

# 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 them were satisfied or very satisfied with the level of service provided. Three quarters of them 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. All employees are considered Grand Haven employees and are included in the city's benefit plans.

## GOVERNANCE

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

An advisory committee comprised of 10 members, composed of one representing each service area and the remaining members at large. The advisory committee 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.

1. Directs, evaluates, and coordinates all aspects of the Harbor Transit transportation program including personnel, budgeting, general administration, and capital needs assessment. Develops, recommends, and implements policies and procedures, internal controls, and goals and objectives in accordance with organizational needs, Board directives, and legal requirements.
2. Assesses organization operations, staffing levels, facilities and equipment. Analyzes capital needs, makes improvements, and implements changes. Monitors operational costs to maximize efficiency.
3. Develops and administers the annual budget for Harbor Transit. Assesses capital needs and makes recommendations concerning capital improvements and equipment acquisition. Monitors the budget throughout the fiscal year and oversees the purchase and maintenance of equipment, vehicles, and supplies. Presents financial summaries as appropriate.

4. Directs, administers, and implements transit related projects. Directs staff in their duties to manage and monitor grants. May lobby at the local, State, and Federal level for continued funding.
5. Responds to transportation related public interests and needs, recommends and establishes new business ventures, and directs staff to research, develop, and implement marketing strategies to increase organization visibility, ridership, and revenue.
6. Responsible through staff to develop and submit reports and maintain all necessary records in accordance with administrative rules, contract language, and legal requirements including State (MDOT) and Federal (FTA) requirements and local ordinances and regulations.
7. Acts as the Harbor Transit spokesperson, establishing and maintaining effective relationships, with citizens, community groups, City officials, other employees, and other interests.
8. Represents and advances the interests of the organization through participation and leadership in various committees, boards, authorities, commissions, and other local, state, or regional organizations. Monitors current and proposed legislation and keeps the Harbor Transit Board apprised of potential developments and impacts.
9. Attends Harbor Transit board meetings and other various meetings as required.
10. Researches questions dealing with strategic planning and current and long range issues. Communicates findings and future strategies with the Harbor Transit Board as appropriate.
11. Directs the recruitment and hire of department personnel. Assigns work, supervises management team and supporting personnel, evaluates performance and oversees professional development. Takes disciplinary action according to established procedures.
12. Keeps abreast of public transportation developments, new administrative techniques, and current issues through continued education and professional growth. Maintains cooperative relations with peer agencies and other governmental units. Attends conferences, workshops, and seminars as appropriate.
13. Performs related work as required.

#### Compensation and Benefits

An annual salary range of \$81,472 - 106,136, payable on a bi-weekly schedule, along with employer-paid payroll benefits as required by State and Federal Law. Benefits include health insurance, car allowance, sick time, holidays, and vacation. A pension, matched contribution retirement plan, health care savings plan is provided for retirement.

#### 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

Visit [harbortransit.org](http://harbortransit.org) for an application. A resume and cover letter should be included when submitting. Candidates will be evaluated throughout the recruiting process; therefore you are encouraged to apply as soon as possible. The deadline to accept applications and supplemental information is Friday, March 27, 2020, or until filled.

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

Zac VanOsdol  
Human Resources Manager  
519 Washington Avenue  
Grand Haven, MI 49417  
(616) 847-4887  
[zvanosdol@grandhaven.org](mailto:zvanosdol@grandhaven.org)

