

**MINUTES OF PVTA'S
ADVISORY BOARD SPECIAL MEETING
May 2, 2017**

The Advisory Board Meeting of the Pioneer Valley Transit Authority was held on Tuesday, May 2, 2017 at the Holyoke Transportation Center, Picknelly Adult and Family Education Center located at 206 Maple Street, 4th Floor, Holyoke, MA, at 4:00 P.M.

1. CALL TO ORDER

	<i><u>Present (52.46 vote)</u></i>	<i><u>Not Present (9.53 vote)</u></i>
Agawam	Richard Theroux	
Amherst	Douglas Slaughter	
Belchertown	Brian O'Leary	
Chicopee	Steve Huntley	
East Longmeadow	Carolyn Brennan	
Easthampton		Linda Talbot
Granby	Jessica Langlois	
Hadley	David Moskin	
Hampden	Becky Moriarty	
Holyoke	Mayor Alex Morse	
Leverett		Peter D'Errico
Longmeadow	Mark Gold	
Ludlow		Carmina Fernandes
Northampton	Mayor David Narkewicz	
Palmer	Paul Burns	
Pelham		Mark Santos
South Hadley		Marilyn Ishler
Springfield	Mayor Domenic Sarno	
Sunderland		Sherry Patch
Ware	Ruben Flores-Marzan	
West Springfield	Jim Czach	
Westfield	Mayor Brian Sullivan	
Wilbraham	Paula Dubord	
Williamsburg	JM Sorrell	
ADA Representative		TBD
Rider Representative	Patrick Burke	

A quorum of 31.01 majority vote being present, Chairman Mayor David Narkewicz called the Special Meeting of PVTA's Advisory Board to order at 4:09 PM; majority vote of 52.46 present.

Chairman Narkewicz stated that he wanted to note for the record that the town of Ware today is represented by Ruben Florez Martin who was appointed by the town of Ware Selectboard.

2. REVIEW OF NEW PVTA ADMINISTRATOR SCREENING AND FINALIST INTERVIEW PROCESS

Chairman Narkewicz stated the following:

The primary purpose today is to interview the three finalists for the position of PVTA Administrator and then take a vote to appoint the new Administrator. At the last Special Board Meeting on April 26, 2017, the three finalists were announced. The Board agreed on the interview process and the Clerk sent the interview questions to the full Board as requested; both the questions that were asked during the screening interviews and a list of questions that the screening committee compiled, some of which were submitted from the communities. All of these questions are included in your packet. Due to size of the Board, my thought is that we would allow each community to ask one question and set a two-minute limit on the response. At the end, we would then have time for discussion and then ultimately a vote on the selection of a new Administrator subject to contract negotiations. Are there any questions?

Hearing no questions, Chairman Narkewicz stated that my plan would be to go around the room asking a question. Please try not to duplicate questions and it is important that when you ask a question, for fairness and equity, that you ask that same question to all three candidates so we have a consistent interview process for all three candidates. It will also give us all an opportunity to evaluate each of the candidate's responses to the same question. Going in alphabetical order, the order for the finalists that we have scheduled for today, we have Patricia O'Leary first, Dana Roscoe second and Sandra Sheehan third.

If the Board does not have any questions, we may begin.

3. FINALIST INTERVIEW: PATRICIA O'LEARY

Chairman Narkewicz stated good afternoon Ms. O'Leary. Thank you for coming today. I'm Chairman Narkewicz, chair of the PVTA Advisory Board. Thank you for participating in this finalist interview. The format today is to go around the room and each community will ask you one question. We have a timer set up and ask you to limit responses to two minutes. So, I will start with the first question, please give us a quick summary of your professional background and what has led you to your interest in wanting to be the next Administrator of the PVTA?

Patricia O'Leary: I have been in public transit for 30 years. Fifteen at PVTA, seven this time around, eight in a previous administration. In the middle, I was public transit consulting, I had my own firm, and did work for many transit authorities in the Commonwealth. I have done 75% of the items on the Administrator's job description first hand. The only items I have not done are the planning items. Inside of the planning commission, we have two certified planners on staff, so I am not worried about the planning aspect of the job. During my public consulting, I also consulted with other nonprofits and some private companies. But most of my adult life has been in public transit consulting. I am looking forward to being the Administrator of this authority because I think it has a great foundation. I have spent most of my adult life here. I think there is a lot we can do. I am a change agent. I want to start the futures committee again. I talked to David Moskin about that a little bit. I think there is so much we can do. There are a lot of changes going on in the next decade. There's the millennials that don't want to drive; the boomers aren't able to drive. In the next decade, public transit is going to affect the lives of so many people and I think we need to change with that and offer a lot.

Chair: Okay, I believe that is time. So, we will move on to the next question.

Mr. Slaughter: Could you talk about your strategies or plans for building relationships with key people who have influence over the finances, grants and financial resources that come to the PVTA?

Patricia O'Leary: Yes, the funding authorities, I have most of the key people at MassDOT in my cell phone, all of them actually. I have great relationships with them all. I just spoke to someone at MassDOT recently because, as probably most of you know, the Governor cut the budget to \$81 million for the RTA's which is about \$300,000 less than it was last month when I gave you the draft budget. I have no problem calling any of them at any time. I actually got a call from a couple of them wishing me luck on this adventure, confidentially. I have seen many, many changes in MassDOT, probably five or six different administrations and have been able to work with all of them. They have all been very different. I haven't agreed with all their ways and their means, but I have worked with all of them in different ways. I have also helped them all by building spreadsheets and databases. I used to be the director of IT. If there are any IT people here, they will probably laugh because when you don't keep up with it on a day to day basis, you are not that articulate, but I have no problem with the funding authorities in talking to them. I believe it is important to keep very, very good relationships going.

Mr. O'Leary: Based solely on your transit industry experience, what is your experience working with agencies at the federal and state level and in what capacity did you gain or use that experience?

Patricia O'Leary: The federal level, I used to do – take care of all the grants for the authority when I wasn't the CFO. I used to do all the quarterly reports, track all the federal grants. Now I am in charge of the person that does this. I used to and still do because I am the CFO, make sure that we adhere to all the proper procurement of federal and state funds. I also have to make sure that we adhere to the state funding requirements because for most federal grants it is a state match so you have to make sure that you are not only adhering to the federal guidelines, but also the state guidelines and there is a lot of guidelines you have to process. The difference from 1987 when I started and now is as a CFO, I worked audits. You are always being audited. You can't miss a beat. So, in order to not miss a beat, you have to set up systems. You have to ensure that nothing can get by anybody. In a perfect world, that wouldn't happen. But I set up systems so that we can catch these so that things won't get by and I know that is particularly a sensitive subject at PVTA before I got there and I have made sure that since I have been there, that nothing has gotten by.

Mr. Huntley: I am going to pass my question, thank you.

Ms. Brennan: My question is going to be about paratransit and the diminishing funds and increase in the senior population, the confliction of trying to provide funding for an ADA mandated rides and the non-mandated senior rides. How do you see that in the future providing that and meeting that need.

Patricia O'Leary: Well that is one of my biggest challenges and biggest opportunities because the paratransit contract expires on June 30, 2018. So, we are in the process of writing a paratransit RFP. We have already started working on it. I want to put all our efforts into writing that and getting it right yesterday. That has to be something that the next Administrator has to hit the ground running the day they start. We need to look at everything, every possibility that is out there. There are lots of different things to look at. Maybe it is what I call a back to the future system where the COAs are more involved which we are starting a pilot now as you know. Maybe more COAs need to be involved. We need to provide service for the elderly. With the current contract, it is really difficult because the six days a week, you pay a certain amount a day, no matter who you carry. You are really limited. But if we devise that RFP properly, and get a per trip rate, I have an idea of what we can do to help the elderly. It could actually save a lot of money.

Ms. Langlois: I'll pass thank you.

Mr. Moskin: How do you think the future looks for the rural communities and the difficulty that we face with the efficiencies of serving people that live far from the dense population areas? It is difficult to serve

people that live far away, but may need public transportation. How do you think the future might look for that?

Patricia O'Leary: Well, maybe we need some more feeder systems. Maybe they don't need to be out there all by themselves. Maybe some feeder systems could help with that. There is a lot of different ways to look at that. I mean, they don't need to be out there on their own. We need to look at things different, that is what I said when I said I am a change agent. There are 52 states. There are a lot of transit authorities. There is a lot of good that has been done. When I sit there at my desk and if you ever saw it, there are two big monitors, you can't even see my face; there is no time to do research. As an Administrator, I am a research junkie. Things you probably don't know about me. I am a tenacious researcher. I will find out who is doing it right and bring it to them.

Ms. Moriarty: Can you describe your leadership style a little bit and also you have been at PVTA for a long time, so, talk a little bit about how you will transition from colleague to Administrator.

Patricia O'Leary: My leadership style, the best way I can explain that is a quote from Harry Truman that hangs over my desk in a wooden plaque and is "It is amazing what you can accomplish, when you don't care who gets the credit." I seriously don't care. And you can accomplish an enormous amount when you don't care who gets the credit. That plaque, if I am honored to be the next Administrator will hang in every room in that building and in every office. Because when you bring people together, you can get so much done. My department, which is the biggest department at PVTA, they don't think that way because I don't think that way. And basically, that is my leadership style. And I am not there to get the credit. You can all have it all. At the end of the day, we all want to go home and have a nice evening at home with our family and loved ones. What was your second part?

Ms. Moriarty: How you see the transition?

Patricia O'Leary: Oh the transition. I see it as seamless, because even though I don't know them, if I am going to be the next Administrator, I have already reached out to financial colleagues of mine and I have a plan for the transition because I knew this was going to happen during the budget season and this is not a very easy budget season. So, I have a plan for, I have a succession plan and it is going to be very quick.

Mr. Gold: Given that the PVTA Board is made up of many elected officials, the agency is funded by state and federal government appropriations; what are the policies, procedures and specific actions that you would plan on implementing to promote a political nature and high ethical standards of the authority targeted to preventing a reoccurrence of the situation the agency faced ten years ago?

Patricia O'Leary: Under my watch, that would never happen. I manage and always ask myself how would that smell in the press? And is it ethical or is it not? I once worked and then left the PVTA because I was asked to do something unethical and I had two babies and I was the sole provider when I left. I won't let that happen. If it is not ethical, and it is not legal, it won't happen. And it is tough, those are tough times. You have to follow the rules and you can't mess with the money. And I think as CFO, I think you know that's true and it won't happen. The money will be spent properly, everything will be done ethically and I will try my best to get to know all of the communities and do what I can for all of you. But I won't be able to do everything. But I will tell you when I can't.

Mayor Morse: With the direct support of the CIO, the Administrator is directly involved in identifying and initiating a number of IT projects, what is your level of understanding and experience in this area? I know you alluded to some of it already. And what types of specific IT projects did you have a role in initiating and implementing?

Patricia O'Leary: I used to be the director of IT in my first go around at PVTA which was in the late 80s or early 90s. At the time, there were 24 COAs that ran the paratransit. I built databases for them to track the data they needed to go into a national transit database which eventually resulted in our capital money, because everybody was doing their own thing and I built databases for that. When I worked for WRTA as a consultant, I built a warranty database that saved them hundreds of thousands of dollars. They were just paying for items that were under warranty because they didn't have a tracking mechanism. I built linked spreadsheets for all of our current assessment system that eliminates risk, eliminates any errors because it used to be all of these individual spreadsheets and now it is just like that and it all links to each other. I understand IT, probably more than the IT people think I do, and I have a very, very good relationship with the CIO and when she tells me stand away from the computer I do.

Mr. Burns: Two-part question. What steps would you take to create an environment that encourages employees to think more strategically and then how, in your opinion, is that different from in your case, what you know of the current environment?

Patricia O'Leary: I would absolutely love the employees to think more strategically and come to me with anything. The current environment, although a great foundation was built on it, and it was probably what was needed with what was inherited, it was more of a solo environment. Everybody did their own thing in their own expertise. I am more inclusive. I want everybody in on big projects.

Mr. Burns: I guess that is my question. How would you encourage that?

Patricia O'Leary: I would absolutely – for example Cottage Street. When we bought the Cottage Street, we got a great deal on the land, but is this going to work for operations? Is this going to work for IT? Operations and IT weren't asked about it, even though it was a great deal on the land which I was ecstatic about. But now there are concerns but it is a great site. So, that is just one example but I would make sure everybody is in on everything. I think that is crucial.

Mayor Sarno: What is your understanding of the Union Station project in Springfield? If you were selected as the new Administrator, what would be your commitment to ensuring a smooth transition of PVTA's operations to that facility?

Patricia O'Leary: We have spent a lot of time planning for the transition to Union Station and we are very excited about that transition. We are really looking forward to a state of the art facility. I was just there the day of the lease signing and it is beautiful. Compared to where we are now, it is amazing. We have got all the schedules ready. With the help of the planning commission, we had I don't know how many pages it was but we have been planning for this for probably 18 months and we are all very excited about it. And the fact that our customer service center can be there too. I mean you need to hear the complaints to know how to fix it. And I just think it is going to be great and the rail is going to be there. I would like to move some of our mobility training there because the people that are right there, they are all there for the grabbing and the teaching but we are very excited about it.

Mayor Sarno: You mentioned about the Cottage Street facility. Wouldn't it make sense for PVTA to have administrative offices at Union Station?

Patricia O'Leary: We wanted to move there, but the rent was just – we don't pay anything on Main Street for rent and what they were asking for rent was just – with our level funding there was no way to budget for it. I would love to move there because the fire station is getting pretty old, but the cost, it was the cost. We don't pay anything for the fire station.

Mr. Burke: I'm the rider representative, so my question has to do with rider engagement. The majority of folks that use the PVTA are transit dependent. The majority of people are of color. I want to know how

you are going to engage riders in being aware of the system and also in governance and really taking rider input and voice into the decision making of the authority.

Patricia O'Leary: Well, that has to do with reaching out to advocacy groups and I think we can do a better job at that. As Administrator, my first 90 days will be spent mostly out in each community getting to know each community and probably talking to you about the advocacy groups that you have been talking to. We haven't done a lot of that but we need to. And that's really important. I am also going to be on those buses but I have a lot of plans for the buses including monitors on the buses and I want to make them safer, so people feel more welcome on the buses and we got funding that – we just signed the contract today that we are going to be putting monitors on the buses, not only do we have the videos, we have the monitors so people can see what they are doing. But we need to reach out to the advocacy groups as well as the communities and talk a lot more. I think 40-50% of my time should be out in the communities talking to people.

Ruben: What are your thoughts on integrating transportation network companies like Uber, Lyft, and such for areas where the PVTA cannot feasibly provide the service?

Patricia O'Leary: I am open to it all. I just read a bad report about what happened at the MBTA with, what was the name of it? They left. They just left. They were hired at the MBTA maybe a year ago and they just left. They were a service that we could call on the cell phone and take this van instead of taking the buses and they just bolted. And then I read that Uber had \$6.8 million in revenue last year and \$2M lost. Without private and public partnerships, these companies are having a tough time. I am wide open to it. I was a huge, huge fan of Uber and Lyft subsidizing paratransit service. But if it is something that comes in and leaves in six to eight to nine months, what's that going to do to the people so, I want to research, but I am open to anything. We met with the Uber president, I met once; Josh and Mary met three times with him. There are a lot of opportunities there and that's why I want to talk to other transit authorities. There are things that have worked out there. We just need to talk to other people. We don't need to reinvent the wheel. There are other communities just like ours.

Mr. Czach: Excluding the budget what would be the first goal you want to achieve as Administrator?

Patricia O'Leary: Relationship – the first thing I would want to do is build relationships with all the communities and meet one on one with every single one of them. Find out how they want to be communicated with. I went to a meeting that Congressman Neil held a few weeks ago and I was surprised to hear that he likes to be communicated with by a letter, paper letter. So, I said okay, I wrote that down. How do people want to be communicated with, the leaders of the communities and take notes, do that, but I want to reach out to every community, what does this one need, what does this one need. What are the economic development plans of all of these communities and how can public transit be conduit to that. Public transit can be a conduit to economic development. So, I want to look at the bigger picture.

Ms. Dubord: What do you feel the Board's role should be in the budget?

Patricia O'Leary: Approve it. Support it. This budget coming up is a very difficult one and my role has been in the past administration to tell you how we are going to balance it. My first year I had to find \$800,000 in my first six months. It would be nice if I could sit with the Board and say how we are going to do this. So, support and ideas.

J.M. Sorrell: You did a good job talking about community outreach and rural issues. So, I am going to ask you a different type of question. Can you describe a time when your leadership inclination and your subsequent actions were in opposition to many of your colleagues and how did you proceed? Were you successful? Or what else you may have learned?

Patricia O'Leary: I guess I have to talk about the department of the Administration of Finance for the Commonwealth. A few years ago, I was asked to head a committee for MARTA which is the Massachusetts Association of Regional Transit Authorities because the department of the Administration of Finance wanted the regional transit authorities to go on to the open checkbook, that they developed. And they hired a consulting firm and developed an open checkbook program. So, I sat in these meetings and I realized from my IT background way back and my finance background that this was going to be very cumbersome and labor intensive for all the regional transit authorities. They have an Administrator and one other person. Then I found out it was going to cost PVTA \$800,000 in the first year and \$250,000 every other year to support this. I used what you would call my leadership skills and said this isn't right. But this was the state that funds us telling us but it was the Administration of Finance who is the check holders. I just went to MassDOT, the leaders at MassDOT and said this isn't right. We don't have \$800,000, they said we will give you \$800,000 and I said well we don't have \$250,000 for the next few years, meanwhile I went back to my IT department I said can you write something and the chairman of the board at the time, John Musante said they wrote something for our town so, I showed our IT department the Amherst site. They wrote something in 3 days. We are no longer part of the open checkbook and we don't pay anything. And we write it for every transit authority.

Chairman Narkewicz stated for the record, Mayor Sullivan from the city of Westfield has arrived (4:43pm).

Chairman: Ms. O'Leary, I would ask you to in two minutes, to give a summary before we close your interview; if there is anything that you weren't asked that you wish that you had been asked that you want to convey to the Board.

Patricia O'Leary: I lived in Amherst, I have lived in Hadley. My first home was in Florence in the Florence section of Northampton. My second home was in Westfield. I now live in Ludlow. I golf and dine in every other community. I grew up in Auburn. I choose to live here. I am part of the Pioneer Valley Transit Authority. I am not going anywhere. I care about the Pioneer Valley. My family can make fun of me, that's too bad. This is where I choose to live. I really enjoy it. I really would like to see this authority go places in the next decade. I promise you I will meet with all of you. I will get to know your communities. There is a lot we can do. There are a lot of changes going on in the next decade. I can take us there. I will not disappoint you. I will not disappoint me. I appreciate you all, you extended me a lot of time. The selection committee and the Board, the time you have spent has been amazing and I appreciate all you do for all the communities. This is a great valley. I love it. People here are so much kinder than in central Mass. Thank you very much.

4. FINALIST INTERVIEW: DANA ROSCOE

Chair: Good afternoon Mr. Roscoe. Thank you very much for coming in today. The format for today is we have the full PVTA Advisory Board today or most of the full Advisory Board and the process will be that we will go around the room and each community is given the opportunity to ask one question of the candidate. Because of the size of the board, we are requiring the finalist to limit their response to two minutes so that we can have enough time to go around the room and allow for questions. We have a timer set up. I am going to ask the first question. If you could please summarize briefly your professional background and describe to us why you are interested in leading the PVTA as its next Administrator.

Dana Roscoe: First of all, Mayor I would like to thank you and the Board. Clearly, I am honored to have made it this far in the process. I have been a professional planner for most of my life working at the Pioneer Valley Planning Commission under the direction of Tim Brennan for the last 20+ years doing transportation planning work, transit planning work. I worked in Franklin County doing similar work for five years prior to coming to PVPC. But, beyond the transportation background, and experience that I would bring to this job, what really compels me and what really makes me interested about this job. This is

a job about helping people. If you look at the very end of my resume, I also have served in the Peace Corps for two years and volunteer for Habitat for Humanity. I volunteer one day a month at the Amherst Survival Center. This is the kind of job that would allow me to give back and to me it is more than transportation.

Mr. Slaughter: Could you tell us about your strategies and plans for building relationships with the key people who have influence over finances, grants, those sorts of financial impact individuals?

Dana Roscoe: Sure. In my current position, we program probably thirty million dollars a year in federal funds for highway, bridge, bikeway, infrastructure, and transportation infrastructure projects. That really requires a strong working relationship with MassDOT officials similar to the group of individuals that are responsible for programming transit funds. Transit funds are also within our purview, but I think the lion's share of what we do at Pioneer Valley Planning Commission is focused on the highway road bridge side. In terms of dealing with people that make decisions, I'd like to speak specifically about the Cottage Street project that PVTA was very successful in securing \$55M dollars for that project and that is a double-edged sword that it's great for PVTA to be able to advance that project, but maybe more than a few toes were stepped on to get to that point and so now when I try and advance a rail project to increase passenger rail between Springfield and Worcester, or a rail project, state officials are reminding me that they have made this huge commitment to this region and funds aren't necessarily available.

Mr. O'Leary: Based solely on your transit industry experience, what is your experience working with agencies at the federal and state level and in what capacity did you gain or use that experience?

Dana Roscoe: I work on a fairly regular basis with the FTA and the FHWA. If I could speak specifically about a transit project, that I managed, in 2008 PVTA had its federal funding frozen, entirely frozen. It left the Amherst Arctic Project Transit Garage Project in limbo. PVTA could not advance the project and the five million dollars in funding that had been earmarked to construct that project was going to be sacrificed. PVTA was asked as a designated recipient if we would stand in and advance that project. That was a federal project that I personally managed and brought forth, met with the architects, met with the controller's office, took the project from an idea to completion and then through all of the post construction audit process to finalize that project. That was over and above what my duties and responsibilities were. It was something that needed to be done and something that I did.

Ms. Brennan: I have a question about paratransit. With diminishing funds and a significant increase in the senior population, how will you address meeting the needs of ADA mandated riders and non ADA senior riders?

Dana Roscoe: Diminishing funds is a fact of life. We really – every single thing that we do, whether it is building a bridge or putting a bus on the road or providing paratransit service, everything that we do is a tradeoff. If we do this, then we are not doing that. Your question was specifically about paratransit and one idea that PVTA has been piloting in your community as well as in Northampton, Hamden and Longmeadow, is piloting a project where they contribute a vehicle to the community so that you can provide the service more affordable than PVTA can. PVTA provides you with that vehicle, they provide you with the maintenance for that vehicle for one year and allow you to operate the service that you feel is best going to meet the needs of your constituency and if that pilot succeeds, PVTA is constantly retiring vehicles that could be donated to other communities and this fleet of drivers and vehicles could better, more affordably address the need.

Mr. Moskin: My question was about the future of rural communities and if you see a way for the RTAs and PVTA in particular to better serve the individuals and families in outlying areas, difficult to reach efficiently with public transit. Do you think the future could be brighter for people living away from the basic routes and for those who can't afford the transportation costs.

Dana Roscoe: It would be great to say yeah, we can run a huge bus out and pick up two people and make that work. Really, the typical model that we use in the urban core is not going to work in a rural community. I happen to come from a rural community, I live in Sunderland. Williamsburg isn't really the typical rural town that you are talking about because Williamsburg is kind of a suburb of Northampton if you will. When you get out beyond Williamsburg, really the number of miles that you are travelling to get to and from a destination whether it is Cooley Dickenson Hospital or a hospital in Holyoke or Springfield, or another medical facility, is just too great. I really think opportunities like possibly Lyft and Uber, some coordination with some of these ride sharing services could provide this kind of transportation without using the big equipment might be a model that I would be inclined to look at.

Ms. Moriarty: Could you talk a little bit about your leadership style?

Dana Roscoe: Sure. I think I have a great boss. I think that he has been a terrific mentor and he professes a real collaborative style. He puts faith in his employees to do basically, to do their jobs. He does not micromanage and I guess you are asking me so let me talk about how I have learned from him and I am not a micromanager. I really believe that people want to do a good job. That people don't come to work to do a crummy job, that people particularly in an agency like PVTA, are dedicated and committed to a goal and I am a collaborator, someone that wants to bring good ideas together and look for ways to get good ideas implemented.

Mr. Gold: Given the fact that the PVTA Board is made up of many elected officials and the agency is funded by state and federal government appropriations, what policies, procedures and specific actions do you plan on implementing to promote a political nature of the agency and the highest of ethical standards and prevent a reoccurrence of the situation that the agency faced ten years ago.

Dana Roscoe: That is really more than a two-minute answer. I am not going to be able to entertain that entire question. I am going to talk a little bit about the MPO, the Metropolitan Planning Organization. The MPO is something that I am a staff person to and when I took my job at the PVPC, the MPO had four members. It had the PVTA, PVPC, and two state entities and we never met. It was an organization that did all this business via fax and the mail. My boss Tim Brennan said we really need local buy in, this really needs to be a viable entity and he and I wrote an MOU to expand the MPO to include Mayor Sarno, to include Mayor Morse, to include you Mayor Narkewicz, to really build a group that has a vested interest. I see when I come to the PVTA Boards, I see diminishing interest. I see three of the last six or eight meetings that I attended didn't have a quorum. I am frustrated with that situation and really think that there is an opportunity. It is a really, really big thing and I just feel compelled to get you involved and want you to do more.

Mayor Morse: With the direct support of the Chief Information Officer, the Administrator of the PVTA is directly involved in identifying and initiating IT projects. What is your level of understanding and experience in IT and what types of specific IT projects have you had a role in initiating or implementing in your current or previous roles?

Dana Roscoe: So fortunately we also have IT people. I would say that in all honesty, IT is not my strong suit, but I understand and appreciate it. Particularly the direction PVTA is going with the signs on the bus stops so I can just pick my phone up and download the schedule with the real time next bus signs, the next bus will be here in 5 minutes with all the ITS and also I think the thing that hasn't rolled out yet, but is about to come is the Smart Card, having a card that you can load fare onto and just scan when you get on and off the bus like you do with the Charlie Card in Boston. I think that is the future of transportation. When we talk about expanding our ridership, we need to make getting on and off the bus quicker and more approachable and really the next generation doesn't necessarily own cars, but they absolutely own phones and know how to use technology and if the bus is too slow they are just going call Uber.

Mr. Burns Johnson: What steps would you take to create an environment that encourages employees to think more strategically and to follow up to that, how do you think that would differ from what you know or assume we currently have at the PVTA? How do you encourage employees to actually look at a more global vision outside of their particular area of expertise necessarily or their daily focus?

Dana Roscoe: If you are talking about the IT person instituting the technology that is going to make a situation better for bus riders or you are talking about the paratransit people, the paratransit staff educating riders to use the fixed route system, you are talking about the operations people looking for opportunities to use – you have a location where you can't use the next bus system because you don't have power, so you are looking at possibility of a solar alternative, by bringing people together with different expertise, you are working outside the box but your goal, your agency goal is fixed on providing better service and being a better public agency.

Mayor Sarno: What is your understanding of the Union Station project and if you were selected as the new Administrator, what would be your commitment to ensuring a smooth transition such as housing administrative offices and PVTA operations there?

Dana Roscoe: Mayor, thank you for your question. So, I was very happy to see that the lease agreement was signed last Friday for a 75-year lease. PVTA in their current budget accounted for the facility to open in January of 2017, so they actually had budgeted for six months of service that will not be expended so it seems like on the budgeting angle, there is an opportunity. Basically, the facility is moving across the street, so what is that going to entail? It is going to entail educating the bus drivers, educating the staff, moving in to the facility, all the new equipment and I believe that we drafted a ten or twelve-page transition plan with every single step that had to happen in order for that move to transpire. I have worked with Chris Moskal. Chris did not have all of the funding he needed to complete the project, you as an MPO member, were instrumental in securing an additional three million dollars. I feel like I have a good working relationship with Chris and would look forward to working with the city of Springfield.

Mr. Burke: I am the rider representative. So, my question is basically, the majority of riders are transit dependent and persons of color. I want to know how you are planning to involve riders in decision making and governance and hearing their voices in the operations?

Dana Roscoe: Yes, this was something that I had an opportunity to talk about in my preliminary interview that I believe providing transit service is about dealing with riders. I am super happy to have a rider representative sitting on the board. I think you have been very active and engaged in the meetings that I have been to and I would like an opportunity to do more of that and so for example, if rather than have the meetings every single meeting on the third floor of the old firehouse, which is really difficult to access and not that conducive to public participation, if we had a meeting say in this room where people are riding buses right to this destination anyway, where we could engage people that are going to be here anyway.

Rubin: Transportation companies such as Uber and Lyft, how would you integrate those for providing services in areas where PVTA cannot provide the service?

Dana Roscoe: I am not a contract expert. But I absolutely believe that there are opportunities to integrate Uber and Lyft and the donation of vehicles as well. I think PVTA donated two vehicles to Ware. Your question was specifically about Uber and Lyft. I think that is more of a technical procurement question. It is not a question of unwillingness to execute, to consider using Uber and Lyft, but more of a how do we do this in a way that is legal. And I believe that PVTA is already doing something with Uber, and I would be open to doing anything more that we could to service the outlying areas.

Mr. Czach: Excluding the budget, what would be the first goal you would want to achieve as the Administrator?

Dana Roscoe: I think that there really has been a communications breakdown between the Administration and the Board. There seems to be a whole lot of animosity and I really, I said in my letter that I would like to be a bridge builder and I think maybe there are some bridges that are in need of building or rebuilding. Mayor, in your comments, you said that you didn't really have an interest in the bus consolidation project. That is a project that I think has merit but for whatever reason, you weren't involved or engaged in that discussion and seeing the headline in the paper, I can understand your objection to that; when the paper says that PVRTA proposed to cut 50% of routes in Springfield and then you scroll down to the comments section and people are saying that is the sign of a dying city. We want better transportation not worse transportation. It is a marketing thing. It hasn't been packaged properly, it hasn't been presented. I mean it has been to all of the wards, but it is a good idea that was poorly executed and that creates friction between Springfield and PVRTA.

Ms. Dubord: What do you see the role of this Advisory Board when it comes to the budget?

Dana Roscoe: So, that's an interesting question. Federal transit kind of oversight is changing. FTA is instituting performance measures, so on the highway side, what I do on a monthly basis is meet with the town manager or the town engineer of every single city and town here and we talk about all of the projects that are in the queue and we try and come up with a priority of – we have a \$25M budget, how much of the \$400 million dollars' worth of work that is backlogged can we do this year, how much can we do next year, the following year. I think with the change in the FTA regulations, the performance measures that transit has got to go more that way. Not on the operating side, but on the capital side. Every year, PVRTA is spending between \$25M and \$50M dollars on the capital side and I am not really – I haven't been privy to the level of involvement that the Board or anyone else at PVRTA has in making the decision on how those dollars are being spent.

J.M. Sorrell: Could you please describe a time when your leadership, your inclination and your actions were in opposition to many of the people around you and how you proceeded? Were you successful and did you learn anything?

Dana Roscoe: On almost a monthly basis, I meet with the town managers and engineers and highway directors of every one of your municipalities and every one of you has the best project. You all have the best project. And we have a finite number of dollars. So, together we hammer it out and sometimes it takes a really long time. After we have hammered it all out, we need the MPO to agree to that decision. So, just last month, I went to the MPO after spending months working on this proposal and I say to the MPO this is the idea we have for spending our dollars and Mayor Sarno says to me, well this looks like a fine idea, but it doesn't have my X project, where is my X project and I have to say to Mayor Sarno, while your X project is a fine project indeed, I am sorry but that is really not in the cards for this year or next year, it is possible we can do it in year three as that X project advances, it is inarguably the most important project to our entire region but at this point, it is not far enough along in the design process to advance. So, in my back pocket, have my plan B to throw in.

Chair: Okay. So, we have now come to the end of the questions from community members and I want to allow each finalist an additional two minutes to make a closing statement and to address any issues that didn't come up in the interview that you hoped you had the opportunity to convey. So, an additional two minutes to close.

Dana Roscoe: Okay, I am going to take my additional two minutes first of all to thank you. I was a member of the PVRTA Advisory Board, I was the chairman of the PVRTA Route Committee, I was a selectman in Sunderland for seven years. I volunteered to come back down to PVRTA, in those days we had the meetings at night. So, I schlepped down here for those seven or eight meetings. I volunteered to be on the route committee and ended up being chairman of the route committee. I understand the commitment

that you are all making and I truly thank you. I want to share just one experience that I had, a missed opportunity. I am going to call it a missed opportunity. I went to the Amherst Survival Center where Monte Belmonte who is the huge hunger advocate was speaking with Congressman McGovern on the issue of hunger and I went there just as a person, I didn't have any hat on, I just went there to hear about an issue that I am concerned about. And at that meeting, I heard from the audience there that PVTA was an obstacle to their life and it had to do with the bag policy. So, I am not an expert, I really don't know exactly what the bag policy is. But it seems as though if PVTA is providing service to Big Y and to Stop and Shop, that a patron ought to be able to buy their goods and walk back to their origin on PVTA. So, basically, my message is opportunity missed. That rather than walking out of the room saying what a great service PVTA is providing by getting people to Big Y and Stop and Shop instead, people walking out saying geez how can PVTA keep telling people I'm sorry.

Chair: That's the time. Thank you so much again for coming in today and speaking with the Board. We appreciate it. We appreciate you putting yourself forward as a candidate and a finalist. Thank you.

Dana Roscoe: Thank you all.

5. FINALIST INTERVIEW: SANDRA SHEEHAN

Chair: Good afternoon Ms. Sheehan. This is a special meeting of the PVTA Advisory Board and obviously today, is our opportunity as a full body. You have met with our screening committee; this is an opportunity for the full Advisory Board to interview finalists for the position. The way the process will work today is that each community going around the room will be given the opportunity to ask the finalist a question. Because of the size of the body, we are requiring the candidates to keep their answer to two minutes. We will go around the room and ask questions and just have a conversation with you about your candidacy. I have the first question and so that question is please give us a brief overview of your professional experience and history as well as why you are interested in becoming the next leader of the PVTA.

Sandra Sheehan: I have been doing transit since 1991. I was a transportation planner for the Pioneer Valley Planning Commission where I was responsible for all the planning activities related to the PVTA. One of my first assignments was putting together the paratransit plan for the PVTA. Then I moved on to PVTA which I was at for thirteen years, the first six years, I was the Assistant Administrator and I was responsible for planning activities, grants, procurement of goods and services, oversight of the fixed route system and the capital program. Putting together the capital program for the transit authority and then carrying on the capital improvements. I was a project manager for all capital improvements. I still had the oversight of the route system and when the director of paratransit and the director of marketing left, I had oversight of the paratransit system as well as responsible for all marketing activities for the PVTA. And the last year at PVTA, my title changed again, I was the director of planning and development and my responsibilities were the planning activities, grants, procurement, and all the development projects including Union Station, the Westfield Project and the Holyoke Project. The reason why I want to be the Administrator for PVTA is because I have the experience, the skills and I believe that I will bring a new source of energy and proposals for how we could improve the service and the delivery of the service and a different type of relationship with the communities that we serve.

Mr. Slaughter: Can you tell us the strategies or plans you have for building relationships with the key people who have influence over our finances and grants and funding sources?

Sandra Sheehan: I plan to have a meeting with all the elected officials, the legislators, the senators and the state reps to educate them on what the need for funding transit is. We need to make sure that we receive the appropriate funding levels in order for the transit system to be able to provide

the levels of service that the communities need. Not only for paratransit, but dial a ride and the fixed route system and I think having a conversation and educating them on how we are funded and how the service and the monies are allocated to the different programs will go a long way for them to be able to allocate programs. I also want to explain to them that in Connecticut, there is a municipal grant program where most of the council on aging and all the different agencies receive municipal grants for dial a ride and I think if we follow a similar pattern there will be additional funding coming from the state to support those services.

Mr. O’Leary: Based solely on your transit industry experience, what is your experience working with agencies at the federal and state level and in what capacity did you gain or use that experience?

Sandra Sheehan: As the capital program manager, I have responsibility for putting together the capital grants, not only when I was at PVRTA but at the Greater Hartford Transit District and that requires a liaison with the Department of Transportation (DOT) to ensure that they approve the capital program, the projects that have been prioritized on the local level, that can be approved at the state level and in Connecticut, you do a split of the monies that are received – the monies go directly to the DOT over there so you have to actually have a plan of how you are going to use those funds in order for the DOT to allocate those funds to the districts and the relationship is in such a way that you have to convince them or explain to them the reasons why you need the funding that you need for the capital projects. When we put the grant together, and it is approved on the state level, it needs to go to FTA and at FTA there is a liaison for each of the states. So, you work in close relationship with that person to ensure that your grant is processed in a timely fashion and that all the documents are included. Once the grant is approved, you move to the oversight division of FTA and then you work with them for all the procurement that needs to be done in order for the capital project to be implemented. So, the relationship between the DOT and the FTA and the transit system is very crucial. It needs to be hand in hand as you try to move a project forward.

Ms. Brennan: Sandra, my question is about paratransit. With the diminishing funds and the significant increase in the older riders, how would you address meeting the needs of both ADA riders as well as non-ADA senior riders?

Sandra Sheehan: I think as you mentioned the funding that is available is constrained and I think we have to work collaboratively with the different types of agencies that service the elderly and the disabled to try to find solutions that are innovative on how to serve that population. Could it be that you contract with transportation network companies such as Uber and Lyft and provide some of the trips that are short distance and within a community and then use the paratransit system for the longer trips. I think you need to have everyone on the table whether it is businesses, you bring a lot of the elderly and the disabled to Stop and Shop, CVS and try to create a relationship with all the communities who are working together to try to ensure that the population in our region receives the transportation that they need.

Mr. Moskin: I have a question similar to Carolyn’s about how we are going to better serve the outlying rural communities and the individual families that live far from a fixed route and without the efficiencies of highly populated areas. Can we do better serving the rural population?

Sandra Sheehan: I think that there is lot of steps that need to take place. Part of it is educating the seniors to let them know the services that are available, especially in the rural areas where the elder males want to keep driving until there is just no way for them and it happens in our town as well. And as to having an outreach program where you mention to them the different options that are available but it also goes back to working with the communities because that region as we move forward, there is a limited amount of funds and we have to all work together to make sure that we provide the transportation options. There could be different options where you do an outreach

campaign to get volunteer drivers, or you ask the seniors or the elderly if you find a volunteer driver, we will somehow figure out a way to pay them for the services that they provide to you. But you recruit them, so you kind of more or less save on the insurance but maybe you could pay them \$5 for transporting the person. You could do this in some areas, maybe in Hamden or something like that, you could do Uber, you could do Lyft or you could do a deviated system like you have in Easthampton where you have an alignment but at certain times of the day you could deviate and then pick up people or people call and then the bus deviates and goes and picks you up. I think if we all work together, and come up with innovative ways, you will be able to come up with solutions to serve the population that we have. We have to like really think outside of the box.

Ms. Moriarty: Could you tell us a little bit about your leadership style?

Sandra Sheehan: I am a people person. I like to make sure that the staff that works with me and the people that work on the projects that I manage understand what the vision of the project is, what the objective is, so that we are all on the same page as we move forward. We all have a responsibility and it is clearly defined by the rules we set down and said okay this is what I am doing, this is what you are doing, and this is what the outcome of the project is. I like to empower people to be able to make their own decisions, if they have questions, come over and ask. I want to make sure that we are meeting the needs of everyone and that we are doing the best that we can to provide the service that we can.

Mr. Gold: Given that the PVTA Board is made up many elected officials and is funded by state and federal government appropriations, what are the policies and procedures and specific actions you plan on implementing to promote a more political nature of the authority and high ethical standards, especially trying to prevent a reoccurrence of the situation that the agency faced ten years ago?

Sandra Sheehan: I think that you have processes and regulatory requirements in place that are put in place by the state and the feds and if you follow and are clearly defined and make sure that you inform everyone in the staff and the operators of those guidelines and those requirements must be followed and that there will be consequences if they are not following those requirements. You have a procurement process that needs to be followed; there is a reason for that. If you make sure that people understand why we have to follow certain regulations and certain requirements there will be a very small amount of diminishing opportunity for those regulations not to be followed.

Mayor Morse: With the direct support of the chief information officer, the Administrator is directly involved in identifying and implementing a number of IT projects. What is your level of understanding and experience in that area and what type of specific IT projects have you had a role in initiating or implementing in your previous position?

Sandra Sheehan: When I was at PVTA, I mentioned that I put together the capital program. I presented to FTA with the assistance of the Pioneer Valley Planning Commission the ITS Implementation Plan for the authority. So, the plan – the systems that the authority currently has were based on that initial plan that was put together by the planning commission and the staff at PVTA. I was at PVTA when we started the implementation of the fare system, the GFI fare system. We also have onboard cameras and we had also started the procurement process. Actually we had completed the procurement process for the automated scheduling and reservation systems and scheduling for the paratransit system. While at the Greater Hartford Transit District, we did a project for the implementation of the passenger information system of all of the modes of transportation that provide service to Union Station.

Mr. Burns: What steps would you take to create an environment that encourages employees to think more strategically and also how do you think that might differ from what you know or assume is the current system at the PVTA?

Sandra Sheehan: In the authority, staff in the administration building is the most important assets and in order for them to be able to come up with ideas or suggestions, you have to have an open-door policy where any idea or any suggestion is welcome. You have to be able to empower the employees, provide them with the tools that they need, professional development in order for them to do their job efficiently and in the best way possible that they can. So, you need to listen to them. If they want to revise a process that they currently utilize to process eligibility requirements or to schedule routes or anything like that, you should be able to listen to what they have to say and in most cases, implement their ideas because they are the ones that are doing the work and it is just like a driver. The driver provides a suggestion, there is a reason why he is providing that and you should be able to implement that suggestion assuming there is no safety concerns and I think having regular meetings where everybody is involved and everybody knows what everyone else is doing and how that affects the job of everyone else, will also be very important.

Mayor Sarno: Ms. Sheehan, what is your understanding of Union Station Project in Springfield and if you are selected as the new Administrator, what would be your commitment to ensure a smooth transition such as the possibility of housing administrative offices there and what do you feel the role of operations and facilities of the PVTA would be?

Sandra Sheehan: I can see it in two different ways. At the Greater Hartford Transit District, they own and operate Union Station and I have seen that it is in the best interest of everybody to have all the modes of transportation in one location. We have the senior city bus; there is CT transport buses, Amtrak, bikes and everything so I think that Union Station should be an intermodal facility where all the modes congregate. I believe as I understand that there was a lease agreement signed for the base and the information center to move to Union Station. That should be a smooth transition both for the passengers and the operators in how the vehicles are relocated to that facility. I know it will be a little bit of a bump in the road for some of the passengers, but if it is planned accordingly, it should work well. As to the Administration Office moving into that facility, that is something that should be looked at. I know that the firehouse of the 2808 Main Street has a federal interest on that property because it was renovated with federal funds. I am not sure what the extent of that building is or if it could be reused for transit. That is something that could be discussed whether it serves the region better for the transit authority to be at Union Station.

Mr. Burke: So, if the majority of the transit riders are transit dependent and people of color, I want to know how you will engage riders to be involved in decision making, governance, and make sure their voices are heard in the running of the system?

Sandra Sheehan: I believe that they should have a voice in all decisions that are made. I do speak Spanish so I will be able to speak to a large portion of the population that uses the system. And whether you are a minority or whether you have a disability or not, you should be able and be entitled to receive great customer service and great transportation service and working with the disabled community and working with the minority community, in order for us to make improvements, it should be an open-door policy, you have a suggestion, this is going to work, you should be bringing it to our attention and we should be evaluating whether that should be implemented. But you are the ones that are using the system all the time. I could use it occasionally, but you are the one that use it all the time and if you see something that should be improved, that you should let us know and then we should make every effort to implement that change.

Rubin: You elaborated on this, but I am going to give it a little different spin. In terms of transportation network companies like Uber and Lyft, how do we make it so that we can work with them and integrate both services so areas where PVRTA cannot provide service, we have services to provide rides for all systems.

Sandra Sheehan: You have to work together as a region, not just each community, but the whole region coming together and realizing what the transportation priorities are for all of the residents in our region and then trying to determine which options will be viable for all of them. So, if you are in Ware, I know there is a shuttle that goes around Ware, but if you need to come to Springfield, if that connection cannot be made with that shuttle, then we should try to either negotiate contracts with the taxi company, do Uber or Lyft or some sort of different transportation network companies that will allow you to come to a transportation hub. Transit will always be needed. I could take the Uber all the way from Allen and Cooley to the Holyoke Mall, but it is going to cost me \$30 but if I get brought to Allen and Cooley and take the G1 and the P20 to the Holyoke Mall it is going to cost me \$1.50. So, when I am on a budget, I would take the \$1.50. There are different agencies that have transportation, you have the elder affairs, you have the veterans first, we all have to get together and try to figure out how we are going to be able to provide the transportation for the people in our region because the number of elderly population is increasing and in ten years, they will be the majority and we have to be ready to serve them.

Mr. Czach: Excluding the budget, what would be your first goal as Administrator that you want to achieve?

Sandra Sheehan: Excluding the budget, my first goal is I want to make sure that everyone understands what my vision is. I think that every passenger should experience excellent transportation service when they come to PVRTA. Whether it is when you first make contact with the information center or when you go to the internet to plan your trip, when you use the fare system, when you get on the bus, how you are greeted by the drivers, the condition of the vehicle, is it clean, is it not, and are the announcements working and how your experience is riding the vehicle. I want to make sure everyone is on the same page as we move forward.

Ms. Dubord: What do you feel this Advisory Board's role is when it comes to the budget?

Sandra Sheehan: To the budget, I think the Advisory Board should support the needs of the population that we are serving. In order for us to have a balanced budget, I believe that each of the members should reach out to the state officials and indicate to them the need for each of our communities and the need for the region as a whole to have sufficient funds to be able to provide the transportation that we need in this area as an advocate, to lobby for additional transit funds.

J.M. Sorrell: Describe a time when your leadership inclination and subsequent actions were in opposition to a lot of people around you and how did you proceed with that? Were you successful or did you learn any lessons?

Sandra Sheehan: I am going to talk a little bit about I was the co-chairman for the task force for the Unification of the Middle Schools in the Hamden-Wilbraham School District and I believe the information that we were given and the information that we researched as a task force was going to convince all the constituents in our communities that uniting or regionalizing the middle schools will be in the best interest of our communities and when it came time to vote, the town of Wilbraham voted in favor of it, the town of Hamden did not. And I think I learned my lesson because as an engineer, that is very much into data and all that, I thought the facts would carry the day and I did not realize that a lot of people make decisions based on emotions. And I was

disappointed but we are continuing to work with the school committee and the residents in the town to make sure that our children receive the best possible education that they can.

Chair: So, that concludes the questions from the member towns. We are giving each finalist a final two minutes at the conclusion here to both make any closing statement you want or if there is something that didn't come up during this process, that you would like the Advisory Board to know, it is an opportunity for you to convey that. So, an additional two minutes to you for closing.

Sandra Sheehan: I want to thank everyone for taking the time out of your busy schedules to do the interviews and the search committee for doing the first set of interviews. My biggest asset is to be able to work with people of diverse backgrounds, different stakeholders to make sure that everyone comes to the table, agree to an objective, agree to a vision and then able to carry that out. I have a lot of years as a project manager working with different municipalities, department of public works, agencies, FTA and all that if you collaborate, if you communicate and everyone has a clear understanding of what the vision is we will be able to carry the transit authority into the future. There are going to be a lot of transitioning ideas, suggestions that are going to be coming from FTA on how we or how the system should deliver service and how they should meet the needs of the population and as long as the whole region as a whole has an agreement on how we are going to be able to provide transportation to the residents of the region, that will go a long way for us to be able to implement any changes. I have the skills. I have the experience and I am making a promise that I will do everything possible that I can to make sure that we have the best transportation possible.

Chair: Thank you Ms. Sheehan, we appreciate you being with us today.

6. DISCUSSION OF FINALISTS AND VOTE TO SELECT NEW PVTA ADMINISTRATOR SUBJECT TO CONTRACT NEGOTIATIONS

Chair: So that completes our three finalist interviews. And so now the task before us is to have discussion, debate, and ultimately to select a new Administrator, subject obviously to contract negotiation. There are two ways we can do this. I can certainly ask if people wanted to sort of nominate a finalist or finalists or we could just have this debate, have discussion and then I will call a roll call vote. We will go community by community and you will select the name of the person – you will announce the name of the person that you wish that this Board to select as the new Administrator. And then obviously, that would be an offer conditioned on contract negotiation. Is there any feedback?

Ms. Sorrell: May I suggest the way you limited us to our two minutes, maybe you could do that. I think it is good for us to have a preliminary discussion because I think we may influence each other and in good ways we may be open to hearing things we hadn't considered in our own subjective world. But I think limiting each person to no more than two minutes is probably wise and maybe just one chance to talk, rather than going back and forth. That is what I suggest.

Chair: We can certainly allow at least everyone an opportunity and then see where we are from there.

Mayor Sarno: First of all, Mayor Narkewicz, Mr. Chairman thank you for doing this in a very professional manner. I thank all of the search committee and everybody here for taking the time. I think we are at a critical point right now. I think that Ms. Sheehan, the candidate that just finished up has a very good command of the details and information but she also came to us in a very good command of being a new face of the PVTA and relationship building, bridge building is extremely important and I think that also speaking in a different language too is very important. A new face at PVTA is extremely important as far as getting not only quality service, but also relating a vision.

The last thing I will say too is Mr. Roscoe brought up a good point. The bus stop issue. The mayors that are in the room here know that when something goes awry the knock, the phone call, the visit comes for our constituents and the having an Administrator with the proper communication is the key. But I think we have an opportunity here for a different direction, a fresh direction with somebody who is a very, very knowledgeable, someone who is very personable and someone who has a vision and someone that can take the PVTA to the next level.

J.M. Sorrell: I concur with Mayor Sarno. I think our first candidate, internal candidate, has a lot of strengths, but I liked that Ms. Sheehan is bilingual. She is extremely smart and poised and personable at the same time. I can tell she does her homework. I like that she is not only a fresh face but also a known entity, she is a combination because she has experience here, she is not coming into it completely new, but she is coming into as you said in a new era. I felt, and I will just be honest, I felt strongly that the second candidate didn't have it; he didn't answer the questions directly that we asked. He stumbled and was off on tangents too frequently and given the crucial timing of this hire, I don't think we have the luxury of a learning curve and I would be comfortable in some ways with the first candidate, but I felt very much won over by Ms. Sheehan.

Mr. Burns: I concur with both Mayor Sarno and Ms. Sorrell. I found Ms. Sheehan was incredibly well prepared. She knew details about specific communities. She had done her homework, obviously, she has had some experience on the Port Authority by the Administration before but that was some time ago and she seemed to bring both a fresh pair of eyes for the job but also has a good amount of experience that would directly benefit us. I think personality came through. She certainly knew how to engage people and I think for the three folks that came forward tonight, she was the least familiar with this group and the most at ease with this group. And that struck me. She was just able to come in here, she hasn't seen most of us, but tonight, she was able to sit here and be relatively at ease in front of the group and she performed well I thought and her knowledge showed through.

Mr. Theroux: Sandra Sheehan, I knew years ago and she worked for the PVTA and certainly Patty recently. Balancing both of their qualifications, balancing both their performances and so forth, it is very difficult for me. This is really only the first time I have seen Sandra again in years. But I think she is our candidate. I believe that she can do the job for us.

Ms. Brennan: When I came tonight, what I wanted to hear specifically was some strategic thought and future planning as well as clear action plans and I do feel that Sandra did present that clearly. All three are excellent candidates, but I think what really spoke to me was those really clear action plans.

Rubin: I have been in planning for a while and I think the distinction for me is that Sandra is a leader. She was able to come in and take charge. She came from Hartford, I am sure she was tired from driving, she just came in and answered the questions professionally, alive, she was having fun while doing it and she was demonstrating her technical and interpersonal skills by doing that. So, I go with the Mayor and I go with Ms. Sorrell.

Mr. Moskin: Briefly, colleagues I also think Sandra is a wonderful candidate. I have worked with Dana Roscoe on different projects for over twenty years and I am not speaking out to encourage you to vote for Dana necessarily. But Dana is the most phenomenal problem solver, or one of the most phenomenal problem solvers I have ever worked with. We saw that he is lacking in public speaking skills and if that is an important part of the Administrator's job, I am not aware of that. But I am probably going to vote for Dana just because I have seen him enter these situations where I thought there was no solution and he would find one. So, if I do vote for Dana, I hope you understand that it is from this working relationship where I have seen him just pull the rabbit out of

the hat so many times and was very impressed by that. I saw two very good female leaders here today and that is who I know will be our next Administrator but I want to just give you an explanation in case I vote for Dana.

Mr. Gold: I also saw a distinct difference here and thought Ms. Sheehan clearly was a better interview tonight than the other candidates. I thought her answers were to the point, they were concise. She said what she had to say and moved on. I think she has a leadership style, she answered the questions. But what got me more than anything was her comment, every passenger should experience excellent service when they interact with the PVTA and having a vision and having somebody who has thought of that and stood up and said that here.

Chair: Okay, anyone else wish to make any comments?

Chair: I am going to the next order of business. I will ask the PVTA Clerk to call a roll call vote for the next PVTA Administrator.

Chair: Again, you have the names of the three candidates, Ms. O’Leary, Mr. Roscoe and Ms. Sheehan. Brandy, PVTA’s Clerk will be tabulating on her spreadsheet which we have actually projected up here for you, so you can see the real-time vote totals, which also factors in the percentages, the weighted averages for each community and so with that I will ask the clerk to call the roll.

Vote for next PVTA Administrator

	<i><u>Vote</u></i>
Agawam	Sheehan
Amherst	Sheehan
Belchertown	Sheehan
Chicopee	Sheehan
East Longmeadow	Sheehan
Easthampton	(Not Present)
Granby	Sheehan
Hadley	Roscoe
Hampden	Sheehan
Holyoke	Sheehan
Leverett	(Not Present)
Longmeadow	Sheehan
Ludlow	(Not Present)
Northampton	Sheehan
Palmer	Sheehan
Pelham	(Not Present)
South Hadley	(Not Present)
Springfield	Sheehan
Sunderland	(Not Present)
Ware	Sheehan
West Springfield	Sheehan
Westfield	Sheehan
Wilbraham	Sheehan

Williamsburg
ADA Representative
Rider Representative

Sheehan
(Not Present)
Sheehan

Clerk: Votes for next Administrator:

50.60 In favor of Sandra Sheehan
1.86 In favor of Dana Roscoe
0.00 In favor of Patricia O'Leary

Chair: Sandra Sheehan is the choice of this Board to be the next PVTA Administrator.

Chair: In terms of the contract piece, we do have a committee of this body that is tasked with doing evaluations and contracts. I would ask the Board if they believe that it would be the appropriate for the Compensation subcommittee to commence that negotiation process. I will ask PVTA's HR director to be in communication with Ms. Sheehan about setting up a time to have a discussion with the subcommittee about negotiating a contract. I believe that when we talked to Ms. Sheehan, she indicated that she would be available to start within three to four weeks, I believe, so that will allow you time to do that work and have that communication. We will have access to legal counsel from KP Law, to review the contract on behalf of the committee as well, so we can make sure that we make that arrangement.

J.M Sorrell: I just have an inquiry, I'm sorry. Was there a clear range in terms of benefits and salary that we will stay within or it is possible that you might go outside of a range?

Chair: The position was advertised at a starting salary range of \$120,000 to \$135,000 and again I would probably ask Mr. Howe, PVTA's Human Resources Director, to work with the committee in terms of looking at the salary ranges and the scales and perhaps give you any guidance you need on that. With that, congratulations to this Board and obviously to the PVTA on selecting our new leader and I will entertain a motion to adjourn this special meeting.

7. ADJOURNMENT

The Special Meeting of the PVTA adjourned (O'Leary/Mayor Sarno) at 6:25pm.

A TRUE RECORD

ATTEST:


BRANDY PELLETIER

Minutes Approved 9/20/17