

Harbor Transit Director

Recruitment Profile



**HARBOR
TRANSIT**

HARBOR TRANSIT DIRECTOR: RECRUITMENT PROFILE

INTRODUCTION

This Recruitment Profile provides community background, outlines Harbor Transit structure, and identifies challenges and priorities considered particularly important over the next several years. It lays out the candidates’ qualification criteria identified as crucial for the next Director. This Profile will be used as a guide in the recruitment process, providing criteria by which applications will be screened and individuals selected for final interview and appointment consideration.

BACKGROUND

COMMUNITY

The Grand Haven area and Northern Ottawa County is one of the most historically significant areas in the state of Michigan, with its history dating back over 300 years. This lakeshore town has a 1.5 mile boardwalk that spans from downtown Grand Haven to Lake Michigan. The service area of Harbor Transit has a population of almost 50,000 and the surrounding area is estimated to have grown 11% since 2010.

Each year this area welcomes hundreds of thousands of visitors to its vacation playground. Grand Haven boasts the name “Coast Guard City, USA” as it hosts an annual Coast Guard Festival that attracts 580,000 people each year. The convenient location and never-too-warm summer climate have made it a mecca for sportsmen and vacationers. Even though the area comes alive in the summer, there is plenty to do in the fall, winter, and spring through the thousands of acres of parks, including downhill skiing at Mulligan’s Hollow. Grand Haven is truly a pleasant place in which to live and visit.

HARBOR TRANSIT OVERVIEW

Value Statement

Empowered to serve our customers with professionalism, compassion, understanding, and a willingness to help.

Harbor Transit has been in operation for over 40 years. It has grown from a small “Dial-A-Ride” service into a public transit authority that serves the communities of Grand Haven, Grand Haven Charter Township, Ferrysburg, the Village of Spring Lake, and Spring Lake Township. It covers a service area of 55 square miles and transports over 250,000 riders a year. Over 155,000 phone calls were received in 2019 and handled by dispatch.

Harbor Transit provides daily transportation service to hundreds of riders going to work, school, medical appointments, and other needed destinations. Its fleet is made up of 28



wheelchair accessible service vehicles and two trolleys. Most of the buses and vans have a low floor and ramp so boarding for those with a wheelchair or walker can be done easily and safely.

Results from a recent Harbor Transit rider survey indicated a positive rating from users. Responses from the 234 riders, who completed a survey distributed in summer of 2019, indicated that 93.7% of riders were satisfied or very satisfied with the level of service provided. Three quarters of the riders have been riding over a year and 60% ride weekly, if not more. The top two destinations were medical appointments and for shopping. Dispatch received high marks both for helpfulness with reservations, as well as its handling of calls in a timely manner. The survey reflected the feeling that 81% of respondents feel very satisfied or satisfied with our arrival times. Riders find the drivers to be helpful, the buses clean, and how we get them to their destination satisfactory.

Identified strengths: well-maintained ADA-compliant fleet, continued tax levy and grants for funding, supportive community.

Areas for exploration: electric buses, fixed routes, regional connection to surrounding cities and other transit systems, increasing ridership by expanding services.

STAFF

The Director oversees 75 employees based out of the Harbor Transit building in Grand Haven, Michigan. There are 15 administrative staff employees, 66 part-time and full-time drivers, and one mechanic.

GOVERNANCE

The general policies governing Harbor Transit are established by the Harbor Transit Board of 11 members, composed of two representing each service area and one member at large.

Additionally, an advisory committee comprised of 10 members, composed of one representing each service area and the remaining members at large, generates discussion on the area transit system and presents ideas and recommendations to the Board.

FUNDING

Funding is provided through a service area wide millage, state and federal grants, and rider fares. The current millages are adopted by each unit and currently stand at \$.60 per thousand dollars of taxable value. Rider fares accounts for less than 6% of the overall revenue.

THE POSITION

HARBOR TRANSIT DIRECTOR

Under the general supervision of the Harbor Transit Board of Directors, directs, evaluates, and coordinates all activities of the Harbor Transit Multi-Modal Transportation System. Primary

responsibilities include budgeting, strategic long-range planning, overall management of the program and staff, and managerial leadership.

CHALLENGES AND OPPORTUNITIES

The new Transportation Director is expected to develop a positive culture of teamwork within Harbor Transit and the surrounding communities. A dynamic, servant leadership model is sought, with initiatives to demonstrate it. Examples of how this can be accomplished include identifying opportunities for outreach and community involvement, active participation in the communities' board meetings, and collaborating with other transportation agencies.

Harbor Transit has seen considerable growth in their number of riders year after year; therefore, the Board desires a Transportation Director with experience in determining how electric buses, fixed routes, regional connections to surrounding cities and other transportation systems could improve Harbor Transit's services to the surrounding communities.

The staff and fleet at Harbor Transit have outgrown their current building, which is leased from the City of Grand Haven. Within the next year(s), the new Transportation Director will need to determine facility and equipment needs, develop funding strategies and project the impact on the overall Budget.

Maintaining a top-level staff is an important issue. Multiple aspects of recruiting, hiring, retention and appropriate staffing levels will need to be explored. Solutions to these challenges may have budget impacts which the new Transportation Director will need to recognize and address with the Board.

On July 1, 2020, Harbor Transit's agreement, to lease employees from the City of Grand Haven, ended. Staff are now employees of Harbor Transit, and the next Transportation Director will have an exciting opportunity to help build and structure Harbor Transit for the present and future!

COMPENSATION AND BENEFITS

The starting salary range for this position is \$83,916 – \$109,320, depending on qualifications and experience. A generous benefits package is provided that includes paid personal time off and holiday leave; car allowance; and medical, dental, life, short and long-term disability insurance, with coverage for dependents. Additionally, Harbor Transit participates in the Municipal Employees Retirement System (MERS) Defined Contribution Plan at a 5% employee contribution rate and an employer contribution of 12%; a health care savings plan with a 3% employee contribution rate and an employer contribution of 3%; and an optional 457 deferred compensation plan.



CANDIDATE: DESIRABLE QUALIFICATIONS

EDUCATION AND EXPERIENCE:

Bachelor's degree and five or more years of supervisory experience with a public transit agency. Master's Degree preferred. These qualifications are guidelines as other combinations of education, experience, skills, and abilities may be considered.

KNOWLEDGE, SKILLS AND ABILITIES:

Strategic Thinking/Visionary: Must be highly skilled at organizational leadership and strategic planning. Must be creative and innovative and able to develop new ways of looking at problems and arriving at solutions. Must be able to grasp information quickly and demonstrate an ability to manage highly complex issues. Able to consider the relative costs and benefits of potential actions and to choose the most appropriate one. Identify complex problems and reviewing related information to develop and evaluate options and implement solutions.

Honesty and Integrity: Must be trusted and respected both professionally and by citizens, colleagues, staff, and elected officials. An unblemished record of ethical and professional conduct is essential, and complete personal and professional integrity. Even disposition, temperament, and the ability to take constructive criticism without being defensive.

Strong Subject Matter Knowledge: Expected to provide resolute leadership, advice, and guidance. He or she will need to quickly be established as a subject matter expert regarding transit systems and the applicable regulations.

Exceptional Interpersonal Skills: Have exceptional skills and the ability to build trust with diverse individuals, staff, and community partners. Must be adept at maintaining strong, reliable and committed working relationships. Ability to effectively communicate, verbally and written, ideas and solutions so all stakeholders can understand.

Leadership: Must be able to establish effective working relationships and use good judgment, initiative, and resourcefulness when dealing with citizens, elected officials, employees, other government agencies, and municipal employees. Must have ability to critically assess situations, problem-solve, exercise a high degree of diplomacy, and work effectively under stress and within deadlines.

APPLICATION PROCESS

Candidates are requested to submit a compelling cover letter and comprehensive resume for consideration. Electronic submittal of resumes is preferred via email to adumbrell@ght.org. Review of resumes and qualifications will be conducted upon receipt. Candidates are encouraged to apply early in the process and prior to July 31, 2020. On-site interviews will be tentatively scheduled for early August 2020. Ideally, the selected candidate will join Harbor Transit in September 2020 (or a mutually agreed upon date). This is a confidential process and references will not be contacted until mutual interest has been established.

Applications and inquires relating to the recruitment and selection process may be directed to the attention of:

Andrea Dumbrell, Human Resources Director
Grand Haven Charter Township
13300 168th Avenue
Grand Haven, MI 49417
(616) 604.6309
adumbrell@ght.org

