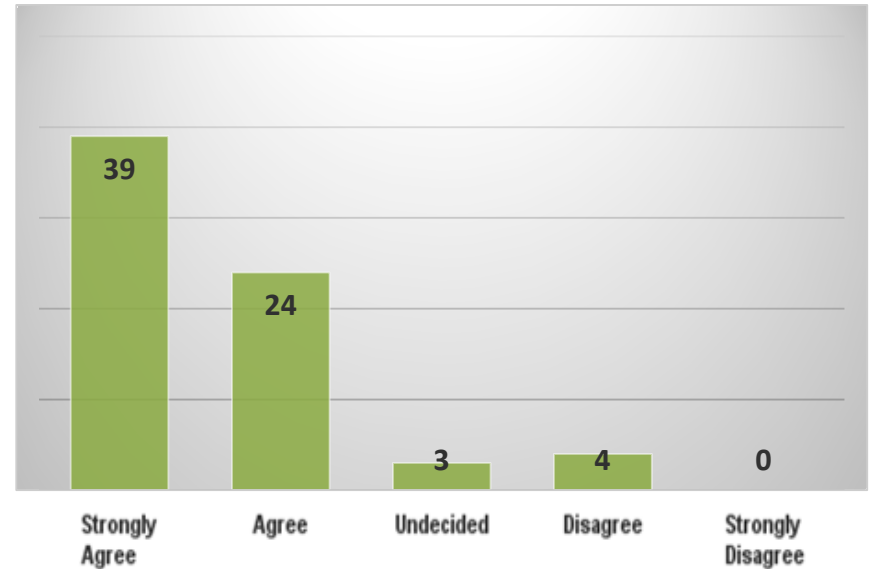
# 2016



(no label)

Answered: 70 Skipped: 0

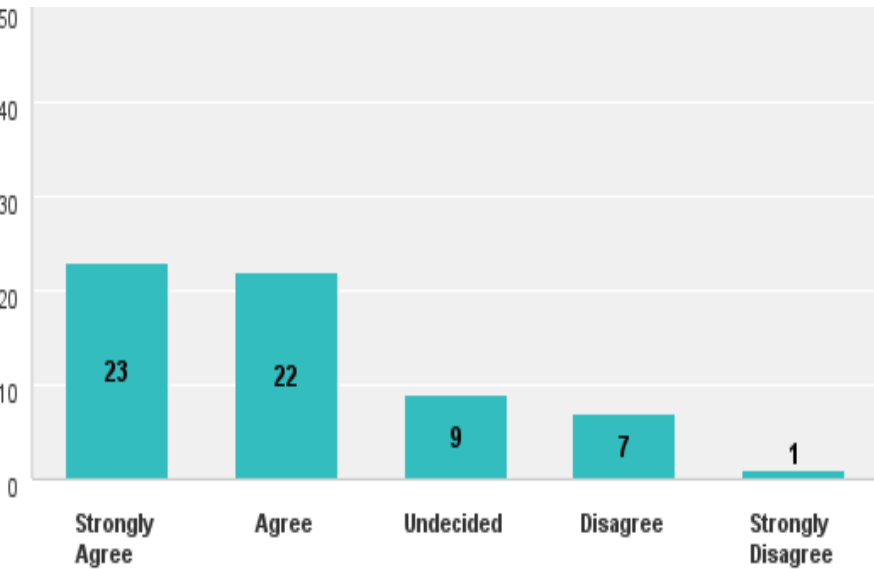
# 2015



# Q15: I would recommend this employer to a friend as a good place to work.

Answered: 61 Skipped: 2

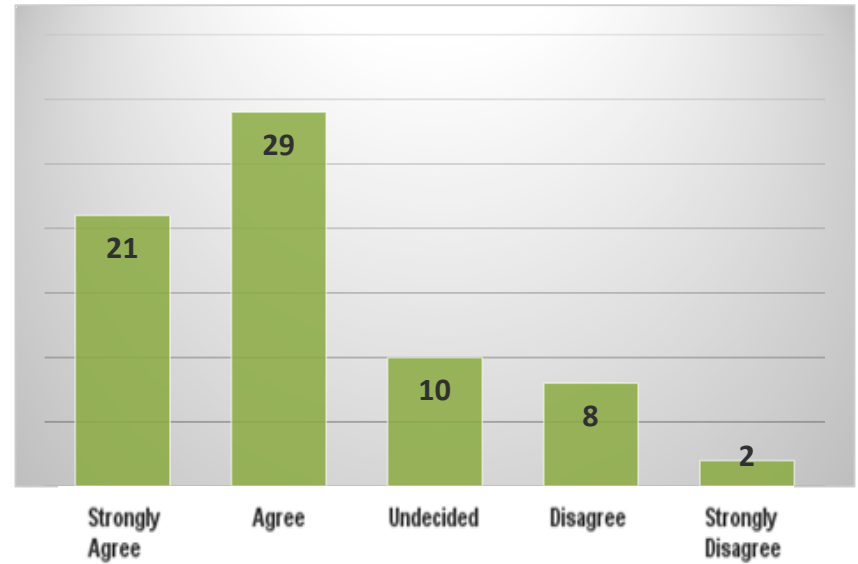
## 2016



(no label)

Answered: 70 Skipped: 0

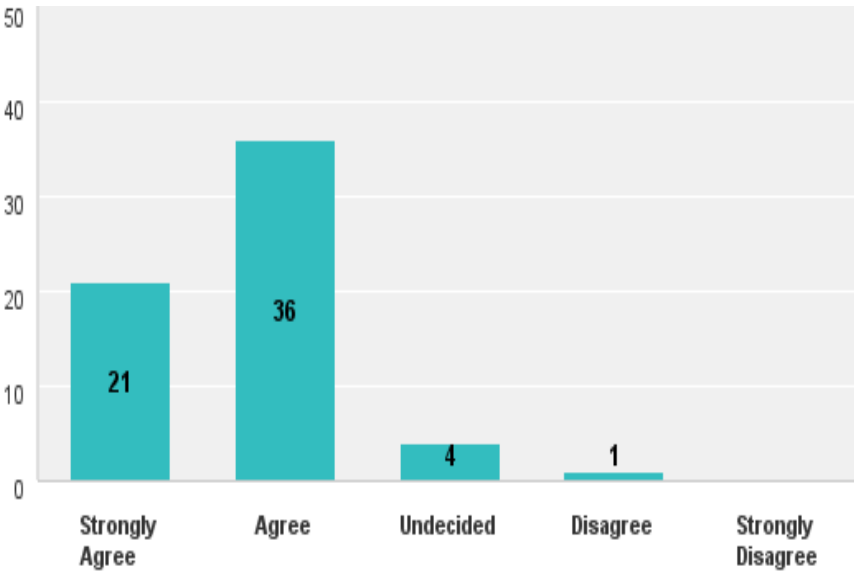
## 2015



## Q16: I understand what benefits are available to me.

Answered: 62 Skipped: 1

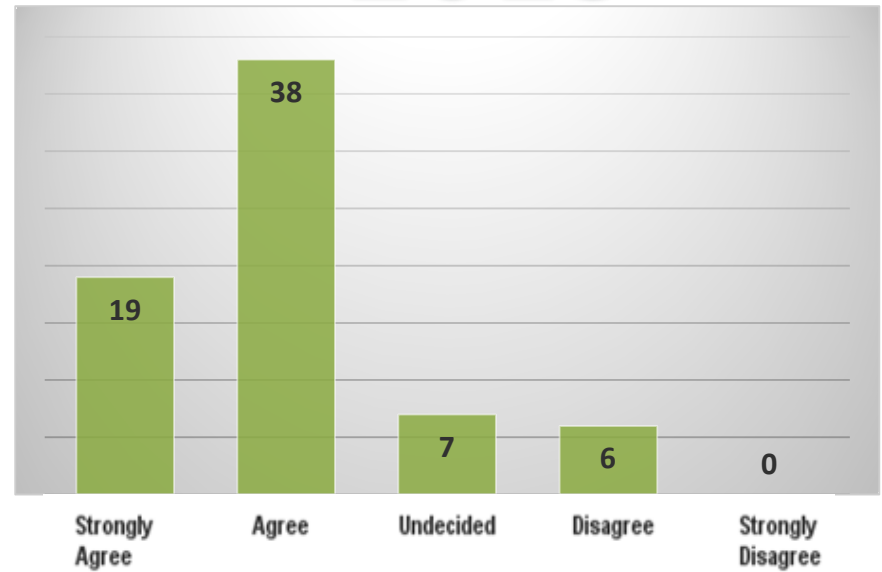
# 2016



(no label)

Answered: 70 Skipped: 0

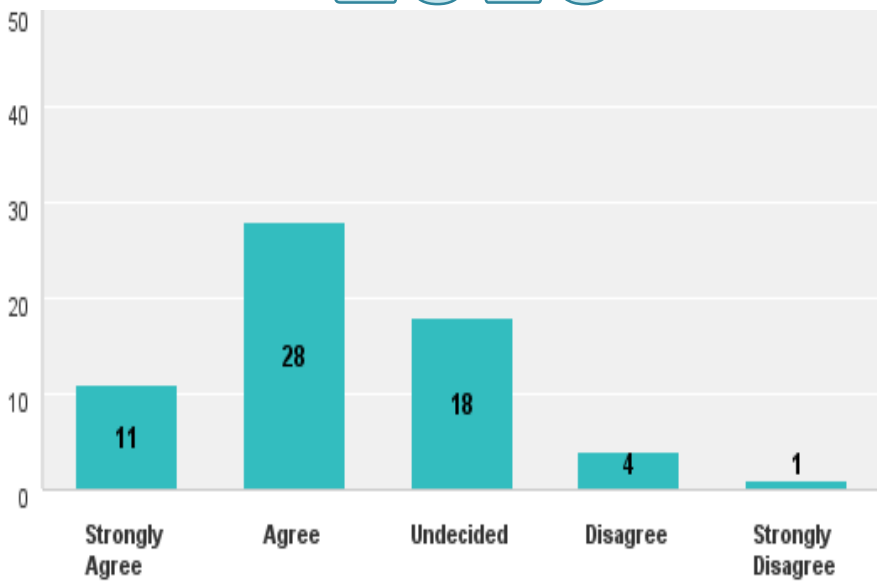
# 2015



# Q17: I know how the measures I use in my work fit into the organization's overall measure of improvement.

Answered: 62 Skipped: 1

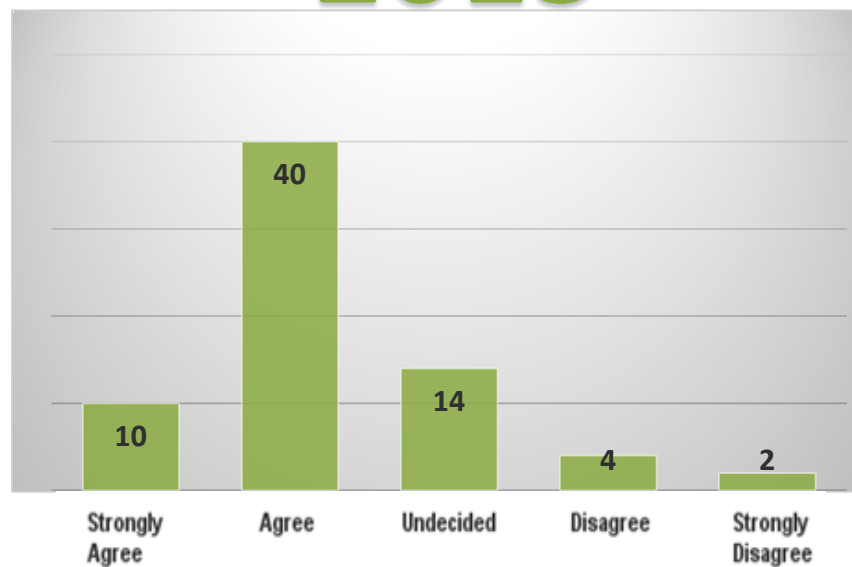
## 2016



(no label)

Answered: 70 Skipped: 0

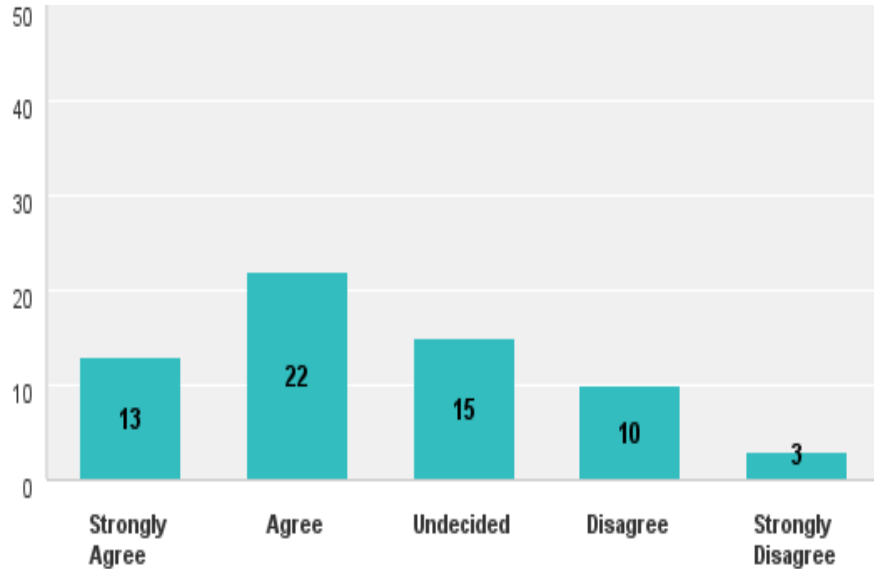
## 2015



## Q18: I get all the important information I need to do my work.

Answered: 62 Skipped: 1

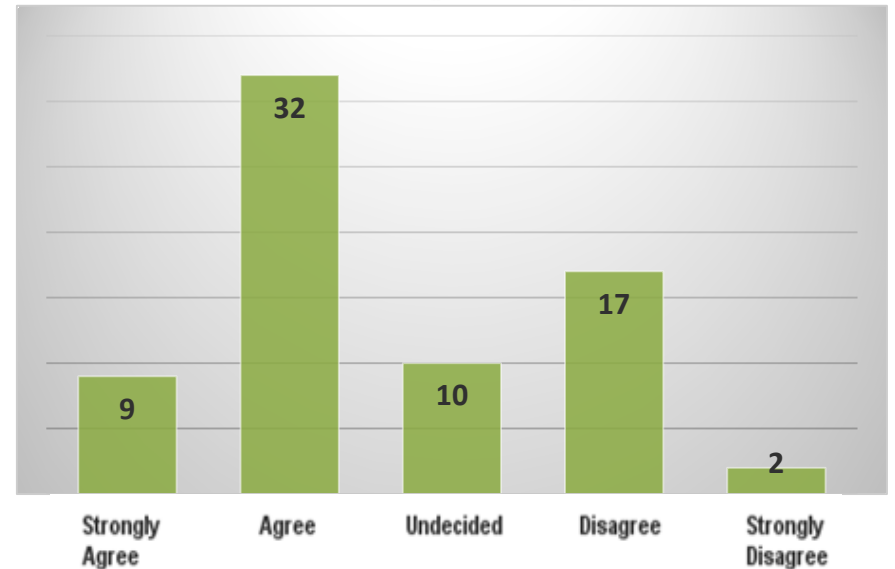
# 2016



(no label)

Answered: 70 Skipped: 0

# 2015

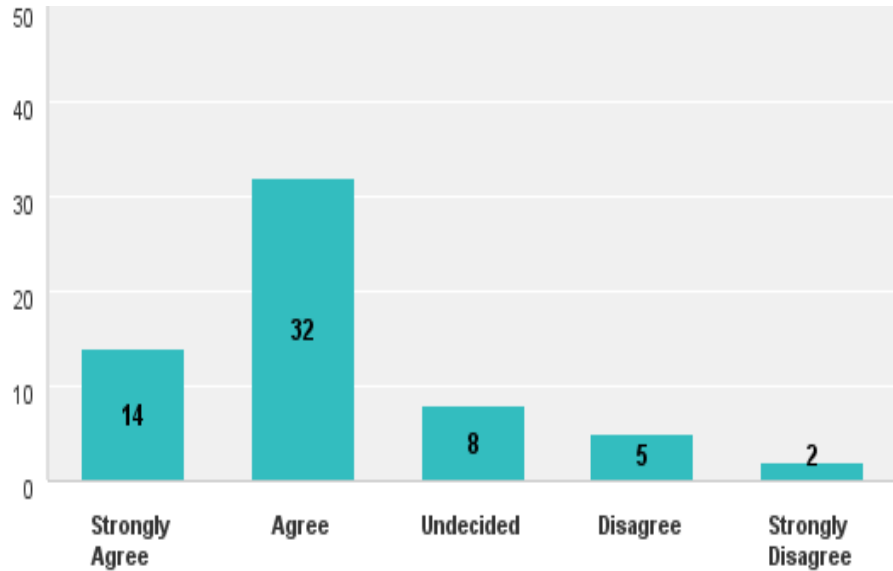




## Q19: I am allowed to make decisions to solve problems for my customers.

Answered: 61 Skipped: 2

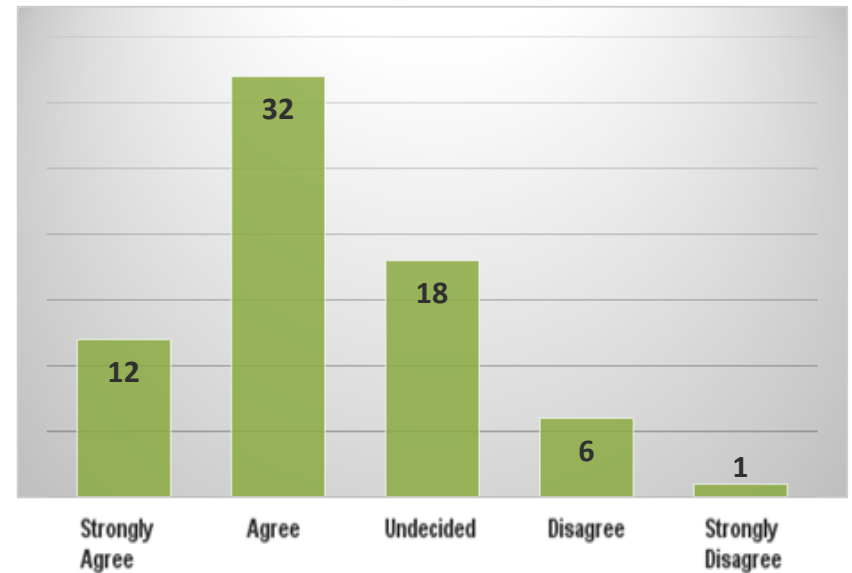
# 2016



(no label)

Answered: 69 Skipped: 0

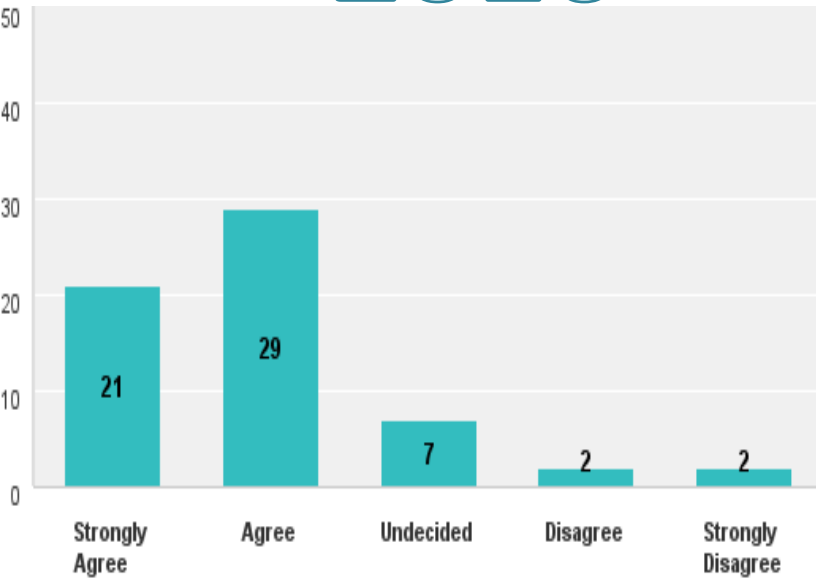
# 2015



# Q20: I know my organization's mission (what it is trying to accomplish).

Answered: 61 Skipped: 2

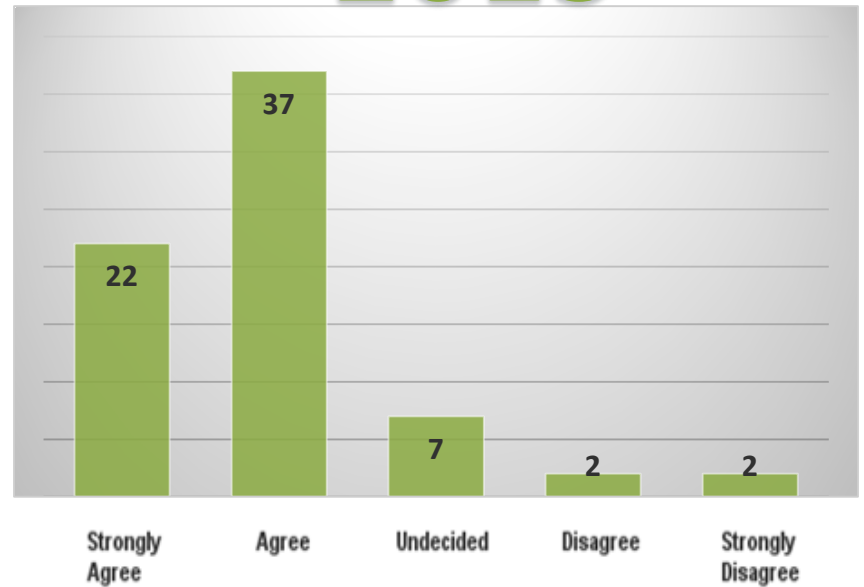
## 2016



(no label)

Answered: 70 Skipped: 0

## 2015



Date: March 16, 2017  
To: Mark Sousa, General Manager  
Jon Moore, Director of Operations and Planning  
From: David Armstrong, Planning Manager  
Re: Jeffersonville Commuter Update

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The Jeffersonville Commuter is now past its 100% funding timeline. Consequently, the towns of Jericho, Underhill and Cambridge are responsible for the 20% local match cost of the route, or \$42,000, divided equally. The local match for FY17 has been funded, however, funding for FY18 is incomplete:

- Jericho voted to fund its portion of the local match - \$14,000
- Underhill passed a *floor amendment* to fund only 36% of its portion - \$5,000
- Cambridge has not passed any funding for June 2017 – Dec 2017, or beyond (Cambridge operates on calendar FY)

Given this partial funding of the local match portion of the route, GMT staff presents the following three options for Board consideration, ALL of which reduce the number of daily round trips from four to two:

1. Operate half of the existing service to Jericho only, with only Jericho funds
  - a. Two round trips per day local match required - \$19,000
  - b. How fund shortage?
  - c. How account for Underhill residents' ridership despite no funding commitment?
2. Operate half of the existing service to Jericho only with Jericho AND Underhill funds
  - a. Two round trips per day local match required - \$19,000
  - b. Disparate funding levels
    - i. Underhill funds don't "buy" extra service as we can not extend the route past Jericho/Underhill town line "Underhill Flats" stop, (no turnaround further east in Underhill)
3. Operate half of the existing service all the way to Cambridge with funds from all three towns
  - a. Two round trips per day local match required - \$21,000
  - b. Ask Cambridge to specially fund \$7,000
  - c. Increase Underhill funding somehow?
  - d. Credit Jericho \$7,000?
  - e. Disparate funding levels?

Date: March 16, 2017  
To: Mark Sousa, General Manager  
Jon Moore, Director of Operations and Planning  
From: David Armstrong, Planning Manager  
Re: GMT Next Gen Transit Study Update

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The GMT Next Gen Transit Study, (formerly known as comprehensive service analysis, or CSA), is well under way, most notably with a project logo, above.

An initial Advisory Committee meeting was held on 2/21. Future Advisory Committee meetings will occur approximately every 6-8 weeks to review deliverables and help guide the Plan. As of today, the Plan has not generated any other deliverables. GMT staff and the Nelson Nygaard team continue to gather relevant data and discuss project timeline(s). Several important aspects and milestones of the Plan are listed below:

- The Plan's website is being developed by the GMT marketing department, and should have a "homepage" available by 3/20/17.
- Stakeholders have been identified and confidential one-on-one interviews between NN staff and stakeholders will be conducted late-March – April.
- Existing conditions: service area maps, demographics info, current route stats, etc., are being built/compiled. This data is critical to understanding existing strengths and weaknesses of current services.
- Public outreach will and/or may include items such as:
  - internal bus flyers/placards
  - project bus/taled events
    - UVM Medical Ctr
    - DTC
    - National Life
    - Food City
    - foodshelves ?
  - bus wrap ?
  - Survey Monkey ?
  - project website survey ?
  - public hearing(s) ? (though these tend to be sparsely attended, so will be used sparingly)
  - project posters

Questions and/or input may be directed to David Armstrong, [darmstrong@ridegmt.com](mailto:darmstrong@ridegmt.com)