

Executive Committee

April 23, 2025 | 3:30 p.m.

Onsite:

Greater Portland Transit District
114 Valley Street, Conference Room A | Portland, ME 04102

Remote:

Please click the link below to join the webinar:

<https://us02web.zoom.us/j/84875192800?pwd=xculxzOU3zxOQCXprEUpbfBYSr639.1>

Passcode: 290666 | Webinar ID: 848 7519 2800

Phone: (646) 931-3860 | Telephone participants: *9 to raise hand, *6 to unmute

MEETING AGENDA

AGENDA ITEM	PRESENTER	ACTION or INFORMATION
1. Call Meeting to Order (3:30)	Ed Suslovic, Board President	N/A
2. Public Comment (3:30-3:35) The Board of Directors welcomes public comments at this time for items <u>not listed</u> on this agenda at this time. For items listed on the agenda, the chair will allow members of the public to comment following the staff presentation. There is a <i>three-minute time limit</i> per speaker. (Comments will be paraphrased in meeting minutes)	Ed Suslovic, Board President	Information
3. Meeting Minutes (3:35-3:35) Review and approve minutes from the March 26, 2025 Executive Committee Meeting.	Ed Suslovic, Board President	ACTION
4. Executive Director's Report (3:35-3:45) The Executive Director will provide updates pertaining to Metro operations, service performance, external affairs and major projects and initiatives.	Glenn Fenton, Executive Director	Information
5. Interagency Equipment Transfer (3:45-4:00) Request to approve the transfer of one rolling stock unit, at end of useful life, to Biddeford, Saco, Old Orchard Beach Transit per FTA regulations.	Glenn Fenton, Executive Director	ACTION
6. Executive Director's Contract Revision (4:00-4:15) Review of Executive Director's current contract and proposed revisions to the annual performance review timeline.	Glenn Fenton, Executive Director	ACTION
7. Executive Director's Performance Evaluation (4:15-4:25) Review the steps to complete the Executive Director's annual performance review and timeline for completion.	Glenn Fenton, Executive Director	Discussion

8. Future Agenda Items (4:25--4:30) <ul style="list-style-type: none"> • 2024 Financial Audit • Executive Director's Performance Review • Updated ADA Complaint Procedure • CIP Local Match Policy • Metro's Advertising Policy • Agency Strategic Planning • PACTS Initiatives and Reforms (Ongoing) 	Ed Suslovic, Board President	Information
9. Upcoming Meetings (4:25-4:30) <ul style="list-style-type: none"> • Market/Coms Committee – May 14, 2025 at 3:00 pm • Finance Committee – May 20, 2025 at 4:00 pm • Plan/Ops Committee – May 21, 2025 at 10:30 am • Advocacy Committee – May 21, 2025 at 4:30 pm • Executive Committee – May 28, 2025 at 3:30 pm 	Ed Suslovic, Board President	Information
10. Adjournment (4:30)	Ed Suslovic, Board President	ACTION

As of November 9, 2022 Greater Portland METRO is holding meetings of the Board of Directors (and its committees) in hybrid format, both in person at METRO's offices and via webinar. The remote portions of all meetings are conducted in accordance with the requirements of [METRO's Remote Participation Policy](#) (adopted August 25, 2022) as well as LD 1772, PL 2022 Ch. 666, and 1 MRSA Chapter 13, Subchapter 1.



Greater Portland Metro Executive Committee

Wednesday, March 26, 2025

DRAFT Meeting Minutes

Member:	Municipality:	Role:	Status:
Ed Suslovic	Portland	President	Present
Julie Dubovsky	Yarmouth	Vice President	Present
John Thompson	Westbrook	Secretary	Present
Paul Bradbury	Portland	Treasurer	Present
Hope Cahan	Falmouth	Past President	Present
Joshua Reny	South Portland	Non-voting Attendee	Present
Bill Rixon	Freeport	Non-voting Attendee	Present
Lou Simms	Gorham	Non-voting Attendee	Present

Staff Present	Identified Members of the Public
Glenn Fenton, Executive Director Mike Tremblay, Director of Transit Development Shelly Brooks, Chief Financial Officer Chad Heid, Chief Transportation Officer	Daryl Fort

- I. The meeting was called to order by: Ed Suslovic at: 3:31 pm.**
- II. Informational item**

Ed Suslovic notes that he would like to add a standing item to future Executive Committee meetings to allow committee liaisons to report back on the activities of the other Metro committees as appropriate. With no objection, the item was closed.
- III. Public Comment.**

No members of the public were present for this item.
- IV. Approval of the February 12, 2025 Executive Committee meeting minutes.**

Paul Bradbury moved to approve the February 12, 2025 Executive Committee meeting minutes, seconded by John Thompson. The motion was approved unanimously following a roll call vote.
- V. Executive Director's Report**

Glenn Fenton presented his Executive Director's Report. He provided updates on various initiatives that Metro staff are working on as well as a brief update on ridership performance over recent months. There was discussion about Metro's new microtransit service Metro Connect, including a sampling of key performance indicators from the first three months of service.

VI. Metro's 2025 Title VI Update

Mike Tremblay presented an overview of Title VI, the schedule of public meetings that have been conducted during the update period, and a brief list of changes that were incorporated into the 2025 update of Metro's Title VI program. Julie Dobovsky noted a minor typo to be corrected before submission. No members of the public commented on this item. A motion to approve the Title VI program update was made by John Thompson, seconded by Paul Bradbury, and approved unanimously following a roll call vote.

VII. Metro Funding Outlook

Glenn Fenton presented updates on funding situations at both the state and federal level, noting that the Public Transit Advisory Council recommended increased state funding for transit at a recent meeting. Glenn also provided a federal funding update, and the committee discussed Metro's compliance with recent executive orders.

VIII. Future Agenda Items

- 2024 Financial Audit
- Revised DBE Program
- CIP Local Match Policy
- Metro's Advertising Policy
- Agency Strategic Planning
- PACTS Initiatives and Reforms (Ongoing)

IX. Upcoming Meetings:

- Finance Committee – April 2, 2025 at 4:00pm
- Marketing and Communications Committee – April 9, 2025 at 3:00pm
- Planning and Operations Committee – April 16, 2025 at 10:30am
- Advocacy Committee – April 16, 2025 at 4:30pm
- Executive Committee – April 23, 2025 at 3:30pm

X. Adjournment:

Paul Bradbury motioned to adjourn; John Thompson seconded. Meeting was adjourned at 4:45pm.



EXECUTIVE COMMITTEE

AGENDA ITEM 5

DATE

April 23, 2025

SUBJECT

Interagency Equipment Transfer

PURPOSE

Approve transfer of one rolling stock unit to Biddeford, Saco, Old Orchard Beach Transit.

BACKGROUND/ANALYSIS

As part of Metro's fleet consolidation with South Portland, two 2011 buses were set to be retired. These buses had both exceeded Metro's standard for useful life (12 years). Staff reached out to neighboring transit agency Biddeford, Saco, Old Orchard Beach Transit and the Portland International Jetport about a direct transfer of these buses. Both buses were transferred in January 2025.

In November 2024 the FTA released Circular C5010.1F with new guidance on the required steps for interagency transfers of rolling stock vehicles. These steps include:

- Written request for approval of the transfer
- Board resolution transferring the federal interest in the vehicle
- Rolling stock status report (calculation of current and new spare ratio)

Metro staff have been in contact with FTA Region 1 about the equipment transfers. FTA staff have requested that Metro complete the required steps for the transfer retro-actively to properly document the transfer of rolling stock. As such, staff are seeking board approval of the attached resolution to transfer one 2011 Gillig Low-floor bus to Biddeford, Saco, Old Orchard Beach Transit.

FISCAL IMPACT

None.

RECOMMENDATION

Approve resolution to transfer rolling stock unit 1103 to Biddeford, Saco, Old Orchard Beach Transit retro-active to January 16, 2025.

CONTACT

Glenn Fenton
Executive Director

(207) 517-3025

gffenton@gpmetro.org

ATTACHMENTS

Attachment A – Resolution Transferring Bus 1103 to BSOOB

AUTHORIZING RESOLUTION
Transfer of Rolling Stock

Be it hereby resolved the Greater Portland Transit District (GPTD) is authorized to transfer one (1) 2011 Gillig 35' Low Floor Bus to Biddeford, Saco, Old Orchard Beach Transit (BSOOB). GPTD is in possession of the following federally funded rolling stock unit that is no longer required to its operations:

Unit #	VIN	Year	Make	Model
1103	15GGB2717B1178609	2011	Gillig	35' Low Floor

This vehicle is needed for revenue service by BSOOB. Any remaining federal interest in this vehicle will be transferred to BSOOB and included in BSOOB's rolling stock inventory.

Signature: _____
Edward Suslovic, GPTD Board President

Date: _____



EXECUTIVE COMMITTEE

AGENDA ITEM 6

DATE

April 23, 2025

SUBJECT

Executive Director's Contract

PURPOSE

Amend the Executive Director's contract to reflect a revised timeline for the Executive Director's annual performance evaluation.

BACKGROUND/ANALYSIS

In July 2024 Metro's Interim Executive Director signed a contract with Metro's Board of Directors to serve as Metro's Chief Executive Officer. Included in that contract for services were the terms of the Executive Director's annual performance evaluation and compensation.

In the performance review section, the contract calls out a timeline for the Executive Director's annual review. This section was extracted directly from Metro's previous Executive Director's contract. If the Board were to follow the proposed dates, the Executive Director's review would be based on seven or eight months of job performance. The current contract reads as follows:

Performance Review

Performance Evaluation by February 15 of each year the Executive Director will submit a self-evaluation to the Board of Directors. By March 1 of that year the Board of Directors will submit the evaluation forms to the Board President. By April 1 of that year the Board Executive Committee will consider the performance review and report to the full Board of Directors. By May 1 of that year the full Board of Directors will conduct the performance evaluation.

Understanding that some of the deadlines for the performance review period have lapsed and that the completion of the performance review should align more closely with the Executive Director's contract signing anniversary, it is recommended that the contract be revised by mutual agreement to delay the performance review period by sixty days. Proposed performance review section of the Executive Director's contract would read as follows:

Performance Review

Performance Evaluation by April 15 of each year the Executive Director will submit a self-evaluation to the Board of Directors. By May 1 of that year the Board of Directors will submit the evaluation

forms to the Board President. By June 1 of that year the Board Executive Committee will consider the performance review and report to the full Board of Directors. By July 1 of that year the full Board of Directors will conduct the performance evaluation.

FISCAL IMPACT

None.

RECOMMENDATION

Recommend revising Executive Director's contract to reflect the aforementioned timeline to the full Board of Directors for approval.

CONTACT

Glenn Fenton
Executive Director
(207) 517-3025
gffenton@gpmetro.org

ATTACHMENTS

Attachment A – ED Current Contract

**EMPLOYMENT AGREEMENT BETWEEN
THE GREATER PORTLAND TRANSIT DISTRICT (METRO)
AND
GLENN W. FENTON**

This Employment Agreement ("Agreement") is made and entered into this 15th day of July, 2024 by and between the Greater Portland Transit District, a quasi- municipal corporation duly organized and existing under the laws of the State of Maine (hereinafter "Metro"), by and through its Board of Directors (hereinafter "Board"), and Glenn W. Fenton (hereinafter "Executive Director").

RECITALS:

Whereas, the Board desires to employ the services of Glenn W. Fenton as Executive Director of the Greater Portland Transit District; and,

Whereas, Glenn W. Fenton desires to accept employment as the Executive Director of the Greater Portland Transit District; and,

Whereas, the parties desire to enter into this Agreement to establish the terms and conditions of employment, as negotiated and agreed to by the parties.

NOW, THEREFORE, in recognition of the foregoing Recitals and in consideration of the mutual promises and covenants hereinafter set forth, the parties hereto agree as follows:

Section 1. Duties

Metro hereby agrees to employ Glenn W. Fenton as Executive Director of the Greater Portland Transit District to perform the functions and duties of the chief executive officer of the District and such other duties as may be assigned by the Board from time to time. The Executive Director agrees to well and faithfully serve Metro in said capacity and to devote his time, attention and energies to the performance of his duties hereunder to the best of his ability.

Section 2. Term

- A. The term of this Agreement shall commence on July 15, 2024 and shall continue until terminating on July 14, 2027 unless earlier terminated pursuant to the terms of this Agreement or unless a specific additional term is provided for by a subsequent amendment to this Agreement.

Section 3. Termination, Notice and Severance Pay

- A. The Board may terminate this Agreement for any or no reason, provided that the Board shall have given the Executive Director written notice prior to the effective date of such termination. In the event of termination under this Paragraph A, the Executive Director shall receive (1) six months' pay at his then current annual salary, commencing from the date the Executive Director receives written notice of termination; (2) health insurance benefits for the six months following written notice of termination of the Agreement at then current

coverage and contribution amounts; and 3) payment of all unused accumulated Paid Time Off (PTO) time, to be paid at the next regular pay date following the Executive Director's last day of work.

- B. This Agreement may be terminated at any time by mutual agreement upon such terms and conditions as may be agreed in writing by the parties. In the event of termination of the Agreement under this Paragraph B and unless otherwise agreed in writing, the Executive Director shall not be entitled to receive severance pay. However, he shall receive payment for unused accumulated PTO time.
- C. The Executive Director may terminate this Agreement by resignation, provided that he shall have given written notice at least sixty (60) days prior to the effective date of such resignation, or such shorter period as the Board, in its sole discretion, shall authorize. In the event of termination of the Agreement under this Paragraph C, the Executive Director shall not be entitled to receive severance pay. However, he shall receive payment for unused accumulated PTO time.
- D. The Board may terminate employment of the Executive Director for cause. In such an event, he will not be entitled to any severance pay or benefits, except for unused accumulated PTO time. Under these circumstances and in accordance with the laws of the State of Maine, the Executive Director shall (1) be given written notice explaining the reasons for termination under this paragraph D, (2) shall be given a hearing to respond to all of the reasons in the for-cause termination and allowed an opportunity to suggest possible cures to remedy the situation. The Board may terminate for cause for one or more of the following reasons:
 - 1. Inefficiency or incompetence;
 - 2. Insubordination against the direction of Board of action;
 - 3. Moral misconduct;
 - 4. Disability which renders the Executive Director unable to carry out the essential functions of the Executive Director's position, as shown by competent medical evidence;
 - 5. Other due and sufficient cause.

In the event the Board seeks to terminate this Agreement for one of the above reasons, it shall serve on the Executive Director written notice that termination of his contract is under consideration. Such notice shall be accompanied by a written statement of reasons. Within fifteen (15) days after receipt from the Board of written notice that contract termination is under consideration, the Executive Director may file with the Board a written request for a hearing before the Board which shall be held within thirty (30) days after receipt of such request. The Board shall render its decision within fifteen (15) days of the completion of such hearing and shall send a copy of its decision to the Executive Director, setting forth the reasons and evidence for its decision. The Executive Director shall have the right to his own counsel at his own expense in such proceedings. Any time limits established herein may be waived by mutual agreement of the parties.

- E. No later than April 1, 2027, the Board shall approve a successor to this Agreement or express its intent by written notice to the Executive Director or by Board action to allow the Agreement to expire. If the Board fails to so act prior to April 1, 2027, the Agreement shall automatically renew for a period of one (1) year from the original expiration date. The Executive Director shall advise the Board of these timelines, in writing, at least ninety (90) days in advance.

Section 4. Performance Evaluation

The Board shall conduct an annual performance evaluation of the Executive Director in accordance with the following process:

- A. By February 15 of each year the Executive Director will submit to the Board a self-evaluation covering the period of the prior calendar year as well as an evaluation form to be completed by individual board members.
- B. By March 1, Board members shall submit the completed evaluation forms to the Board President.
- C. The Board's Executive Committee will conduct the Executive Director's performance evaluation prior to April 1.
- D. The Board of Directors will conduct the Executive Director's performance evaluation prior to May 1.

Section 5. Salary and Fringe Benefits

- A. The parties acknowledge and agree that the Executive Director position is a salaried position. The Executive Director's gross annual salary effective on July 15, 2024 shall be \$182,742. Salary adjustments shall be made on January 1 of each subsequent year through the term of the contract in the same percentage amount granted to non-union employees plus any further adjustment the Board believes is warranted to give based on the performance evaluation or other circumstances which the Board may feel compelled to consider. The salary hereunder shall be payable at the same time and in the same manner as other employees of Metro.
- B. Metro agrees to contribute on behalf of the Executive Director an amount equal to 15% of the Executive Director's base annual salary to MissionSquare Retirement (formally ICMA). Such contribution shall not reduce the Executive Director's base pay. The Executive Director may also contribute any amount allowed by law into the deferred compensation program.
- C. The Executive Director shall accumulate 26.64 hours per month in Paid Time Off (PTO). PTO accumulation shall not exceed 560 hours at any given time, except with the approval of the Board upon written request of the Executive Director. The Executive Director shall report to the Board at least annually on his used and accumulated PTO time and shall notify the Board President in advance of planned vacation use. Accumulated PTO time not exceeding 560 hours shall carry over from year to year.
- D. The Executive Director shall earn an optional 30-day sabbatical in year two. The sabbatical is to be taken in the summer and the Executive Director shall utilize 120 hours of his PTO time and the Board shall grant the additional 120 hours of sabbatical.
- E. The Executive Director shall be eligible for, except as detailed above, all other benefits that are offered to non-union Metro employees.

Section 6. Automobile Allowance and Expenses

- A. The Executive Director shall be reimbursed for mileage expenses necessarily incurred in the conduct of business for Metro at the then current mileage reimbursement rate established by the Internal Revenue Service.
- B. Metro shall pay all reasonable costs associated with the Executive Director's attendance at professional meetings and conferences upon prior approval of the Board.
- C. The maximum amount allotted for mileage and travel expenses for the Executive Director is \$6,000 per year.
- D. The Executive Director shall receive a monthly stipend to cover costs related to maintaining a cell phone suitable to ensuring continuous on-call availability. The stipend amount shall be equal to the amount provided to other agency staff as stipulated in the agency's personnel policies.

Section 8. General Provisions

- A. This Agreement constitutes the entire agreement between the parties and supersedes all prior agreements or representations of any kind.
- B. This Agreement may only be amended or modified in writing.
- C. The parties acknowledge and agree that this Agreement was freely negotiated and entered into, and that in the event of a conflict between the provisions hereof and the provisions of any laws, the provisions of this Agreement shall prevail. This Agreement shall be governed by the laws of the State of Maine.
- D. If any provision, or any portion thereof, contained in this Agreement is held to be unconstitutional, invalid, or unenforceable by a court of competent jurisdiction, the remainder of this Agreement, or portion thereof, shall not be affected thereby, and shall remain in full force and effect.
- E. Except as expressly stated or otherwise provided for in this Agreement, the Executive Director shall be governed by the same policies governing other employees of Metro.

IN WITNESS WHEREOF, the Greater Portland Transit District has caused this Agreement to be duly signed and executed on its behalf by the President of the Board of Directors, and Glenn W. Fenton has signed and executed this Agreement, in duplicate counterparts, as of the day and year first above written.

GREATER PORTLAND TRANSIT DISTRICT

Date: _____

By: _____

Ed Suslovic

President, Board of Directors

By: _____

Date: _____

Glenn W. Fenton

Executive Director

EXECUTIVE COMMITTEE

AGENDA ITEM 7

DATE

April 23, 2025

SUBJECT

Executive Director Annual Performance Evaluation

PURPOSE

Review process for Executive Director's annual performance review.

BACKGROUND/ANALYSIS

Each year the Executive Director's performance evaluation is overseen by Metro's Executive Committee with the Board President being primarily responsible for administering the process. The elements and milestones of that process are outlined in the Executive Director's contract with the board.

EXECUTIVE DIRECTOR PERFORMANCE REVIEW PROCESS

Part 1: Executive Director Self-Evaluation (completed)

By April 15 of each year the Executive Director will submit to the Board a self-evaluation covering the prior year as well as an evaluation form to be completed by individual board members.

Part 2: Board Assessment

Following receipt of the Executive Director's self-evaluation, board members shall have a two-week period to return completed evaluation forms to the Board President.

Part 3: Metro Senior Staff Assessment

Between April 15th and May 15th the Board President (or their designee) will interview the department heads that report to the Executive Director. These interviews may be conducted in-person, virtually or via written survey.

Part 4: Executive Committee Final Assessment

At the May Executive Committee Meeting the Board President will assemble the results from Parts 1-3 of the evaluation process and confer with the Executive Committee on a final composite assessment.

Part 5: Final Board Review

At Metro's full Board of Directors Meeting in June of each year, the Executive Committee will present the final assessment as well as any recommended merit-based increase in salary to be effective July 1st.

Materials related to the process for conducting the Executive Director's annual performance evaluation are included in the attachments including the Board Member Evaluation Form and Executive Director's Self Assessment.

FISCAL IMPACT

None.

RECOMMENDATION**CONTACT**

Glenn Fenton
Executive Director
(207) 517-3025
gffenton@gpmetro.org

ATTACHMENTS

Attachment A – Executive Director's 2025 Self Assessment
Attachment B – Board Member Evaluation Form

Executive Director's Performance Evaluation Self-Assessment 2024-25

In accordance with the Executive Director's contract, I am providing a self-assessment of my job performance over the last year. It should be noted that some of the accomplishments and challenges that I will identify in this assessment originated during the previous Executive Directors tenure or during my time working as the Interim Executive Director.

Year in Review

To say that my first year as Executive Director for Metro has been eventful would be a tremendous understatement. It was a year like no other for Metro and one that I take great pride in. Coming into the position of Interim Executive Director in March 2024, I understood that I had very big shoes to fill and my focus was on ensuring that Metro didn't backslide after years of steady improvement under the previous Executive Director. I did this largely through maintaining consistency with Metro policies and Board directives. I worked hard to make sure that employees felt supported in what was an uncertain time. Overall, I think that I was successful in guiding Metro on the same course and providing employees with the direction and help that they needed.

When I received notice from the South Portland City Manager that they were interested in management support while we revisited a possible merger of the two transit agencies, I knew we were in for a major undertaking. It was with some trepidation that I agreed to send Metro's Operations Manager to South Portland to work as their full-time Acting Executive Director. This deployment would end up lasting eight months. During this time, I had to devote a lot of time to the Operations Department while also handling my new responsibilities as the Executive Director. Admittedly, I was spread thin and my ability to meet all of the demands of the two positions was limited.

Fortunately, employees were very understanding and supportive of me as I worked to first convince the South Portland City Council, Transit Advisory Committee and Bus Service Department employees of the benefits of a merged transit system. After the decision to merge was approved by the South Portland City Council and Metro's Board of Directors things didn't slow down. The work of physically merging the two transit agencies was very tedious. I organized regular meetings with department managers and other staff to coordinate every step of the process. This took a lot of time and was a large lift for everyone involved. The result of all of the preparation, planning and hard work was a very smooth merger at the end of 2024. I'm very proud how things came together and of the incredible work ethic of the staff that made it happen.



What impressed me the most about the performance of Metro staff during 2024 was the fact that they completed the merger while continuing to meet and exceed their regular full-time job duties. We were able to negotiate and settle a collective bargaining agreement with our union. We worked through a totally new budget that included South Portland operations. We added Gorham as a new member community. We overhauled the Route 7 and launched microtransit in Falmouth. It was a very successful year and I focused on recognizing Metro staff's dedication throughout the process.

I didn't start the year with any specific goals as Executive Director due to the nature of being thrust into the position unexpectedly. With that said, I'm satisfied with my job performance overall and believe that the year was a major step forward for Metro as a whole. I would like to acknowledge that although I was Executive Director during these critical times, much of the groundwork for these accomplishments was provided by my predecessor. I'm grateful for the foundation that he built and that I was able to see these initiatives to their end.

Areas for Growth

There are several areas that I would like to focus on improving myself in the coming year. Being a new Executive Director, I understand that I still have a lot to learn. There are three primary functions that I would seek to improve in:

1. **Overall Job Knowledge** – I need to continue to grow my understanding of federal regulations. I'm well versed in compliance with federal regulations related to operations and maintenance, however there are several other areas of compliance that I'm now responsible for that I need to improve my understanding of. Additionally, I need to become an expert of the funding framework in the PACTS region and at MaineDOT.
2. **Connecting with the Community** – Previously as Chief Transportation Officer my responsibilities were largely focused internally to the organization. In my role as Executive Director, I need to be able to connect with colleagues outside of the agency. I've started making progress on this area but need to make it more of a focus in the coming year.
3. **Enhance Decisiveness** – As a leader, it's essential to be a reliable source of guidance and direction for team members. While I believe I offer valuable support and insight, I recognize that there are instances where greater decisiveness would help drive projects forward more efficiently. Some of this stems from being relatively new in my role, and I anticipate continued growth in this area as I gain more experience. Nevertheless, I see this as a key opportunity for development and will make it a priority moving forward.

Goals

In addition to the areas for professional growth I've identified, I've also listed five measurable goals that align closely with Metro's mission and the advancement of the public transit in the region.



1. **Complete BRT Conceptual Design** – Metro is on track to select an engineering firm to begin working on the conceptual design of the rapid transit corridor between Gorham, Westbrook and Portland. This project will require not only significant technical expertise to design a concept that fits within a very constrained environment, it will also require steady management to ensure that the project stays on time and on budget. It's also critical that Metro and our partners begin to build broad support for the project in order to get final design funded as well as future funding for construction.
2. **Reevaluate Service in South Portland and Expand Service in Scarborough** – These goals go hand in hand as the two communities are closely linked. South Portland Bus Service is overdue for a close evaluation. Early analysis indicates that service frequency and speed are both in need of improvement. In Scarborough there is a sizable opportunity to add new service and improve mobility for the community. This goal is centered around completing a data driven, inclusive process that generates clear recommendations for service improvements. Much like the BRT design, it will be important to build community support for these service improvements throughout the process.
3. **Assess Complementary ADA Paratransit Service** – Metro has not competitively bid is required complementary paratransit service in over ten years. Although this has not been flagged during FTA audits as a deficiency, it is a bad practice. Metro should seek to release a competitive procurement for complementary paratransit service by the end of 2026. Additionally, in light of Metro's recent launch of microtransit service, it would make sense to complete an assessment of the cost to bring this service in house, as there could be economies of scale if Metro were to use microtransit vehicles and staff to provide ADA trips as well.
4. **Complete Facility Replacement Alternatives Analysis** – Metro is over capacity in its 40-year-old facility and a comprehensive analysis is necessary to determine to best support future growth is necessary. This first step in evaluating options will pave a path for Metro to move into conceptual design, property acquisition, final design and construction. This process will require an extensive workplan and close management at key decision points.
5. **Foster Cohesiveness and Growth at Metro** – As critical as the four prior goals are, none of them can be accomplished without a focus in this area. Metro staff showed amazing resilience and devotion over the last year. Since then, we will have hired two new directors and two managers in critical areas. In order for the organization to continue to be very high functioning staff must work well together. Over the next year, I plan on facilitating more staff collaboration and working on better defining roles and responsibilities. I will work to serve as a conduit for breaking down barriers and building a better team. Completion of this goal will be evident in employee retention and successful completion of this ambitious list of goals.



Conclusion

In conclusion, I would like to once again thank the Board of Directors for the confidence that you've shown in me from selecting me as the interim and then permanent Executive Director for Metro. I continue to be honored by this distinction and strive to meet the expectations of the Board, Metro's amazing staff and the communities that we serve. I look forward to another exceptional year at Metro, full of aspirational goals that will advance the agency's mission.



BOARD MEMBER EVALUATION FORM

Board Assessment

Following receipt of the Executive Director's self-evaluation, Board members shall be asked to provide their satisfaction level and comments in the following four (4) areas and submit these to the Board President no later than May 15, 2025:

- a) In reference to the Executive Director's Self-Evaluation, how satisfied are you that Metro is making progress on its goals?**

Please check one:

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Very Satisfied	Satisfied	No Opinion	Dissatisfied	Very Dissatisfied
Comments:				

- b) How satisfied are you that the Executive Director works effectively with Metro Board members?**

Please check one:

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Very Satisfied	Satisfied	No Opinion	Dissatisfied	Very Dissatisfied
Comments:				

BOARD MEMBER EVALUATION FORM

- c) **How satisfied are you that the Executive Director and staff submit committee and Board materials that are professional, accurate and provide sound information and analysis to make informed policy decisions?**

Please check one:

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Very Satisfied	Satisfied	No Opinion	Dissatisfied	Very Dissatisfied
Comments:				

- d) **How satisfied are you that the Executive Director maintains a positive professional reputation in the local community and cultivates effective relationships with public officials, stakeholders, peer agencies, residents, customers and other relevant community organizations?**

Please check one:

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Very Satisfied	Satisfied	No Opinion	Dissatisfied	Very Dissatisfied
Comments:				

BOARD MEMBER EVALUATION FORM

Board Member Name: