



**Board Members**

*Stephen Kepley, Chair*      *David Bilardello, Vice-Chair*  
Charis Austin      Rosalynn Bliss      Gary Carey      Tracie Coffman      Randy Gelderloos      Andy Guy  
Jack Hoffman      Mark Huizenga      Robert Postema      Terry Schweitzer      Anna Seibold      Paul Troost  
Michael Verhulst

**RAPID BOARD MEETING**

**June 27, 2018 - 4:00 p.m.**

**Rapid Central Station Conference Room, 250 Grandville SW**

**AGENDA**

1. **PUBLIC COMMENT**
2. **MINUTES** – May 23, 2018 Board Meeting
3. **CEO CANDIDATE INTERVIEWS**
  - Kimberly Dunham, Executive Director, Greater New Haven Transit District, Hamden CT
  - Andrew Johnson, Chief Operating Officer, Champaign-Urbana Mass Transit District, Urbana IL
4. **ADJOURNMENT**

**MINUTES OF  
INTERURBAN TRANSIT PARTNERSHIP BOARD**

**May 23, 2018**

ATTENDANCE

Board Members Present: Charis Austin, David Bilardello, Rosalynn Bliss, Gary Carey, Tracie Coffman, Andy Guy, Jack Hoffman, Mark Huizenga, Stephen Kepley (Chair), Robert Postema, Terry Schweitzer, Amna Seibold, Paul Troost, Michael Verhulst

Board Members Absent: Randy Gelderloos

Staff Present: Kathy Anderson, Michael Bulthuis, Robin Crothers, Mark Fedorowicz, Meegan Joyce, Deron Kippen, Linda Medina, Nick Monoyios, Brian Pouget, Dina Reed, Liz Schelling, Steve Schipper, Peter Varga (CEO), Scott Walsh, Mike Wieringa, Kevin Wisselink

Others Present: Matthew Brinkman (Spectrum Health), Ellen Bristol (Spectrum Health), Amanda Chatel, Derron Hughes (The Rapid-ATU), Laurel Joseph (GVMC), Kevin Judd (Spectrum Health), Jennifer Kalczuk (AlphaVu), Hank Kelley (Mobile GR-COGR), Al Klepadlo (MV Transportation), Asher Lockwood (Rapid Intern), Josh Lunger (GRACC), Watchdog Miller, Josh Naramore (Mobile GR), Zoe Pentaleri, Chris Swank (GVSU)

Board Chair Mayor Stephen Kepley called the meeting to order at 4:00 p.m.

1. PUBLIC COMMENT

Watchdog Miller commented that on the 1<sup>st</sup> of May, 400 citizens marched past Rosa Parks Circle up to Lyon Square. They got in, we don't. Illegal aliens get to march downtown and we don't. Our buses don't go downtown. Why do Grand Valley radicals have this marvelous bus system that runs every six minutes up and down Monroe and Pill Hill. They demonstrated here many times and you never had them arrested. He said everybody should walk a half mile, and we should start with our employees. Employees are parking illegally down the street. Why don't you have your employees walk a half mile? When The Rapid opened the garage they put in 200 parking spaces and the employees don't park there. Your own employees won't ride the bus. They want to park and not walk far. Why should a guy my age with bags have to walk a half mile? We want more bus stops. Routes are too crowded because of the GRPS kids. We need double decker buses. We don't need smaller buses. The driver package is \$36.00 an hour which we can't live with.

Josh Lunger expressed support for the Route 19 change on Michigan Street as proposed by the City of Grand Rapids and Spectrum Health. He feels it is a model for innovation in a rapidly growing corridor.

Josh Naramore stated that he is a resident of Grand Rapids and works for Mobile GR. He supports the Route 19 change on the Michigan corridor. It is beneficial for employees and residents in the area. The current Route 19 service is poor with low ridership. He believes this is a great partnership between the City of Grand Rapids, Spectrum Health and The Rapid. He indicated that the City agrees to the revised proposal creating a 45% contribution each from Grand Rapids and Spectrum. He commented that daily ridership is estimated at 800-1,000. He noted that the City of Grand Rapids is planning to pay the cost to maintain the bus stops in the bus stop improvement project that the City is doing in conjunction with The Rapid. This is a significant investment by the City.

Matt Brinkman commented that the Route 19 proposal is a good plan and a good partnership. This is a great way to transport Spectrum staff. The new route on Michigan Street is a great asset to the City of Grand Rapids. Ridership will increase with a great potential for new riders. This service on Michigan Street supports long-term growth in the Michigan corridor. Grand Rapids is a unique city and these types of innovative ideas set Grand Rapids apart for the future.

Amanda Chatel stated that she moved back to Grand Rapids 10 years ago. She is excited to see the Route 19 proposal. The current Route 19 is not rider friendly. Stops are not designed with disabled riders in mind.

2. MINUTES – March 28, 2018 Board Meeting:

Mayor Kepley asked for corrections to the minutes. None were offered. The minutes of the March 28, 2018 Board meeting stand approved as written.

3. AGENDA ITEMS

a) FY 2019 Budget Formulation Guidelines:

Mr. Pouget stated that the budget formulation guidelines expedite the budget process. He reviewed the recommended budget formulation guidelines.

The current level of service is recommended, with the addition of revenue hours being proposed for the expanded Route 19 service. This additional service will be recovered primarily from revenues by the City of Grand Rapids, Spectrum Health and state operating assistance. We also anticipate expansion of DASH service for the City of Grand Rapids.

The Rapid's plan for dealing with the unfunded liability in the union defined benefit plan of \$2,101,597 is to make \$300,000 payments annually over a 10-year period.

The contribution for the union defined contribution retirement benefit will be budgeted at 6.5% of union employee earnings, which is approximately \$910,000. This takes into account the option for employees to make an additional 1% contribution which The Rapid will match.

The current unfunded liability of \$564,544 for the administrative defined benefit pension plan can be addressed over the next year.

Up to \$1.5 million in Section 5307 preventive maintenance funds may be utilized to balance the budget based upon balances in existing prior year grants.

All contracts for service with the ITP will be self-supporting. No locally derived ITP funds shall be used to subsidize these services, unless specifically approved by the Board. This policy was approved by the Board several years ago and is what created concern with the Route 19 proposal.

State operating assistance will be budgeted at the same level as FY 2018. We will get an updated number from MDOT prior to budget presentation.

No fare increase is contemplated.

1.4658 mills will be budgeted for collection in July 2018. This includes a Headlee reduction. The levy will generate approximately \$16.5 million for use in FY 2019.

Based on the most recent trend data reported by the Bureau of Labor Statistics for the Grand Rapids area an increase to the salary structure of 2.6% will be budgeted for administrative employees, in accordance with the compensation philosophy adopted by the Board.

The first two phases of the compensation study have been completed. Further recommendations were suggested for individual employees. It is believed that this can be accomplished with approximately an additional \$500,000 over a three-year period.

Mayor Huizenga asked how the 2.6% salary increase for administrative employees was calculated. Mr. Pouget stated he would send the link to the Board that details this process by the Bureau of Labor Statistics.

In response to a question from Mr. Guy, Mr. Pouget explained the history behind the Board policy that all contracted service needs to be self-supporting. The service contract with Cascade Township, for example, is fully paid by the township.

Mr. Varga noted that this also applies to The Rapid's contracts with Ferris State University, DASH with the City of Grand Rapids and the Sneden Shuttle with GRCC.

A motion was made by Carey, supported by Hoffman, to adopt the FY 2019 Budget Formulation Guidelines. Motion passed unanimously.

b) Changes to Route 19:

Mr. Bilardello stated that due to his employment with Spectrum Health, he will excuse himself from discussion on this item and will not be voting.

Mr. Wisselink reviewed the current Route 19 service. He noted that this route has underperformed since its inception in 2012 and staff believes should not be continued in its current form. The options are to eliminate the current peak only Route 19 service, improve it to a more usable level by adding funding to have frequencies at 30 minutes in the daytime and 60 minutes in the evening for three times The Rapid's current investment, or to approve the proposal made by the City of Grand Rapids and Spectrum Health.

He stated that the proposal from the City and Spectrum is to focus service every 15 minutes all day, Monday-Friday, on the Michigan Street corridor. The proposal is that The Rapid would continue to put in its current resources to Route 19 and the extra funding needed to bring the service to all day 15-minute frequency would be evenly

split between the City and Spectrum. Also, it is requested that The Rapid amend its contract with Spectrum to allow their employees to ride at no fare throughout the entire fixed route system while Spectrum is funding the Route 19 expansion, a benefit that Spectrum currently pays \$95,687 per year to receive.

Mr. Wisselink noted the Board's policy that "All contracts for service with the ITP will be self-supporting. No locally derived ITP funds shall be used to subsidize these services, unless specifically approved by the Board."

Mr. Wisselink commented that as part of these service changes, Route 19 would no longer serve the Oak Industrial Drive loop. Route 14 has been changed to serve this area effective 5-17-18.

Mayor Kepley indicated that the issue with this proposal is the Board policy regarding contracts being self-supporting and setting a precedent if the Board decides to approve it at additional cost to The Rapid. There is a total of \$110,000 in revenue loss to The Rapid with the proposal as recommended by the City and Spectrum - \$95,000 from the free rides for Spectrum employees and \$15,000 from the current Route 19.

Mayor Kepley suggested, in order to not violate Board policy, that the Route 19 contributions from the City and Spectrum be separated from the issue of free rides for Spectrum employees throughout the system. Spectrum would continue to pay for these rides as they currently do, which would reduce their contribution to the Route 19 proposal by \$95,000. The shortfall of approximately \$95,000 for Route 19 would be analyzed by Rapid staff to come up with savings or other ways to cover this amount without increasing their share of the cost. Staff has indicated that they believe a solution is possible. This would be a three-year pilot. The cost would be evaluated annually for any necessary adjustment.

Mayor Bliss expressed her appreciation to everyone involved in developing this proposal to provide improved bus service on the Michigan Street corridor. She sees this as a strong public/private partnership and is very supportive of the proposal.

Mayor Bliss asked if there has been an increase in ridership on Route 14 since the change to cover Oak Industrial Drive? Mr. Wisselink responded that it is too soon to tell.

Mayor Bliss inquired about education and awareness of the Route 14 service to Oak Industrial Drive. Mr. Wisselink commented that we can enhance these efforts. She stated that we need to inform businesses in that area.

Mr. Carey express his support for the Route 19 proposal.

In response to a question from Mr. Carey, Mr. Wisselink stated that there is no plan to provide Route 19 service on weekends. He would have to look into the cost for that, but it would be a Board decision.

Mayor Huizenga believes this is a good proposal for a busy, growing corridor. The number of cars in the corridor needs to be reduced. He thanked those involved for the creative ideas.

Mayor Kepley asked Mr. Naramore if he had anything else to say about the discussion on this item. Mr. Naramore mentioned that he was not aware of the \$15,000 in lost

revenue to The Rapid from the current Route 19. He stated that the City would split this with Spectrum. Mr. Brinkman from Spectrum noted that they are comfortable with this split.

Mr. Varga commented that improved service on the Michigan Street corridor is in The Rapid's Short Range Plan.

Mr. Guy supported the proposal and asked why this has to be contracted service and not regular Rapid service. There is a lot of congestion on Michigan Street. This corridor needs to be evaluated for the future and prioritize transit in the area as a competitive choice.

A revised resolution was prepared that separates out the Spectrum free rides from this proposal.

In response to a question from Mr. Schweitzer, Mr. Wisselink stated that the Route 19 service will begin on August 27, 2018.

A motion was made by Guy, supported by Verhulst, to approve the revised resolution noted above to realign Route 19 and execute a contract with the City of Grand Rapids and Spectrum Health for funding of the Route 19 proposal. Motion passed with 13 in favor and one abstention (Bilardello).

c) Contract for Transit Asset Management Plan:

Mr. Fedorowicz reported that staff is requesting authorization to contract with eVision in the amount of \$148,000 to complete a Transit Asset Management (TAM) Plan, which is a requirement of the Federal Transit Administration (FTA). All transit agencies must submit their TAM Plan by October 1, 2018.

Staff put out a procurement for consulting services to assist us with the TAM Plan. A bid list with nine qualified consulting firms was developed and the project was advertised on the ITP Purchasing website. Three proposals were received. It was determined that eVision was the most qualified firm and was also the lowest price. eVision has experience on doing TAM Plans for suburban Detroit and Flint and this is a benefit to The Rapid. Also, they have a long history of working with transit agencies that use the Trapeze EAM system. The Rapid uses EAM to track preventive maintenance inspections and repairs of all vehicle and facility assets.

A motion was made by Hoffman, supported by Bliss, to approve a contract with eVision for consulting services to assist staff in developing a TAM Plan for an amount not to exceed \$148,000. Motion passed unanimously.

d) FY 2019 Unified Planning Work Program:

Mr. Varga stated that the Unified Planning Work Program (UPWP) is prepared annually and describes the major transportation planning activities that will take place in the upcoming year in the Grand Rapids area. The UPWP is developed jointly by The Rapid staff and the Grand Valley Metro Council (GVMC).

He noted that the most significant item in the FY 2019 UPWP is \$500,000 for a Comprehensive Operational Analysis (COA). The COA is a thorough review of all transit

services to determine inefficiencies and more effective ways to deliver services. We did a COA 10 years ago. The Align Study will assist in this effort.

A motion was made by Hoffman, supported by Bliss, to approve the FY 2019 Unified Planning Work Program. Motion passed unanimously.

e) Purchase of 8 Paratransit Cutaway Buses:

Ms. Joyce reported that staff is requesting authorization to enter into a contract with Hoekstra Transportation for the purchase of eight paratransit cutaway buses for a cost not to exceed \$715,168. These are replacement vehicles at a unit cost of \$89,396 and will be propane fueled vehicles.

These vehicles are being purchased through a State of Michigan contract for transit buses and were procured through a competitive Invitation for Bids process which complied with FTA procurement mandates for acquiring rolling stock. A cost analysis determined that the cost is competitive.

A motion was made by Austin, supported by Bliss, to enter into a contract with Hoekstra Transportation for the purchase of eight paratransit cutaway buses. Motion passed unanimously.

4. STAFF REPORTS

a) Monthly Financials – Feb/Mar 2018:

Mr. Walsh stated that we are halfway through the fiscal year. There is no preventive maintenance budgeted at this point. We have a \$200,000 surplus and are approximately \$900,000 ahead of budget.

b) Ridership & Productivity – Feb/Mar 2018:

Mr. Wisselink reviewed the February and March 2018 reports. Total ridership for February 2018 was down 8% compared to February 2017. Total ridership year-to-date decreased 6.9%.

March 2018 ridership was down 9% compared to March 2017. Year-to-date ridership for March was down 7.3%. These are similar trends to what we have been experiencing.

c) Paratransit Ridership – Feb/Mar 2018:

Ms. Joyce noted that total monthly paratransit ridership for February 2018 increased 0.2% from last February. There were 810 trips to/from Cascade Township compared to 719 in February 2017, an increase of 12.7%. On-time performance was 93.34% and on-time appointment drop-off was 92.45%.

Total monthly paratransit ridership for March 2018 decreased 4.7% compared to March 2017. There were 927 trips in Cascade Township compared to 730 last March. On-time performance was 96.3%. On-time appointment drop-off was 95.7%.

d) FY 2018 Second Quarter Fixed Route Report Card:

Mr. Wisselink reported on the second quarter fixed route report card. For fixed route only, productivity/ridership and cost-effectiveness had yellow lights. There are no standards for contracted service. Total service performance had green lights for preventable accidents and on-time performance; yellow lights for productivity/ridership, customer service/complaints and cost effectiveness/passengers per revenue mile; and a red light for cost effectiveness/cost per passenger. He noted that most of the categories are negatively impacted by winter weather. On-time performance will be impacted by spring/summer road construction as well.

e) FY 2018 Second Quarter Paratransit Report Card:

Ms. Joyce stated that there were green lights for preventable accidents, customer service/complaints and travel time; yellow lights for passengers per hour and on-time performance; and red lights for on-time appointment drop-off and ratio to fixed route bus. There is no standard for productivity/ridership and cost per trip.

f) FY 2018 Second Quarter Rideshare Report:

Mr. Bulthuis reported that the RapidVan program provided 9,709 rides and saved 333,823 vehicle miles traveled in the second quarter. A van from Lansing terminated in mid-January due to low ridership and another van was added on March 1 commuting from Zeeland to Whirlpool in Benton Harbor. We ended the second quarter with a net gain of three riders.

5. CEO'S REPORT

Mr. Varga introduced The Rapid's new Deputy CEO of Finance & Administration Dina Reed and gave some background information. He felt she will be a good asset to The Rapid.

Mr. Varga stated that he is on the APTA Leadership Team on Legislative Affairs. They are working on a multi-year transportation bill. We have heard from staff from Senate Banking Committee and House Transportation Infrastructure Committee that when we're talking about funding for transit, asking for more money or talking about ridership is not what they want to hear. They want to know the value of what transit is doing around the country. Similarly, for the Rapid Board, instead of talking to legislators about ridership loss and the need for more funding, we need to talk about the value of The Rapid. We also heard that the TIGER program has been discontinued and we now have the BUILD program. The BUILD program is similar to TIGER with the exception that there is more money to go to rural areas. There is a potential for The Rapid to apply for a grant next year with adequate preparation.

Mayor Bliss noted that the city was looking at BUILD and it seemed that this program was going more toward rural areas as opposed to urban areas. Mr. Varga indicated that The Rapid would work with the city on a BUILD grant application that the city is proposing.

6. CHAIR'S REPORT

Mayor Kepley reported on the CEO search efforts. The consultant received approximately 35 applications. He presented the CEO Search Committee with his top ten. These ten candidates were not identified. Only some basic employment information/experience and answers to a few questions were provided to the Committee. The top candidates will be chosen from the ten presented. These candidates will then be publicly identified. They will each give



presentations on June 13 beginning at 6:00 p.m. Interviews will be held on June 14 starting 8:00 a.m.

The Mayor invited all Board members to observe on June 13-14. Two preferred candidates will have final interviews by the full Board.

Mayor Kepley commented on the Defined Contribution retirement plan that was agreed to in the recent contract negotiations. It was agreed that the union would be the administrator of the plan and that The Rapid would be indemnified regarding their decisions. This matter has now come under scrutiny and the attorneys for the union and management are discussing the matter. Upon resolution, the union employees will get 6.5% of their pay.

7. ADVISORY COMMITTEE REPORT(S)

a) Consumer Advisory Committee (CAC) for Seniors and Persons with Disabilities:

No report.

BOARD MEMBER COMMENTS – No comments.

8. ADJOURNMENT

The meeting was adjourned at 5:13 p.m.

Respectfully submitted,



Robin Crothers, Board Secretary



## CEO CANDIDATE INTERVIEWS

Kimberly Dunham  
Andrew Johnson

CEO Job Description, Candidate Resumes and Candidate Questionnaires attached.

***THE RAPID***  
**Chief Executive Officer**

The Interurban Transit Partnership was formed in 2000 to operate a public transportation system (“The Rapid”) for the Grand Rapids metropolitan area and surrounding communities. Based in the City of Grand Rapids, The Rapid also provides transportation service to the cities of East Grand Rapids, Grandville, Kentwood, Walker, and Wyoming with limited service to Alpine Township, Cascade Township, Byron Township, and Gaines Township. In 2017, 11.5 million trips were made on The Rapid by commuters, visitors, and community members. In addition to its 28 fixed bus routes, it provides demand response services for people with disabilities, as well as car and vanpooling programs for community members living outside its fixed-route service area. Only four years after its creation, The Rapid received the 2004 “Outstanding Public Transportation Systems Award” from the American Public Transportation Association.

On November 7, 2017 the voters of the six-city partnership renewed the local operating millage for a period of twelve years. Shortly thereafter the Rapid and its local ATU union entered a three contract. On January 31, 2018 the Rapid received a construction grant award from the Federal Transit Administration for a construction grant of \$56,000,000 for the construction of the east-west Laker Line Bus Rapid Transit Line which will intersect with the north-south Silverline BRT line which went into service in 2014.

The Rapid is governed by a 15-member Board of Directors and operates under Michigan Public Act 196. The Board of Directors is comprised of representatives from the six municipalities served by The Rapid, including five from Grand Rapids and two each from East Grand Rapids, Grandville, Kentwood, Walker, and Wyoming.

Grand Rapids sits on the Grand River and is Michigan’s second-largest city. Historically known as a manufacturing hub, Grand Rapids now boasts a vibrant community of sports, arts, tourism, and industry while maintaining its small-city feel. The Rapid is vital to supporting the region’s economy and community. Its values and beliefs align with those of the community to foster inclusivity, growth, and opportunity.

### **SCOPE AND RESPONSIBILITIES**

The Chief Executive Officer (“CEO”) is responsible for overseeing The Rapid’s daily operations and for shaping and leading the Authority’s strategic long-term vision as well as any planned expansions. The Rapid and its Board of Directors are committed to ensuring that the organization is planning to meet future needs of the community by providing increased transportation options while not compromising the quality of service currently being delivered on a daily basis. The ideal candidate will have a proven track record of successfully managing a large, complex, and diverse organization that operates to provide the highest quality of service to its customers. The CEO must possess outstanding leadership and business skills as well as strong financial management, strategic planning, public relations, community relations, and governmental relations skills.

The Rapid’s CEO will be an integral leader in enhancing transportation options in the Grand Rapids region. Elected officials, businesses, residents, and other stakeholders expect the next CEO to lead a team of transit professionals who are capable of identifying and launching innovative transportation solutions to improve mobility and provide greater access to the region which will in turn lead to smart growth, increased business opportunities, jobs, and economic development. It will also provide greater access to existing jobs that are not currently transit accessible.

The ideal candidate will have demonstrated a background and ability as grouped in the following areas:

### **GENERAL TRANSIT MANAGEMENT**

- Experience managing a customer-centric, publicly-financed organization that provides year-round transit service to its customers on a daily basis with an emphasis on safety, security, reliability, cost, and on-time performance.
- Experience creating additional or new sustainable revenue streams including public-private partnerships for business operations and planned growth and expansion.

- Strong financial management skills overseeing large and complex budgets and an ability to offer creative solutions to run the organization more efficiently and effectively.
- Prepares an annual operating budget and any budget amendments for Board review and approval and administers all services and activities within the budget adopted by the Board.
- Develop and implement a service plan that is consistent with Board and stakeholder priorities and reports periodically to the Board on the status of service, relative to the service plan and the adopted budget.
- Experience developing relationships with businesses and other organizations to create public-private partnership opportunities which lessen the reliance on grants, farebox revenues, and public funding.
- Ability to oversee and implement effective cost-control measures and ensure they are in place at all levels of the agency.
- Experience overseeing an effective marketing plan to advance a positive culture and strong public image that promotes the agency, its services, and increases ridership.
- Experience with capital projects and executing system-wide expansion programs that are on-time and on-budget.
- Ability to provide sound oversight and management of daily operations, maintenance, and short- and long-term capital projects.

#### **INTERNAL RELATIONSHIPS**

- Challenge the executive management team and their departments to think “outside the box” and offer customer-centric solutions that are innovative and incorporate technology solutions that advance customer service.
- Develop and promote a “yes we can” culture across the organization that allows employees to feel safe, to think creatively and try to deliver mobility solutions that may not follow the traditional way in which transit agencies or The Rapid has always operated.
- Challenge senior management and their teams to be industry trend setters by taking calculated risks and increasing the use of technology and outside partnerships when and where appropriate.
- Motivate staff to set priorities for their departments, accelerate decision making, and communicate and collaborate with other agency departments to ensure that greater communication is occurring, more solutions to challenges are being identified and that these solutions are being implemented as quickly and efficiently as possible without putting the organization at risk.
- Ability to evaluate, develop, mentor, and hire a senior executive management team that will ensure the agency is providing exceptional service that is timely, safe, and affordable and also meeting the expectations of the community.
- Provide strategic vision and guidance to ensure that the agency has successful succession and employee development plans in place and provide leadership to encourage employees to take initiative and develop within the organization.
- Delegate responsibilities and empower senior management and employees to lead their departments, take action and functions effectively and efficiently.

- Establish and maintain a healthy working relationship with the collective bargaining units and all employees across the organization.
- Treat all employees (represented and non-represented) fairly and provide an open, collaborative, positive, professional, and safe work environment for all employees and contractors of The Rapid.

## **EXTERNAL RELATIONSHIPS**

- Regularly attend, participate, and offer transit solutions for increased mobility across the region. Engage other local leaders and the public and provide creative ideas, solutions, and approaches to address the mobility challenges around Grand Rapids.
- Experience engaging and working effectively and persuasively with elected officials, local, state, and federal agencies, the business community, faith-based community, disabled community, organized labor, public constituencies, NGOs, educational and health leaders, the press, and other stakeholders.
- Interact and communicate regularly with employees, customers, the public, elected officials, the press, and all other stakeholders to provide transparency and insight into the agency's implementation of policies and agendas.
- Maintain on-going and effective communication with governmental agencies and elected officials (state, local, and federal) to assure maximum cooperation and to achieve the best possible transportation system for the region.
- Provide a non-partisan outreach program that addresses the needs of all community members and identifies common objectives and goals which The Rapid can work towards delivering.
- Work creatively with constituent groups to address their concerns and generate new programs and instruments that accommodate their needs.
- Meet, speak with, and listen to stakeholders in the community to generate new ideas and approaches to enhance not just The Rapid, but also mobility around the region.
- Listen, respond, and address all community needs regardless of the origin in a fair, open, transparent, honest, sincere, and committed manner.

## **BOARD INTERACTION**

- Develop a strong working relationship with the 15-member Board and Board Chair, including having effective two-way communication.
- Keep the Board informed and assist the Board in its policymaking duties and decisions including furnishing information and support.
- Implement Board policy via actionable management plans and provide strategic direction to senior management that will enable the effective execution of these policies.
- Assist and advise the Board in generating and achieving the Board's short- and long-term transit objectives.
- Advise, inform, and keep the Board aware of The Rapid's engagement and efforts at a local, state, and national level to address its state of operations, capital needs, financial state, and funding needs.

- Engage and partner with Board members to advocate on The Rapid's behalf with elected officials at a local, state, and national level to ensure that The Rapid continues to demonstrate its commitment to quality service, increased mobility, regional growth, and sustainable development.

**PERSONAL ATTRIBUTES:**

The candidate should possess the following attributes:

- Professional and executive presence, mature, honest, even-tempered, intelligent, trusting, confident, charismatic, and personable.
- Politically savvy, persuasive, open-minded, and fair but firm manager.
- Adaptable to change quickly and often.
- Inspiring visionary who is passionate about transit and can be a champion of The Rapid.
- High energy level, sense of humor, gravitas, integrity, and ethics above reproach.
- Innovative, compassionate, transparent, inclusive in his/her decision-making process, and willing to delegate responsibility.
- Excellent interpersonal, communication, presentation, and writing skills.
- Ability to speak to large and small groups alike.
- Respond in a timely and accurate manner.
- Results-oriented individual with a dedication to accuracy, sense of urgency, efficiency, and on-time delivery.
- Willing to accept, embrace, and adjust to criticism and make suggestions for change.
- Ability to communicate with and treat all stakeholders equal and with respect.
- Ability to facilitate, negotiate, and provide realistic and strategic solutions to problems and comfortable mediating difficult situations and building consensus.
- Strategic leader, open-minded communicator, and critical thinker who is unwilling to let challenges prevent success, but rather looks at challenges as opportunities for success.
- Ability to unify teams, communities, and people during complicated times.
- Strong mentor and teacher who is approachable, open-minded, and treats all employees with respect and dignity.
- Executive leader who embraces diversity and inclusion and has the ability to attract talent.
- Effective manager who listens and encourages employees, teams, and stakeholders to debate and challenge ideas.
- Strong manager and leader with team building skills and excellent problem-solving and conflict resolution skills.
- Creative approach to problem-solving with a proven track record of implementing innovative initiatives in complex organizations.
- Experience developing and implementing metrics used to evaluate individual and company performance, budgets, cost effectiveness, and returns on investments to increase the bottom-line and operational performance.
- A leader who has a strong financial orientation and who can identify inefficiencies and areas of potential cost reduction.
- Demonstrated track record of success during varying economic and business cycles.

**EXPERIENCE REQUIRED:**

The successful candidate will have a minimum of 10 years' executive management experience with a large complex operating organization, transit agency or another public or private entity of comparable nature, complexity, and size to The Rapid. While transit experience is preferred, candidates with experience from other industries will be considered. A Bachelor's degree in transportation, transportation management, engineering, business management or equivalent is required. An equivalent combination of education and experience consistent with the required qualifications will also be considered.

For additional information or to submit a resume, please contact Gregg A. Moser at [gmoser@krauthamerinc.com](mailto:gmoser@krauthamerinc.com)



Mr. Gregg A. Moser  
Krauthamer & Associates, Inc.  
5530 Wisconsin Avenue, Suite 1202  
Chevy Chase, Maryland 20815

April 9, 2018

Dear Mr. Moser:

In response to your advertisement for the CEO/Executive Director position at The Rapid, in confidence I have enclosed my resume for your consideration. I am currently the Executive Director of the Greater New Haven Transit District and have over twenty-four years of progressive public transportation experience and expertise. I believe passionately in the benefits of a robust, intermodal transportation system and the incredible impact it can have on the economic vitality of a community and quality of life for its residents.

Over the course of my tenure, I have acquired extensive knowledge of regulatory requirements, financial and operational responsibilities, collective bargaining matters, as well as strategic planning, workforce development, succession planning and asset management strategies. My evolution from a part-time support function to executive level leadership has provided me the opportunity to experience and appreciate the value of all roles and functions within an agency.

The culmination of my professional journey has been evidenced in transformational change that has occurred at GNHTD under my leadership.

I possess unique experience, as evidenced by national industry recognition as a thought leader related to the FTA Drug and Alcohol Testing program, inclusion in the Leadership APTA Class of 2016 and my ultimate progression to a CEO position. My exceptional interpersonal skills are manifested by a deep commitment to engage personally with all staff members and foster strong alliances with internal and external stakeholders.

I greatly respect the noteworthy accomplishments of The Rapid, locally and on the national level. It is evident that the agency provides life-transforming transportation services, strives for high level customer service, embraces technological advances, is actively engaged in the community and is committed to sustainability efforts. I find particular interest in the successful tax millage assessment to support public transportation that evidences the community's commitment as well.

Consistently seeking new challenges in my career, I find this a mutually beneficial opportunity for me and for The Rapid. I am confident that I have the personal drive, leadership qualities and experience this position requires. I have been inspired by the format taken by the board to frame expectations of its next leader, and I find many of those expectations closely align with my own personal and professional goals. I look forward to the opportunity to discuss my qualifications in further detail should you so desire.

Sincerely Yours,  
  
Kimberly A. Dunham

## Kimberly A. Dunham

### Profile Summary

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Result driven public transportation executive with twenty-four years of increasingly responsible experience, possessing a proven track record of innovative and collaborative leadership within roles throughout the State of Connecticut.

Proven change agent and visionary, having successfully implemented service delivery and customer experience improvements, infrastructure and asset enhancements, technology deployment, increased financial stability and organizational restructure in current CEO capacity.

Nationally recognized thought leader presenting at the 2016 and 2017 APTA Annual Conferences as well as several Federal Transit Administration Drug and Alcohol Testing Conferences. Recent graduate of the Leadership APTA Class of 2016.

Respected partner maintaining long term relationships with federal and state funding agencies, municipal leaders, peer transit districts, private operators, consultants and business partners.

Transit leader who relies on knowledge, experience and belief in building strong relationships to drive the success of an agency toward its goals. Retains the initiative necessary for consistent and reliable individual and team success. Promotes leadership, teamwork and innovation among staff members.

Proven ability to set high expectations, motivate others, make difficult business driven decisions, perform under pressure and prioritize projects.

Exhibits superior interpersonal skills that promote collaboration with staff and stakeholders.

### Experience

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**Greater New Haven Transit District, Hamden, CT**

*February 2014-present*

***Executive Director***

*July 2015-present*

Directs, administers and coordinates all operational, administrative and financial functions of GNHTD in accordance with the policies, goals and objectives established by a seventeen- member Board of Directors comprised of appointees from ten member municipalities.

Establishes and maintains an effective organizational structure in addition to monitoring all operational aspects of the organization through subordinate staff. Oversees a staff of 160 employees, the majority of whom belong to a collective bargaining unit. Strengths include strategic planning, financial and asset management, regulatory compliance, and agency-wide workforce development and succession planning.

Develops short and long term financial planning strategies. Manages an annual operating budget of approximately \$12 million. Develops and executes all capital grant programs, the value of which fluctuates yearly based on required present and future need



projections. Over the past three years, secured nearly \$40 million in STIP action for design and construction of a state-of-the-art maintenance and operations facility, vehicle replacement and support equipment on behalf of GNHTD.

Steers capital project planning initiatives to ensure adequate assets exist to support operational and administrative functions in addition to maintaining those assets in a state of good repair.

Maintains strong and positive relationships with funding and regulatory agencies, board members, municipal leaders, peer agencies, union representatives, congressional delegate staff members, advocacy groups, media representatives and other key stakeholders.

Promotes investment in a progressive intermodal transportation system on a local and statewide level, participating as a subject matter expert on community discussion panels.

Serves as facilitator of the Move New Haven Alternatives Analysis study of the *CTtransit* New Haven Division fixed route system on behalf of the City of New Haven, Connecticut Department of Transportation, regional MPO and GNHTD. Maintains stakeholder cooperation in a very challenging and politically dynamic environment.

***Deputy Director***

*February 2014 – July 2015*

Performed diverse duties in federal and state grant management, planning and finance. Provided managerial oversight to finance, operations, vehicle and facility maintenance as well as safety and training departments.

**Greater Hartford Transit District, Hartford, CT**

*1994 – 2014*

***Director of Fiscal and Administrative Services***

*2003 – 2014*

Primary responsibilities included those of Chief Financial Officer, Coordinator of Connecticut Drug and Alcohol Testing Program and Coordinator of Connecticut Transit District Insurance Consortium.

Served as Chief Financial Officer overseeing an annually operating and capital budget of approximately \$28 million.

Recognized by FTA as an industry thought leader associated with efforts leading the nationally lauded Connecticut Drug and Alcohol Testing Consortium. Represented the Consortium at national and regional conferences.

Implemented systematic program administration and loss control strategies that resulted in significant cost savings for the CT Department of Transportation.

Led retail and office tenant lease negotiations at Hartford's historic Union Station, an 80,000 square foot mixed-use multimodal transportation facility.

***GHTD Accounting Manager***

*1995 – 2003*

***GHTD Accounting Assistant***

*1994 – 1995*

**Union Station Associates Limited Partnership,**

***Bookkeeper***

*1987 – 1994*

## Education

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University of Connecticut, West Hartford, CT 1984  
*Freshman*  
University of Hartford, West Hartford, CT Ongoing

## Skills

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Complex Change Management      Financial Oversight and Risk Management  
Negotiation and Strategic Planning      Workforce Development and Succession Planning  
Leadership and Management Skills      Grant and Program Administration  
Intergovernmental Finance      Real Property Management

## Professional Development

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Leadership APTA, Class of 2016  
National Transit Institute Senior Leadership Program  
Government Finance Officers Association Finance/Leadership Series  
Federal Transit Administration Triennial Review  
Federal Transit Administration Drug and Alcohol Program Management  
Federal Transit Administration Grants Management  
Federal Transit Administration Financial Management Oversight  
Federal Transit Administration National Transit Database  
Federal Transit Administration Real Estate Requirements  
Federal Transit Administration Civil Rights Symposium  
National Transit Institute Implementing Contactless Fare Collection Systems

## Professional Affiliations and Volunteer Efforts

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U.S. Senator Chris Murphy Transportation Advisory Committee Member  
American Public Transportation Association Member  
(Leadership APTA Class of 2016)  
Women's Transportation Seminar Member - Connecticut Valley Chapter  
(Advisory Board Member and Mentor)  
Connecticut Association for Community Transportation Member  
Northeast Passenger Transportation Association Member  
New Haven Chamber of Commerce Member  
Connecticut Statewide Transit Roadeo Volunteer

## Civic Involvement

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Board Member, *HARC*, Hartford, CT 2017-present  
Tutor, *New Haven Reads*, New Haven, CT 2016 - present  
Lector, *Saint Paul Church*, Kensington, CT 2004 - 2014  
Junior Achievement Mentor 2000 - 2002  
Finance Committee Member, *Saint Paul Church* 2007 - 2010  
Girl Scout Leader 1995 - 2002

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& ASSOCIATES, INC.

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## The Rapid CEO Candidate Questionnaire

### CURRENT POSITION

Position title: Executive Director

Time in present position

- Less than 1 year
- 1 – 3 years
- 3 – 5 years
- 5+ years

Number of direct reports (employees for whom you conduct performance evaluations)

- Less than 3 direct reports
- 3 – 6 direct reports
- 7+ direct reports

Total number of employees in organization chart that are under you

- Less than 100 employees
- 100 – 500 employees
- 500 – 1000 employees
- 1000+ employees

Total number of employees in your organization

- Less than 100 employees
- 100 – 500 employees
- 500 – 1000 employees
- 1000+ employees

If in transit, number of annual riders

- Less than 3 million riders (Paratransit)
- 3 – 5 million riders
- 5 – 10 million riders
- 10+ million riders
- Not applicable (not in transit)

Total budget you are responsible for: \$14 million (current) \$28 million (prior job)

Total budget for the organization: \$14 million (current) \$28 million (prior job)

**Current responsibilities (e.g. budgetary experience, hiring/firing, union contract negotiations, etc.):**

I am responsible for all operational, financial and administrative functions of the agency and report directly to a seventeen-member Board of Directors.

I prepare short and long term strategic planning goals, ensure fiscal integrity and stability, serve as primary agency liaison in the community, handle media communications and ensure regulatory compliance as well as sound business practices.

I maintain positive and productive relationships with all key stakeholders including board members, customers, funding sources, municipal leaders, state representatives, congressional delegates, business partners, union representatives and staff.

I provide guidance to subordinate staff as needed in all aspects of our business including finance and budget preparation, risk management, grant administration, capital projects, union negotiations, property acquisition, procurement, asset management, operations, customer service, maintenance, safety and security, technology deployment, human resources, workforce development and succession planning, public relations and policy development.

EXPERIENCE

Number of years having served in executive roles:

- Less than 1 year
- 1 – 5 years
- 5 – 10 years
- 10+ years

Roles served in past executive positions (check all that apply):

- Operations/General Management
- Finance
- Administrative
- Human Resources
- Engineering/Construction
- Legal
- Marketing
- Sales
- Communications
- Government Relations
- Policy
- Customer Service
- Technology
- Other: Deputy Director (responsible for oversight and support of all agency functions)

### **Why are you applying for the Rapid CEO position?**

I would like to utilize my knowledge and experience to lead a larger transit system toward goals of continued excellence and preparing for a successful future in an ever-changing world of technology. The Rapid's progressive nature lends itself to a culture of continuous change and adaptation which I find particularly appealing.

It is evident the agency understands its role as a mobility manager, not simply a transportation provider. It has successfully achieved ITS deployment, real-time data, performance measures, prepaid fare cards, alternative fuel vehicles and sustainability efforts including a LEED certified transportation center.

It is also heartening to know that the community has shown its commitment to transit in the Grand Rapids region, by passing a twelve-year millage referendum.

It is evident to me that The Rapid is very engaged in the community and truly cares about the impact mobility options have on people's lives by giving them access to jobs, medical services, educational opportunities, healthy food, and other life enhancing activities. I believe our missions are closely aligned and this would be a perfect environment for the next step in my career.

### **How would your managers or coworkers describe your leadership style?**

I believe my staff would describe me as a highly energetic and passionate leader who engages frequently with all team members, strives for excellence, holds high expectations, and truly cares about our people. A combination of leadership styles and characteristics that would be used to describe my style follows:

- Visionary: long-term perspective, growth focused, strategic planning
- Inspirational: high energy, optimistic, encourages autonomy and innovation
- Facilitator: provides tools and resources for our team to succeed
- Partner: personal involvement with staff and business partners
- Collaborator: seeks interdepartmental cooperation and accountability
- Business Driven: able to make difficult staffing and business decisions
- Organizer: focuses on productivity, efficiency and goal attainment
- Mentor: shares knowledge and experience, promotes professional development

**What is your approach to enhancing the perception and value of mass transit in a community?**

I am consistently promoting a positive message about the value of a robust mass transit system as an economic driver, a service that vastly improves people's quality of life and has a positive impact on the environment.

My message revolves around the mantra that "Transportation is Incredibly Powerful". No matter what socio-economic background we come from, transportation affects us through its impact on commerce and improved quality of life.

I feel that we must continue to invest in improved and innovative service delivery, infrastructure expansion and repairs as well as focus on intermodal planning initiatives. Investment in infrastructure ensures assets remain in a state of good repair and new transit infrastructure projects often result in transit-oriented development driven by the private sector.

**Describe your experience overseeing an organization that relies on state and/or federal funding.**

During my twenty-four years in the public transit industry, both agencies I have worked for rely primarily on state and federal funding. There are unique challenges in that the regulatory and reporting requirements are extensive and intricately detailed. I have broad experience in these regulatory areas, having been personally responsible for many of them at times during my career, leading numerous Triennial Review coordination efforts and educating my senior management team members in my current role.


I continuously strive to build positive one-on-one relationships with representatives of our federal and state funding sources. I expect my team to be proactive and responsive to the requests of these integral funding partners.

**How do you build and maintain relationships with customers and community leaders?**

I personally attend all rider forum meetings, ride along with drivers to meet our clients, attend community engagement meetings related to the local fixed route service, and am available to speak personally with riders at any time.

I have strategically built strong relationships with municipal leaders in our region. We have also built a positive connection with senior center directors, dialysis and adult day care centers, as well as elderly service and disability advocacy groups.

I look forward to the opportunity to use my strong interpersonal skills to engage with an expanded group of stakeholders including representatives from workforce alliance groups, chambers of commerce, universities, social service entities, faith based groups, veteran services, educational institutions, elderly and disability advocacy groups as well as other community leaders.



March 27, 2018

Mr. Gregg Moser  
Krauthamer & Associates, Inc.  
5530 Wisconsin Avenue, Suite 1202  
Chevy Chase, MD 20815

Dear Mr. Moser:

I am writing to express my interest in the position of Chief Executive Officer at The Rapid. As a seasoned public transportation professional with a solid record of accomplishment at the CEO level, I am confident that I have the skills and experience that will bring value to The Rapid and the Grand Rapids region. I am excited at the opportunity to join The Rapid team.

In my current position as the Chief Operating Officer at the Champaign-Urbana Mass Transit District I have responsibility for all aspects of service delivery for an agency that provides over 12 million trips per year on a fleet of 115 fixed route buses. With a strong safety and customer experience focus, my team of over 300 employees ensures service excellence each day to the Champaign-Urbana area. In addition I serve as a key member of the management team introducing hydrogen fuel cell buses, implementing ISO quality management standards, and leading a public-private mixed use development project surrounding MTD's multi-modal center worth over \$150 million.

In my previous position as General Manager of Connect Transit, I built a talented team of professionals who greatly improved the quality of public transportation in the community. I led our team in the securement of local sales tax funding, a complete bus network redesign, expansion of service, implementation of customer-focused technology platforms, improvement in community outreach, and improvement in labor relations. Between 2011 and 2015, Connect Transit's ridership grew 47% and we were honored to be recognized by APTA as the 2015 Outstanding Public Transportation System Award winner.

Joining The Rapid as CEO is a once-in-a-career opportunity. The Rapid is an excellent public transportation system in a great community and I am very excited to discuss this with you further.

Sincerely,



Andrew Johnson



# Andrew J. Johnson



## Public Transportation Senior Executive

### Profile

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Seasoned transit professional with over 20 years of CEO and senior-level management experience in public transportation and the for-profit sector. Innovative and collaborative leader with proven success in setting strategic vision, building brand awareness, and achieving organizational and operational excellence. Extensive experience working with elected and appointed officials at the local, state, and federal levels. Demonstrated skills in labor relations and a successful record of community engagement to build support for transit system initiatives.

### Experience

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#### **Champaign-Urbana Mass Transit District Chief Operating Officer**

**Urbana, IL  
2017 – Present**

Oversees the Service Delivery Group for a growing public transportation system that provides over 12 million passenger trips per year on a fleet of 115 fixed route vehicles.

- Manages more than 300 employees with a budget of nearly \$32 million.
- Direct responsibility for operations, planning, maintenance, safety & training, customer service, marketing, and external relations.
- Member of management team leading a public-private partnership potentially worth over \$150 million that will result in the expansion of MTD's Illinois Terminal multimodal station and the development of an office complex, hotel and conference center, and a multi-sport arena for the University of Illinois.
- Leading Service Delivery Group efforts as MTD introduces hydrogen fuel cell buses and a fuel production station by 2019 as part of an FTA-funded low and no emissions project.
- Member of management team leading implementation of ISO 9001 quality management system.

#### **Connect Transit General Manager**

**Bloomington-Normal, IL  
2011 – 2017**

Chief Executive Officer of a fast-growing public transportation system. Developed vision and provided leadership to ensure the delivery of high quality, cost-effective services to the community. Built relationships with elected officials, the business community, university personnel, customers, and community stakeholders to advance public support for transit services. Promoted the value of public transportation to build a healthy, economically-vibrant, accessible, and environmentally-sustainable community.

- Grew system ridership 47% between 2011 and 2015.
- Secured a portion of sales tax to provide local operating funding for the first time in system history, leading to the implementation of Sunday service and frequency improvements.
- Spearheaded a comprehensive operational analysis (COA) that resulted in a complete system redesign expected to increase ridership by an additional 19%.
- Restructured the agency to create a high-performing team environment. Increased accountability by creating clearly defined roles for operations, planning, finance, safety and training, human resources, communications, business development, and information technology.
- Secured funding to replace over 60% of the fixed-route bus fleet between 2015 and 2017. Subsequently led a multi-state competitive procurement for over 300 vehicles.
- Implemented new technology platforms system-wide, including a CAD/AVL system with real-time bus tracking, a revenue collection system with mobile ticketing, a transit asset/maintenance management system, and a narrowband digital radio system.
- Planned and executed a complete rebranding of the transit system to improve the image and awareness of public transportation in the region. Elements included a new name, brand identity, and strategic messaging.
- Connect Transit was the recipient of the 2015 APTA Outstanding Public Transportation System Award.

**Waukesha Metro Transit  
Deputy Transit Director**

**Waukesha, WI  
2003 – 2011**

Directed daily operations for the public transportation system, including maintenance, labor relations, safety, security, accounting, budgeting, procurement, grants management, risk management, and marketing. Directly responsible for administration of Waukesha County Transit, a system comprised of commuter and city routes operated by contractors.

- During a period of significant funding shortfalls (2005 to 2009), employed aggressive cost-cutting measures to limited service reductions to only 6.6% from previous levels.
- Successfully merged operation of the county transit system with the city system, creating a seamless transit experience for customers and better funding opportunities for the new system.
- Provided project oversight for the construction of the new Downtown Transfer Center and parking ramp.

**Protective Life Insurance  
Assistant Controller**

**Bannockburn, IL  
2001 – 2002**

Served on the leadership team that directed the daily financial operations of the \$300 million Asset Protection division. Directed activities for the Illinois financial group, reporting to the Dealer Services Group headquarters in St. Louis.

**HALO Branded Solutions  
Assistant Controller/Division Controller**

**Niles, IL  
2000 – 2001**

Served on the leadership team that directed the daily financial operations of the \$430 million Promotional Products division. Directed financial operations for the \$30 million Technology, Sports, Events, and Premier business lines.

**Weyerhaeuser Company  
Financial & Administrative Manager**

**Milwaukee, WI  
1998 – 2000**

Responsible for management of the Milwaukee facility's administration, finance and operations departments for the distribution division of this \$1.2 billion Fortune 500 wood products company.

**Waukesha Metro Transit  
Director of Administration**

**Waukesha, WI  
1992 – 1998**

Directed administrative operations for the public transportation system, including accounting, budgeting, human resources, procurement, grants management, labor relations, risk management, and marketing.

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**Education**

**Master of Business Administration**

Marquette University  
School of Business Administration

**Bachelor of Science, Finance**

Marquette University  
School of Business Administration

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**Professional & Community Affiliations**

**American Public Transportation Association**

- Executive Committee, At-Large Member, 2017 – present
- Board of Directors, Designated Committee Chair Director – Small Operations, 2015 – 2017
- Board of Directors, At-Large Director 2013 – 2015
- Small Operations Committee, Chairman 2015 – present
- Five-Year Strategic Vision, committee member (2014)

**Illinois Public Transportation Association**

- President, Board of Directors 2016 – present
- Secretary, Board of Directors 2014 – 2016
- Board of Directors, Member 2013 – present

### **North Dakota State University – Upper Great Plains Transportation Institute**

- Volunteer Mentor – Public Transportation Program, 2016 – 2017

### **Mass Transit Magazine**

- Editorial Advisory Board, Member 2015– present

### **BN Advantage (local Economic Development Organization)**

- Steering Committee, Member 2015– 2017

### **Transportation Research Board of the National Academies**

- Member, TCRP Project Screening Panel 2012, 2013, 2014
- Project Panel Member, TCRP Project F-16  
*Building a Sustainable Workforce in the Public Transportation Industry – A Systems Approach*  
2010 – 2013

### **Wisconsin Urban and Rural Transit Association**

- Board of Directors Executive Committee, Secretary 2010 – 2011

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## The Rapid CEO Candidate Questionnaire

### CURRENT POSITION

Position title: Chief Operating Officer

Time in present position

- Less than 1 year
- 1 – 3 years
- 3 – 5 years
- 5+ years

Number of direct reports (employees for whom you conduct performance evaluations)

- Less than 3 direct reports
- 3 – 6 direct reports
- 7+ direct reports

Total number of employees in organization chart that are under you

- Less than 100 employees
- 100 – 500 employees
- 500 – 1000 employees
- 1000+ employees

Total number of employees in your organization

- Less than 100 employees
- 100 – 500 employees
- 500 – 1000 employees
- 1000+ employees

If in transit, number of annual riders

- Less than 3 million riders
- 3 – 5 million riders
- 5 – 10 million riders
- 10+ million riders
- Not applicable (not in transit)

Total budget you are responsible for: \$31.8 million (FY 2018 operating)

Total budget for the organization: \$41.3 million (FY 2018 operating); \$7.3 million (FY2018 capital)

Current responsibilities (e.g. budgetary experience, hiring/firing, union contract negotiations, etc.): I am responsible for all aspects of the Service Delivery group, which consists of the Operations, Maintenance, Safety & Training, Planning, Customer Service, Facilities, Marketing, and External Relations functions of the agency. This includes developing and overseeing departmental budgets; employee hiring, staff development, performance evaluation/performance improvement, and terminations; ensuring that my team is fully aligned with agency goals, is working cooperatively and productively with other departments, and is proactively engaged in agency-wide initiatives, such as the recent launch of mobile ticketing; cultivating and reinforcing a safety-first environment; and fostering and maintaining a positive, open, and inclusive culture among our largest and most-diverse employee groups. I frequently represent the agency in external community and stakeholder meetings, contract negotiations, the media, and at public events, as well as regularly present to and work with our Board.

### PAST EXPERIENCE

Number of years having served in executive roles:

- Less than 1 year
- 1 – 5 years
- 5 – 10 years
- 10+ years

Roles served in past executive positions (check all that apply):

- Operations/General Management
- Finance
- Administrative
- Human Resources
- Engineering/Construction
- Legal
- Marketing
- Sales
- Communications
- Government Relations
- Policy
- Customer Service
- Technology
- Other: Chief Executive Officer

Why are you applying for the Rapid CEO position?

The Rapid is an agency I have long looked to as a leader in the public transportation industry. I first visited The Rapid a number of years ago, when as the CEO, I was

undertaking significant changes to an agency that, at the time, was stuck in outmoded operational and business practices and generally suffered from a “but we’ve always done it this way” culture. The Rapid had a reputation for being successful and I wanted to learn from a system I considered aspirational. During that visit, I met with key department managers, toured the facilities, rode the system, and took home a number of new ideas and best practices. Since then, I have been fortunate to visit Grand Rapids for industry conferences hosted by The Rapid and each time, have learned something new. From these experiences, I have seen firsthand the positive impact The Rapid has on the community and I believe it is poised to play an even bigger role in defining mobility and access for the Grand Rapids region. The system that inspired my first visit to The Rapid went on to win an APTA Best System Award shortly before I left for my current system, so I know what it takes to lead an organization through a transformational change. Serving as the CEO of The Rapid would be a rare opportunity to build on a solid foundation of past success and to lead an agency to a future that will be defined by technology improvements, innovative planning and service delivery models, and a re-visioning of what public transportation means to a community.

How would your managers or coworkers describe your leadership style?

I believe my colleagues would say that I am a leader who is passionate about the business of public transportation, which at its core, is about serving others. They would view my leadership style as collaborative and free of silos or micromanaging. They would say that I assemble teams of high-performing individuals who are committed to service excellence, innovation, and accountability. That I clearly define expectations, provide the tools and support to achieve success, and let the team members do their jobs. They would say that my teams engage in constant communication, coordinate and leverage all available resources, and, most importantly, support one another as we all work together to achieve the goals of the organization. I believe they would say that I am strongly committed to a good work-life balance that puts family and health first. I expect my colleagues would say that I freely admit that I do not have all the answers and rely on the expertise of others, I welcome differing opinions and healthy, respectful debate to get to the best decisions, and that I encourage constructive feedback and am willing to admit mistakes. They also might mention that I tend to overuse movie quotes and marathon training metaphors, two of my personal passions.

What is your approach to enhancing the perception and value of mass transit in a community?

Public transit has a great story to tell and we need to be actively, purposefully, and consistently delivering that message. First, we need to build a superior customer experience. My approach begins with ensuring that the entire agency is committed to the delivery of safe, reliable, high-quality transit service. We listen to our customers and we work to find ways to say “yes.” But without a broader understanding of the value of transit, even the best systems won’t be successful, so we must craft and deliver messages

for the community that demonstrate the impact of transit, both for the individuals we serve and in building healthy, sustainable, and economically viable communities. Transit has to be more than just getting someone from Point A to Point B. Ridership is impacted by trends and factors outside of our control, such as gas prices and employment rates. By strategically communicating an authentic, relatable, and transparent way, we build trust and equity for the system, growing support among riders and non-riders alike, which leads to long-term success.

Describe your experience overseeing an organization that relies on state and/or federal funding.

There is no question that federal and state funding play a vitally important role in public transportation's ability to operate. The three systems I have worked for have all relied heavily on these funds for capital and operating support and without this investment of tax dollars, services would be significantly diminished. However, this model is not without its challenges. Funding is often tied to legally/statutorily rigid requirements that can be a barrier to creativity and experimentation. Resources are limited, particularly at the federal level, and are often not consistent from year to year, which hampers effective budgeting and short- and long-range planning. Explaining these funding mechanisms to the public can be a challenge as well because it is not a traditional, and more straightforward, profit/loss model. Not everyone supports the idea of infrastructure investment as a public good.

The regulations are often well-intentioned, designed to ensure propriety and accountability in the use of public funds, but when the regulations become overly burdensome and restrict instead of enhance our ability to serve the public, we need to step up and advocate for change. Both my current and previous systems have been aggressive in applying for grants that promote innovation, similar to the new MDOT Michigan Mobility Challenge; actively exploring public-private partnerships; and have been supported by Boards that understand there is some level of risk inherent in experimentation. Not every new idea or technology will be 100% successful, but modern transit must be able to adapt to rapidly changing environments or incur the much bigger risk of being rendered obsolete.

I have forged relationships with federal and state elected officials and administration officials and ensured that they are well-informed of the value of local transit capital projects and operating funding and the positive impact it has on constituents. Through a combination of regular in-person, phone, and digital interaction, my staff and I have been able to help successfully obtain support for new projects and sustainable funding in the future, including a \$200 million public-private development that will change the face of our downtown.

How do you build and maintain relationships with customers and community leaders?

Visibility, accessibility, and transparency are the keys to building successful relationships with customers, community stakeholders, and I would add, employees. Over the course of my career as both a CEO and a senior executive, I have made it a priority to cultivate relationships internally and externally. It's hard to trust someone you don't know, and without trust, there is no leadership. For example, my current system requires that senior staff participate in the same training our operators go through and earn their CDL. It is an effort that is immediately noticed and appreciated by our operators, providing a very positive shared experience. This was both an illuminating and somewhat humbling experience for me and I developed a real appreciation for the demands on our operators. Communication is essential, as is a genuine desire to build consensus. Great transit systems are the result of both reflecting and enhancing the priorities, opportunities, and vision of the community it serves.