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PASSENGER Transport

THE SOURCE FOR PUBLIC TRANSPORTATION NEWS AND ANALYSIS

MONDAY, MAY 20, 2019 | VOLUME 77, NO. 9

2019 Mobility Conference

Louisville, KY





Commentary

Shaping Public Transit to Lead In a New Mobility Era

BY DOUG KELSEY
General Manager
Tri-County Metropolitan Transportation District of Oregon (TriMet)
Portland, OR

WE ARE APPROACHING a tipping point—an important juncture—for the public transit industry, where new policies, customer-focused technology and demand for service beyond a bus or a train are driving the next transportation revolution.

The way we approach transportation, mobility and city planning is rapidly shifting as ridesharing, Transportation Network Companies (TNCs) and autonomous vehicles change the market and transportation landscape.

As public transit providers, we work to adapt to the rapidly changing mobility environment. If we are to adjust and maintain our place in the market, I believe our industry must focus on two major challenges.

The first challenge will be to refine our core funding model. We must realign our cost structure, both capital and operating, and look to leverage new funding sources. Getting our costs down is crucial as technologies evolve and the cost difference between subsidized public transit and ride-hailing services narrows. The need will be further accelerated when ride-hailing services begin offering driverless alternatives at a potentially far lower cost and fill gaps where high-capacity public transit isn't available. We will need to both partner and compete!

The second challenge will be to shift from an organizational culture of operations to a service industry that brings new products to market for enhancing the customer experience. To exist in a market-based environment, we must no longer behave like a semi-utility. As we start to collaborate and compete with a wide array of mobility service providers, we need to remove barriers to riding public transit. We need to simplify trip planning, integrate new technologies to speed what I refer to as the "plan/book/pay" process and offer customer benefits akin to private-sector companies. We have the opportunity to access new customer segments by improving their experience and removing friction points.

If we hope to stay nimble and rele-

vant in this rapidly changing mobility landscape, we will need to keep closer pace with the private sector that is driving innovation and technology forward. The taxi industry serves as a good example. Soon after TNCs entered the market, the long-established taxi business was greatly eroded. These TNCs now see us as their competition. If the public transit industry clings to parts of its old model, we, too, will be left behind.

We have a chance to proactively prepare for additional technological and artificial intelligence advancements that will come to public transit in the next decade. While trying to keep up with the rate of change can be an overwhelming proposition, we must lay

the foundation to move from traditional transportation providers to dynamic passenger-integrated mobility providers—a paradigm shift in the public transportation model.

We cannot achieve all the necessary changes alone. Smart city

planning must work in tandem to restructure communities; however, some of the needed changes to the mobility landscape outpace planning efforts and needed investments. One immediate aid would be leveraging new public policies—far more robust and aggressive policies—that give an advantage to cycling, walking and public transit. Our policymakers need to be courageous in tilting the playing field over single-occupancy vehicles.

In Portland, we would benefit from queue-jumper lanes, HOV lanes, additional transit signal priority and mitigation strategies for cyclists, pedestrians and public transit during road work or unexpected closures. This would require more aggressive and consistent policies throughout the Portland region to shape where active public transit is

preferred.

We are looking to shift both policy and culture. These policy changes would benefit the greater community, yielding environmental and health benefits, reduced energy consumption, congestion mitigation and a reduced demand for parking space in high-value real estate areas.

Traditionally, public transit has simply been a community connector and a people mover. On the business end, it has been one of the most difficult industries for customer-centric marketing due to the diverse customer base we serve and, historically, the limited individual interactions. As we work to reshape the industry and streamline the rider experience, we have the chance to better understand our customers.

We must employ customer-focused applications and technologies that provide more options and simplify the decision-making process. This will result in benefits for both public transit agencies and riders. Transit providers will be able to potentially reduce costs and better execute new or reallocated service to best serve their communities. Riders can take advantage of an improved customer experience. At TriMet we are looking to expand our customer-centric approach, extending additional transit benefits directly to the customer by way of loyalty programs.

The future of public transit is an exciting prospect. We are on the verge of a new transportation era. As transit leaders, we have significant challenges to overcome but we also have significant opportunities to improve our service, our operations and our community.

Now is the time to prepare and act. To meet these challenges, we must realign costs, remove barriers for riding, build trust, add value and simplify the customer experience in ways we had not previously considered. While the structure of partnerships and the speed of transition to this new model will vary greatly depending on specific regional markets, it is a critical piece for the future of public transportation.

"Commentary" features authoritative points of view from various sources on timely and pressing issues affecting public transportation. Statements and opinions expressed in *Passenger Transport* are those of the authors and do not necessarily reflect those of APTA. APTA would like to hear from you. If you are interested in submitting an original, thought-leader Commentary for consideration, please contact Senior Managing Editor David A. Riddy at driddy@apta.com.

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FTA Announces \$423M in Funding for Bus Projects

Approximately \$423.3 million in FY 2019 competitive grant funding is available for public transit bus replacement and rehabilitation projects through FTA's Grants for Buses and Bus Facilities Program.

Eligible projects include those that would replace, rehabilitate, lease or purchase buses and related equipment; and projects involving the purchase, rehabilitation, construction or leasing of bus-related facilities, such as buildings for bus storage and maintenance.

"Buses provide a vital service for millions of Americans every day," said FTA



U.S. Department of Transportation
Federal Transit Administration

Acting Administrator K. Jane Williams. "This program is an excellent opportunity for communities to enhance the safety and reliability of their buses and improve mobility for their residents."

FTA will accept applications until June 21. Eligible recipients include fixed-route bus operators, states and local governmental entities that operate fixed-route bus service, and Indian tribes. More information is available at <https://bit.ly/2WPJODW>.

The FY 2018 Buses and Bus Facilities Infrastructure Investment Program funded 107 projects in 50 states and territories totaling \$366.2 million.

APTA Outlines Priorities to Appropriations Leaders

APTA SENT LETTERS to the leadership of the House and Senate Committees on Appropriations, as well as the Subcommittees on Transportation, Housing and Urban Development, and Related Agencies, May 13, outlining APTA's priorities as the committees move forward in the appropriations process for FY 2020.

In the letters, APTA urged, in partic-

ular, funding for State of Good Repair and Bus and Bus Facilities grants above FAST Act levels. "These investments support the national transportation network and are critical to main street businesses," the letter stated.

View the letter to the House at <https://bit.ly/2JINYQy> and to the Senate at <https://bit.ly/2Ebz00h>.

APTA Releases Latest Fact Book

APTA HAS PUBLISHED its 2019 *Public Transportation Fact Book*—marking the 70th-anniversary edition of this publication.

The look and feel of the latest edition have been reimagined for this milestone and introduce a new way to describe and visualize public transit industry data.

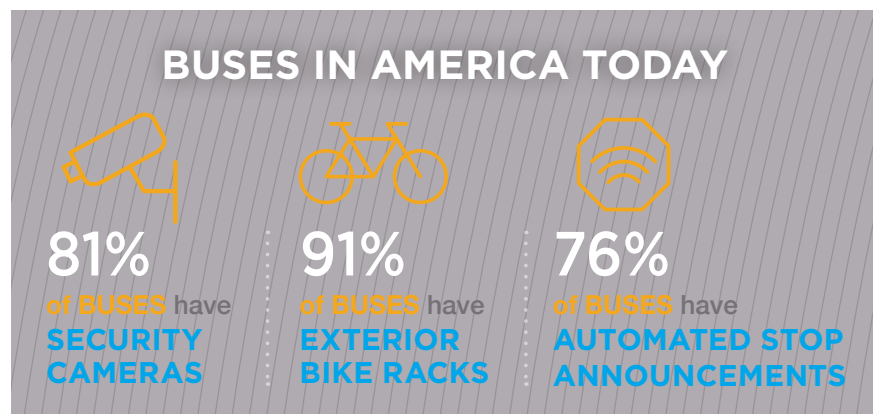
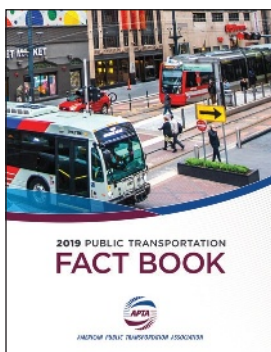
The *Public Transportation Fact Book* is much more than a snapshot of one year's statistics; rather, it's a depiction of where the industry has been and where it's going as public transportation agencies seek to transition to mobility managers and integrators.

In 2017, bus, Bus Rapid Transit (BRT) and trolleybus systems were responsible

for 47 percent of the 10.15 billion unlinked passenger trips taken in the U.S. To enhance service and boost ridership, many public transit systems are investing in BRT services. For example, twice as many BRT systems were operating in the U.S. in 2017 as in 2010.

The Fact Book shows important trends such as the transition to alternative fuels in the bus fleet, the increase in onboard amenities and greater accessibility of public transit vehicles. Fifty-eight percent of the U.S. bus fleet operates on alternative fuels and 99 percent of the fleet is now ADA accessible.

Access the 2019 APTA Fact Book at www.apta.com/factbook.



Denver RTD Launches G Line Commuter Rail

The Regional Transportation District (RTD) in Denver and its many partners recently celebrated the grand opening of the commuter rail G Line with a ceremony at the end-of-line Wheat Ridge & Ward Station before opening the line to the public with two weeks of free rides.

RTD General Manager and Chief Executive Officer Dave Genova said of the 11.2-mile line, "It takes a vision to begin these endeavors and it is a joy when we see the tangible results. As we celebrate the collaborations that have made today's milestone possible, RTD will build upon this achievement to provide additional connections that enhance the mobility of the region."

The G Line is part of RTD's 2004 voter-approved FasTracks program to expand public transit across the Denver metro region and the third and final commuter rail line to open as part of the federally funded Eagle P3 Project. RTD concessionaire Denver Transit Partners operates the new line along with the existing University of Colorado A Line to Denver International Airport and the B Line to Westminster.

RTD noted that it is

the first U.S. public transit agency to build PTC technology into a new rail system from the ground up. All three of the agency's commuter rail lines operate with wireless PTC.

At the launch event, Denver Mayor Michael B. Hancock called the opening "the next major step in the buildout of a vital transit network that has provided so many new opportunities for our residents and neighborhoods. Each new line means new connections in our communities," he added.

In addition to the launch of the new line, RTD also added two new stops along the B Line where both lines share track.



The G Line is part of RTD's FasTracks program to expand public transit across the Denver metro region.

FTA to Host Transit Asset Management Webinar

FTA WILL HOST a webinar to review how two public transit agencies are using their Transit Asset Management (TAM) data to support agency decision making, May 29, 3:30-4:30 p.m. Eastern.

The webinar will feature presentations from Sharon Okoye, transportation engineer for Connecticut DOT (CTDOT), and Terry Boylan, asset and configuration manager for the Greater Cleveland Regional Transit Authority

(GCRTA). Okoye will focus on CTDOT's use of the Transit Asset Prioritization Tool to track and analyze asset data to support decision-making. Boylan will discuss GCRTA's predictive maintenance program and how it supports more effective decision making across the asset life cycle.

Registration, at <https://bit.ly/2HmRM0F>, is on a first-come, first-served basis.

APTA Welcomes Visitors to Louisville



The skyline of Louisville, KY, host city for the 2019 APTA Mobility Conference.

Second Annual TCRP Day Scheduled for June 13

The Transit Cooperative Research Program (TCRP) has announced that its second annual TCRP

Day is June 13. This national event aims to create awareness of the program, showcase its research in action and increase the number of public transit professionals involved in the program.

For more information and to volunteer as a local host, contact Peggy Wilson at pwilson@apta.com.

TCRP Day hosts will either hold a brown bag lunch or staff an information table at their organization to help educate their colleagues about the program. An online toolkit is available to help hosts organize their event.

Three New Publications

TCRP also recently released three new publications:

Research Report 205: Social and Economic Sustainability Performance Measures for Public Transportation, available in pre-publication format, explores a practical

tool to help public transit agencies of all sizes develop performance measures to plan, evaluate and report on social and economic sustainability. This report is intended to complement the APTA Recommended Practice for Social and Economic Sustainability for Transit Agencies (2018) and is presented with a companion Excel workbook.

Synthesis 143: Managing the Transit Scheduling Workforce examines how agencies are recruiting, training, developing and retaining schedulers. Where agencies use third parties to create schedules, the study also shows how agencies manage those parties.

Synthesis 139: Transit Service Evaluation Standards offers an overview of the purpose, use and application of performance measures, service evaluation standards and data collection methods at public transit agencies in North America.

Order these and other TCRP publications at www.trb.org/tcrp.

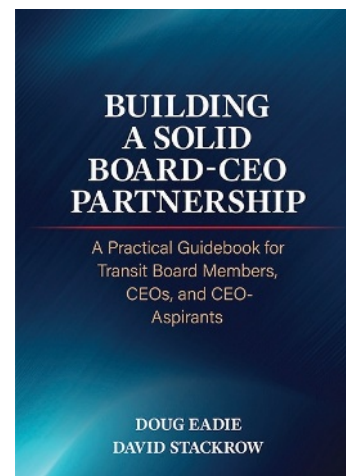


New Book Explores Governing Function in Public Transit

APTA CHAIR David M. Stackrow Sr. and public transportation management consultant Doug Eadie, founder and president of Doug Eadie & Company, discuss the governing function in public transit in *Building A Solid Board-CEO Partnership: A Practical Guidebook for Transit Board Members, CEOs, and CEO-Aspirants*, available as a hardcover or paperback at www.dougeadie.com and www.amazon.com.

Written expressly for public transit board members, chief executive officers, senior executives and the elected officials who appoint transit board members, the book provides guidance on developing the governing capacity of boards and building board-chief executive officer partnerships that can stand the test of time.

Topics include:
■ The role of the chief executive officer as “Chief Governing Partner”;



- How to develop the board's capacity to manage itself as a governing body, including setting governing targets and monitoring governing performance;
- How to engage board members in the planning, monitoring and external-relations functions;
- How to capitalize on well-designed board committees as “governing engines”; and

- How to engage the executive team in the governing process.

“This has been an exciting project to be a part of,” said Stackrow. “My 25 years of experience as a board member at CDTA and my work with Doug has allowed me to provide real-life examples and advice to transit board members across the country on how to develop and maintain a rock solid partnership with their CEO. I hope people enjoy reading the book as much as Doug and I enjoyed writing it.”

TRB Seeks Nominations for Sharon D. Banks Award

THE TRANSPORTATION Research Board (TRB) is seeking nominations through July 31 for the Sharon D. Banks Award for Humanitarian Leadership in Transportation. This award, which recognizes excellence in people-oriented initiatives throughout transportation, was inaugurated in 2002 and may be presented biennially. The next presentation of the award will be made at the Chair's Luncheon on Jan. 15, 2020, during the TRB 99th Annual Meeting.

Banks was the general manager of AC Transit, Oakland, CA, from 1991-1999 and chaired the TRB Executive Committee in 1998. She was an active member of APTA and served on the Legislative Committee. She died in 1999.

Banks was known for nurturing and mentoring young transportation professionals and bringing together people of diverse backgrounds and commitments. This award honors others who exemplify her ideals of humanity and service—individuals whose accomplishments make a significant difference in the lives of those who use, deliver or support transportation services.

TRB established the award with the support of U.S. DOT. Other contributors to the award include APTA, AC Transit, the Conference of Minority Transportation Officials and the California Transit Association.

Find more information about the nomination process at <https://bit.ly/2Y1kScN>.

New CEO Named Cummings, T.Y. Lin International

T.Y. LIN INTERNATIONAL, based in San Francisco, has named Matthew (Matt) G. Cummings its president and chief executive officer. He succeeds former President and CEO Alvaro J. Piedrahita, who transitions to chairman of the Board of Directors of TYLI Group. Cummings has more than 30 years of engineering experience and joins T.Y. Lin International after leading a \$2 billion transportation infrastructure business at a global engineering and construction firm.



Matthew (Matt) G. Cummings

Acquisitions HDR, Calthorpe Associates

HDR HAS ACQUIRED Calthorpe Associates, a regional planning, urban design and TOD firm based in Berkeley, CA, which will now be known as HDR/Calthorpe.

Peter Calthorpe, founder and principal at Calthorpe Associates, will join HDR as a senior vice president. He has received the Urban Land Institute's J.C. Nichols Prize for Visionaries in Urban Development. Also, Joseph Scanga, partner and urban designer at Calthorpe Associates, will become a vice president with HDR.

National Express, Total Transit

NATIONAL EXPRESS LLC, based in Lisle, IL, has acquired Total Transit Enterprises LLC and Discount Enterprises Inc. (collectively, “Total Transit”), which provides non-emergency medical transportation and taxi services in Phoenix and Tucson, AZ.

National Express LLC is the North American subsidiary of National Express Group, PLC, a major transportation firm in the United Kingdom. Total Transit, founded in 1984, operates a fleet of more than 200 sedans, minivans and shuttles.

In Memoriam Flaherty, STV Senior Vice President

BRIAN J. FLAHERTY, 77, a senior vice president with STV in New York City, died April 15. Flaherty joined STV in 1995, part of a career of more than 40 years. He led the firm's design-build national practice and in 2009 received the Distinguished Leadership Award from the Design-Build Institute of America.



Brian J. Flaherty

Showcasing TEXRail's 'Spike'



anniversary of the “Golden Spike,” which completed the U.S. transcontinental railroad by joining the Central Pacific and Union Pacific railroads at Promontory Summit, UT.

APTA President and CEO Paul P. Skoutelas, center, with TEXRail's “Spike” railcar following a recent grand opening event for the Stadler U.S. plant in Salt Lake City. Joining Skoutelas are Trinity Metro Board of Directors Chairman Scott Mahaffey, left, and Trinity Metro President/CEO Bob Baulsir. The name “Spike” refers to the fact that the Stadler railcar, scheduled to enter service in Fort Worth, TX, in June, participated in the commemoration of the 150th



The Omni Louisville Hotel, site of the conference.

APTA Welcomes Mobility Professionals to Louisville

APTA WELCOMES hundreds of mobility professionals to the Omni Louisville Hotel in Louisville, KY, for the first APTA Mobility Conference, APTA's *enhanced* bus and paratransit conference, May 19-22, hosted by the Transit Authority of River City (TARC).

In advance of the Monday morning Opening General Session May 20, APTA committees convened throughout the weekend and welcomed North America's top bus operators and maintenance teams to the 2019 APTA International Bus Roadeo competition on May 19.

Jarrett Walker, blog author, Human Transit.org, and president and principal consultant, Jarrett Walker + Associates, Portland, OR, will keynote the Opening General Session, speaking on "Leveraging Mobility Innovation to Enhance the Experience." Other speakers will include APTA Chair David M. Stackrow Sr., board treasurer of the Capital District Transportation Authority, Albany, NY, and APTA President and CEO Paul P. Skoutelas. The day's activities begin with "Meet the Primes/Agencies": A Small Business Networking Breakfast, supported by the APTA Business Member Activity Fund.

APTA will present a variety of educational sessions throughout the conference.

The Bus Display, outside the Kentucky International Convention Center, will feature numerous bus models to tour; manufacturers' representatives will be on hand to discuss their products and answer questions.

FTA Executive Director Matthew Welbes and Vincent Valdes, associate administrator for research, demonstration and innovation, will report on a series of wide-ranging initiatives including infrastructure investments, mobility

management, workforce development and technology at a late afternoon General Session. Other sessions will feature the annual Customer Service Challenge and graduation ceremonies for the Emerging Leaders Program Class of 2019.

APTA will recognize the winners of the 2019 Bus Safety & Security Awards at a General Session kicking off Tuesday's activities. Another General Session immediately following will address "Managing the Curb": finding ways for all providers to work together to create a safe, seamless and reliable mobility network.

The Mobility Products & Services Showcase in Halls A-B, Upper Concourse, Kentucky International Convention Center, will host business members and what's new and innovative for bus and paratransit professionals.

This year, APTA is unveiling a new format to honor the bus operators and maintenance teams receiving International Bus Roadeo awards. The award ceremony begins at 6:30 p.m., followed by the Awards Reception.

Wednesday's schedule will offer more concurrent sessions in the morning followed by the Closing General Session, "Celebrating & Developing Champions," where award-winning jockey Pat Day will talk about how champions are identified and nurtured and how attendees can use these skills at their organizations to nurture a championship culture.

TARC will host a technical tour Wednesday afternoon. Starting at the Omni Hotel, the group will travel by bus to TARC's 29th Street Campus to see the state-of-the-art maintenance facility, followed by a visit to the agency's headquarters at historic Union Station.

Put the APTA Mobility Conference in the palm of your hand with the **official event app**. Search for and install the "Eventsential" app from your app store; open the Eventsential app on your mobile device and search for "APTA"; tap the Mobility Conference logo to launch.



For social media, be sure to use the official conference hashtag **#APTAmobility19**.

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Welcome to Louisville, the 'Derby City'!

BY FERDINAND L. RISCO JR.
Executive Director
Transit Authority of River City (TARC)
Louisville, KY

Welcome to the city of Louisville and welcome to the 2019 Mobility Conference: APTA's *enhanced* Bus & Paratransit Conference and International Bus Rodeo!

The conference is taking place at the "new cornerstone of downtown" Omni Louisville Hotel, less than a block from our fare-free LouLift service traveling to some of the city's best attractions. The Rodeo is being held in South Louisville near the fairgrounds at the Kentucky Exposition Center. Throughout your visit, at all event locations, our agency hosts will be available to point you in the direction of the next event, a popular sight or spot to eat, and be ready to offer local advice to help you make the most of your stay with us.

We are honored to be chosen as APTA's host for 2019. As guests to the

Greater Louisville region, we hope you take advantage of every opportunity to explore our city. Enjoy your visit, and if you do have to leave after, we hope you take an unforgettable experience home!

About the Transit Authority of River City

Celebrating its 45th year of service in 2019, TARC provides mobility solutions for more than 12.5 million passenger trips covering more than 12 million miles annually. TARC runs 43 routes in five counties across two states and owns and operates 102 paratransit vehicles and 223 buses. TARC averages more than 41,000 daily rides, 83 percent of which are for work or school.

By embracing technological advancements—Wi-Fi on every bus, charging stations for mobile devices, rapid transit service to downtown, a dynamic trip planner, one of the largest electric fleets in the country and the recent move away from paper tickets to MyTARC (our



Ferdinand L. Risco Jr.

electronic fare system)—TARC has set its sights on becoming the mobility managers for the region, ensuring that the ride from where you are to where you want to be is more convenient, more productive and, most importantly, more enjoyable.

The city of Louisville—the hub of TARC's service area—is experiencing a historic boom in terms of an ever-increasing tourism industry. With the recently created LouLift service, we've enhanced connectivity for more than 24 million annual visitors, providing easily accessible transportation and helping to generate the additional economic success necessary to move Louisville and our region forward. The relationship between resident prosperity and visitor experience, with more than 26,000 tourism-related jobs, is closely tied to the ease with which guests to the city use our service.

Governance

TARC was founded in 1974 when Louisville voters approved a tax increase to fund public transit. Mayor Harvey Sloane championed the campaign at a time when private transit operators were unable to provide adequate service and were going out of business. With the help of federal funding, TARC purchased the Louisville Transit Company, bought new buses, reduced fares and expanded service.

The authority, governed by the TARC Board of Directors, is responsible for managing, controlling and conducting its business, activities and affairs. The board is responsible for the overall planning of public transit in our service area.

We're excited for this opportunity to showcase our service and to show off the best attractions our city has to offer, especially some of our local favorites. We look forward to holding many interesting conversations and sharing public transit ideas and stories from all over the country. Welcome to the Derby City!

CDTA Testing New Tech

BY DAVID M. STACKROW SR.
Chair, APTA
Board Treasurer
Capital District Transportation Authority
Albany, NY

THE CAPITAL DISTRICT Transportation Authority (CDTA) in Albany, NY, has officially moved into the pilot testing stage of its new intelligent transportation management system (ITMS) for paratransit and demand-response services with Trapeze Software Group Inc.

In 2019-2020, CDTA will launch an entirely new demand-response mobile computing solution for both its customers and employees. Using Android smartphones and tablets, operators and dispatchers will be able to connect to vehicles, the CDTA dispatch center and the full paratransit scheduling information system in real time. Such information includes same-day bookings, trip cancellations and adjustments, on-time performance and passenger loads.

According to CDTA, the most important benefit of the new mobile computing platform is the ability to make instant, on-the-fly decisions and operational changes to passenger trips.

New features of the ITMS include:

- **DriverMate Center-CAD/AVL Dispatching.** This technology provides CDTA dispatchers with tools to view and manage demand-response vehicles and maintain high-quality service.
- **Web Reservations, Updates and Cancellations.** For the first time, CDTA customers can request trip reservations for one-time and subscription-based trips by specifying dates, times, pickup and drop-off locations, reasons for travel and passenger aids.
- **Phone-Based Interactive Voice Response Reservations, Cancellations**

and Callbacks. This feature will enhance CDTA's existing automated phone-based confirm and cancel bookings feature. It is a self-service, telephone-based application for customers to look up, cancel or book demand-response trips at any time. The system will automatically call back customers to confirm requests.

■ **Email and SMS.** This functionality provides CDTA's customers with email- and SMS-based notifications and confirmations about their upcoming trips.

■ **Real-Time Vehicle Location.** The application tracks each demand-response vehicle's location via GPS for customers and CDTA dispatchers. It also automatically sends and receives real-time updates and provides turn-by-turn directions for operators.

■ **Fully Integrated Navigator Fare Payment.** Perhaps the most important upgrade for customers will be the integration of CDTA's new fare collection system and Navigator smartcard. This feature will enable paratransit customers to pay for rides by using their Navigator card while also being able to use the same card to ride fixed-route services at half fare.

These features will allow CDTA to manage all aspects of demand-response operations internally and in the vehicle for all service providers through the use of a mobile application and a tablet.

Currently, CDTA provides demand-response services using a mix of company-owned vehicles and contracted service providers. The new ITMS bridges the information gap between what is available to a customer and to a CDTA employee. It will ensure that both customers and employees are well informed, using the same tools and technologies.

VTA's Cutting-Edge Electric Bus Charging And Management Project

BY NURIA FERNANDEZ
Vice Chair, APTA
General Manager & CEO
Santa Clara Valley Transportation Authority
San Jose, CA

IN SILICON VALLEY, we do things the "Silicon Valley way": that is, constantly seeking opportunities for partnerships that lead to cutting-edge projects that promote mobility and reduce impacts on the environment. One such project is building an electric charging system that provides "smart" management for our fleet of electric buses.

California's public transit agencies have a mandate to transition to 100 percent zero-emission vehicles (ZEV) by 2040. As public transit agencies across the state move toward adoption of these vehicles, VTA's pilot project will optimize performance of the new charging technology, minimize stress on the California electric grid and track the unique electric bus parameters.

By developing vehicle to grid integration (VGI) strategies, VTA will advance California's goal of reaching 1.5 million ZEVs on roadways throughout the state by 2025. We are at the forefront of helping the nation's largest state reach this achievement.

This is how we are going about it. VTA collaborated with innovation think tank Prospect Silicon Valley to pursue a \$2 mil-

lion grant from the California Energy Commission to research, develop and demonstrate an advanced energy management grid services system and critical parameters for public transit electric bus fleets.

The National Renewable Energy Lab (NREL) is another integral part of this project. By evaluating and simulating current transit routes, NREL determined that a "microgrid" solar energy generation and energy storage system would be ideal to offset the cost of electricity, reduce the impact on the electrical grid and support any potential emergency power requirement.

In addition to these benefits, this research will provide valuable data to both enable the integration of intermittent natural renewables like solar and wind and develop a disaster recovery solution for a large zero-emission bus fleet.

We have acquired innovative smart networked charging stations as well

SANTA CLARA VTA CONTINUED ON PAGE 8



A VTA electric bus at a charging station.

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JTA Expanding Services and Ridership

BY LISA DARNALL

Vice President of Transit Operations,
Chief Transportation Officer
Jacksonville Transportation Authority
Jacksonville, FL

The Jacksonville Transportation Authority (JTA) is investing in new and expanded services as it continues to pursue creative solutions for Northeast Florida's public transit needs.

In recent years, JTA has embraced the new mobility paradigm by increasing its small-scale and microtransit options to create better flexibility attuned to customer preferences. That trend continues in 2019.

The authority's recent addition of a curb-to-curb transportation option, Read-iRide, and the expanded door-to-door paratransit service, Connexion Plus, come

as JTA navigates a changing industry and a more diverse customer base.

JTA launched Read-iRide in December as a way to serve customers living in some Jacksonville neighborhoods where fixed-route bus service could be improved. Read-iRide often covers the first or last mile of a longer journey by connecting customers to JTA fixed-route bus stops and stations or to one of the three First Coast Flyer BRT lines. Residents living within certain designated zones throughout Jacksonville can be transported anywhere in the same zone for \$2 a ride. As with other JTA services, customers can purchase fares and plan their routes online or through the MyJTA app, available from the App Store and Google Play.

In April, JTA also expanded paratransit services with Connexion Plus when it became clear that existing cus-

tomers wanted more personalized and direct modes of transportation.

Connexion Plus is a destination-to-destination public transportation option for customers with disabilities who are not able to use fixed-route services.

This premium program offers JTA's existing Connexion-certified customers more flexibility to travel by providing rides anywhere in Jacksonville and the ability to make same-day reservations, which can be made up to two hours in

advance.

Small-scale and microtransit options like Read-iRide and Connexion Plus are helping JTA extend ridership options to people and areas that require tailored alternatives to traditional public transit service.

Just as important, investment into these alternatives as opposed to more expensive projects allows JTA to be more nimble as it plans for a future that includes autonomous vehicles and smart corridors.

MCTS' Ad Campaign Targets Millennials

THE MILWAUKEE COUNTY

Transit System (MCTS) launched a creative ad campaign this spring as part of an effort to reach its largest untapped segment of potential riders: Millennials.

The "Don't Knock It Until You Ride It" campaign features a series of bold statements designed to grab attention, evoke an emotional response and spark conversation. Examples include:

- "Brunch is overrated."
– Person who's never tried it
- "French press is pretentious."
– Person who's never tried it
- "Seeing foreign films is a waste."
– Person who's never tried it
- "Craft beer is for snobs."
– Person who's never tried it
- "Yoga isn't exercise."
– Person who's never tried it
- "Listening to podcasts is boring."
– Person who's never tried it

By pointing out the naiveté in misperceptions of things readers care about, the ads prompt them to reexamine their own views of the bus.

Each ad ends with a call for action that encourages individuals to "give the bus a try." Years of research in Milwaukee County have shown that most first-time riders are pleasantly surprised with their positive bus experience. Once they try it for themselves, it is likely they will consider public transportation as an attractive option in the future.

Millennials are highly coveted as new customers because they are still forming their transportation habits and perceptions, MCTS noted. Additionally,



the generation is more likely to value access over ownership. While the campaign has relevance well beyond the core target, its messaging and design are tailored to get the biggest response from this key area for growth—ultimately resulting in increased ridership and a more positive perception of public transportation in general.

The ads appear on the sides and backs of MCTS buses, bus shelters, Instagram, Facebook, Twitter and at Milwaukee's Intermodal Station, a public transit hub for visitors to the city.

MCTS considers this ad campaign an evocative and humorous way to get people's attention in a world cluttered with commercial messages. The agency has had success with unconventional content in the past, including viral social media threads about sports, pop culture and other trend-worthy topics.

Palm Tran Breaks Ground On Major Facility Expansion

PALM TRAN in West Palm Beach, FL, recently broke ground on a major expansion and renovation to its South County Facility in Delray Beach, which will convert the 3,800-square-foot space to a three-story, 34,000-square-foot facility—almost nine times its current size.

The \$25 million facility, more than 90 percent federally funded, will enable Palm Tran to charge fully electric, zero-emission buses and service 20 additional buses. When completed, the facility will be the prime location for the system's recruiting, training and public meetings, offering enhancements including an expanded area for bus operators, new locker rooms and an expanded service bay.

"We are very eager to begin the construction phase of this project, which has been years in the making," said Palm Tran Executive Director Clinton B. Forbes. "When finished, this state-of-the-art facility will help Palm Tran meet its mission statement of providing access to opportunity for everyone, safely, efficiently and courteously."

Last year, Palm Tran launched its

first bus system overhaul in more than two decades. The system redesign, known as the Route Performance Maximization (RPM) project, resulted in improved on-time performance and route efficiency. The agency says the South County Facility expansion will carry on that momentum.

Palm Beach County Assistant Administrator Todd Bonlarron noted the environmental benefits the building will provide when it is completed late next year. Specifically, he pointed to a new clean engine room for maintenance of Palm Tran's buses, including 40 diesel-electric hybrids.

The design of the building will be enhanced with artwork by Palm Beach County's Art in Public Places program.

In addition, Palm Tran announced that the project exceeds goals for participation of women and minority-owned businesses. The goal for participation by these types of businesses was 10 percent during the design phase, but 56 percent was achieved. Goals are also being surpassed during the construction phase, according to the agency.



Palm Tran Executive Director Clinton B. Forbes, third from right, joins officials of Palm Beach County and its municipalities at ground-breaking ceremonies for a renovation and major expansion of a maintenance facility in Delray Beach, FL.

SANTA CLARA VTA CONTINUED FROM PAGE 6

as the energy management software, and major enhancements to our computer-aided dispatching software, that have become the foundation for the Advanced Transit Bus VGI project. Currently we have five electric buses and we will expand that number incrementally each year to fulfill our obligation of reaching a zero-emission bus fleet. Also, as part of the pilot project, VTA will provide engineering services, fleet management requirements, in-field testing and collection of charging/energy usage data from the fleet.

VTA is excited about this project and

the outcomes that will provide invaluable information for public transit agencies throughout the country to use to deliver alternative energy solutions to their communities.

This project will transform the way we power and move our entire fleet in future decades. VTA is proud to partner with nationally recognized industry experts on a solution that is sustainable and environmentally responsible for our communities.

To see our project video on YouTube, visit <https://bit.ly/2ViAwU5>.



PRESENTS

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<div>Qa</div> <div>Quality</div>	<div>Iv</div> <div>Innovation</div>	<div>Qt</div> <div>QRT-360</div>	<div>Mx</div> <div>QRT MAX</div>	<div>Dx</div> <div>QRT Deluxe</div>	<div>Sd</div> <div>QRT Standard</div>	<div>In</div> <div>INQLINE</div>	<div>Qb</div> <div>Q'UBE</div>	<div>DI</div> <div>Dealers</div>	<div>AU</div> <div>Automatic</div>			<div>Aq</div> <div>Aqademy</div>
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Public Transit Agencies Discuss Notable Ridership Gains

BY SUSAN BERLIN
Senior Editor
Passenger Transport

While ridership on public transit was down nationally in 2018, there are systems in the U.S. reporting notable ridership increases due to a variety of factors including local economic development, the introduction of new lines and community partnerships. Here are a few examples:

Metro Transit in Minneapolis/St. Paul reported ridership growth last year on both its light rail lines and BRT.

"We've invested in light rail and Bus Rapid Transit because they deliver exactly what customers want—fast, frequent and reliable service," said General Manager Wes Kooistra. "Last year's record-setting ridership totals affirm our belief that to maintain and grow ridership we must continue our focus on providing the highest-

quality service."

The agency pointed to development, both residential and commercial, as a major ridership driver for Green Line light rail. Specifically mentioned were off-campus housing for University of Minnesota students near the line and investments in affordable housing all along the corridor.

The agency's BRT corridor also has seen development along a line that already hosts shopping centers and the Minnesota State Fairgrounds.



Metro Transit transported Minnesota State Fair crowds in St. Paul.

The agency also noted that the Twin Cities have hosted such major events as Super Bowl LII in 2018, which added approximately 200,000 rides compared with previous 10-day periods, and this year's NCAA Final Four.

MTA Long Island Rail Road (LIRR)

reported its highest ridership since 1949 and "the latest in a string of modern record-breaking years," according to LIRR President Phillip Eng.

Eng ascribed LIRR's success to New York's improving economy and changing demographic trends, with a young workforce "with a reliance on public transit coming onboard, including with reverse-peak commutes, contributed to this growth." Other factors he cited included "a surge in non-commutation riders, including leisure travelers," and expansion projects such as double-tracking along a heavily used 13-mile stretch of rail, completed ahead of schedule in September 2018, and East Side Access, which will bring LIRR service to Grand Central Terminal when it is complete in 2022.

"In Blacksburg, VA, home of Virginia Tech, we've made improvements that have helped attract a larger share of university-related trips and kept pace with their growth," said Blacksburg Transit (BT) Director Tom Fox.

Beyond that, Fox continued, the agency has made improvements to serve the entire community, such as route and service hour expansion, the addition of Sunday service during the summer and streamlining routes to eliminate the need for most "alternate" routes during off-peak hours. He noted BT's on-time performance rate of 90 percent and a strong safety record also contributed to ridership growth.

In Glendale, AZ, Transit Administrator Kevin Link credited the elimination of fares on the city's three Glendale Urban Shuttle circulators for the 40 percent increase in ridership in 2018.

The Central Ohio Transit Authority (COTA) in Columbus reported a 3 percent ridership increase in 2018. One major reason for the growth was the introduction of COTA's first BRT line, CMAX, which reported ridership 17.5 percent above fixed-route ridership covering the same area the previous year. Another boost during the year came from the launch of C-pass, an employer-funded pass program that provides public transit to downtown



Virginia Tech students line up to board a Blacksburg Transit bus.

Columbus workers at no cost to them.

"When we launched CMAX, we wanted to make sure the business community and community members were informed about the new service and the opportunities it would bring them," said COTA Deputy Chief Executive Officer Emille Williams. "Before the launch, we held several outreach events and community meetings to explain how CMAX would provide access to 200,000 jobs, two hospitals and three post-secondary campuses on the Cleveland Avenue corridor—more than ever before." Also, according to COTA, other community organizations partnered with the agency to promote C-pass.

The Charlotte (NC) Area Transit System (CATS) has seen growth since implementing its Envision My Ride initiative. A restructuring of one-third of CATS bus routes and new connections with LYNX light rail led to a 16 percent jump in ridership on an existing route converted to a direct crosstown line. "Citizen feedback and research told us that riders use crosstown services more to access jobs and destinations they need," said CATS Chief Executive Officer John Lewis.

Lewis noted that when service is more direct, frequency can be increased. In fact, he said CATS shortened a popular route, improved its frequency and ridership increased 25 percent.

Many public transit agencies also reported ridership gains for their demand-response services. Bill Pfeiffer, community outreach coordinator for Mountain Line in Missoula, MT, cited several reasons for his agency's ridership increase of more than 28 percent in 2018. He said the Zero-Fare Partnership, funded by 24 public and private community partners, which covers fares for both fixed-route and demand-response service since 2015, may be the primary driver of ridership.

He also noted Mountain Line's senior mobility outreach throughout the community and that some users of its complimentary Senior Van service—with more restricted hours than para-

transit but requiring no medical certification—have shifted to paratransit.

The latest APTA ridership report provides a comprehensive view of ridership figures from APTA members in the U.S. in 2018. Visit <https://bit.ly/2E9j4Xv>.



A COTA CMAX bus pulls up at a shelter.

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Dealing with depot challenges - the complexity of charging

What are the new challenges for depot management that come with scaling your EV fleet?

Operating electric buses within service routes and operations that were traditionally suited for diesel or CNG buses, comes with new challenges.

As the number of electric buses within mixed fleets grows, processes within transit organizations will change and fleet managers must learn how to deal with grid limitations, as well as peak loads at the depot. Charge management goes much further than determining when to plug in buses so they complete charging. Its after-effects can have a big influence on the day to day operations of all departments in your organization.

The key priority for all depot managers is to ensure that all the buses are sufficiently charged by the time they are set to leave the depot. Growing your EV fleet doesn't simplify this task. Manual processes, such as connecting your chargers, become increasingly unmanageable. At the same time, the process is becoming more complex through topics such as limited grid connections that don't provide enough power for all buses. Overnight charging now also competes with time previously spent on preventative maintenance and repairs.

Avoiding depot limitations

By letting smart charging algorithms balance the total capacity of the grid over the number of buses charging, the demand stays within the limit of your maximum capacity. Charging power is optimally controlled so that buses are always charged, but don't exceed the maximum grid capacity.

Additionally, through **prioritized load balancing**, buses are charged in relation to their route schedules and the corresponding need for energy. By connecting vehicle- and charger data to planning information, charging processes become automated (easier) and more efficient (cheaper).

With this technology, buses will automatically start and stop charging so that prioritized buses will be ready and charged at their departure time. That way, buses that are parked in front of the line can always be charged first, offering greater parking flexibility.

Smart charging reduces peak loads by 40%		
	No Smart charging	Smart charging
Buses	10	10
Chargers	10	10
Power	50 kW	30 kW
Recharge time	5 hours	8 hours
Power peak	0.5 MW	0.3 MW

With live mapping of your chargers in the yard and on route, your team knows exactly which chargers have an issue. This takes the guesswork out of status checks and health control of chargers from different manufacturers. Finally, you can even get **real-time grid-information** to make sure you charge when prices drop or serve as an energy source when electricity is scarce.

Allowing the charging systems to manage themselves is the best way to avoid the added layer of complexity that comes with scaling up our EV fleet.

More information on smart charging?

Reach out to Joel Torr:
j.torr@viriciti.com
(864) 202 6692
www.viriciti.com



Bus Manufacturing Drives Job Growth, Economic Development

Federal investment in public transportation creates and sustains jobs—lots of them in many states. This theme, along with public transit's value in strengthening economic development, has been at

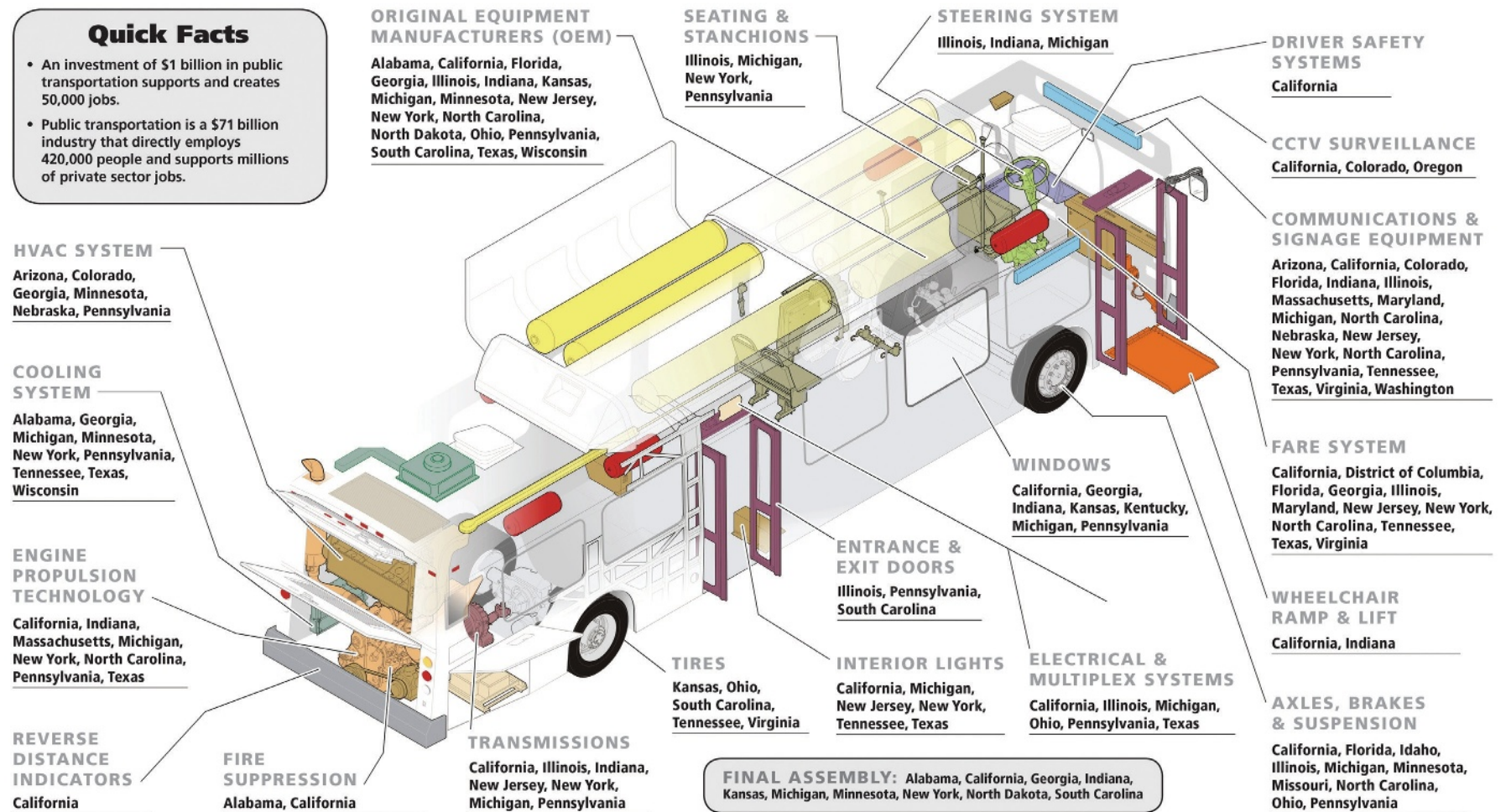
the heart of APTA's ongoing legislative and advocacy campaign aimed at increasing federal investment in public transit. The campaign leverages high-profile events, member mobilization and advertising empha-

sizing public transit's impact as a Main Street issue.

This schematic illustrates the myriad jobs supported by bus manufacturing, categorized by vehicle systems and the states in which those jobs exist.

Bus Manufacturing = Jobs Across America

Strong public transportation makes our economy grow and makes the U.S. more competitive



TARC Leads in MaaS, Launches Multimodal App

The Transit Authority of River City (TARC), Louisville, KY, is set to be one of the first public transit agencies to implement an integrated Mobility as a Service (MaaS) platform as part of its efforts to develop innovative and cutting-edge solutions to enable its transition to a mobility manager for the

Greater Louisville region.

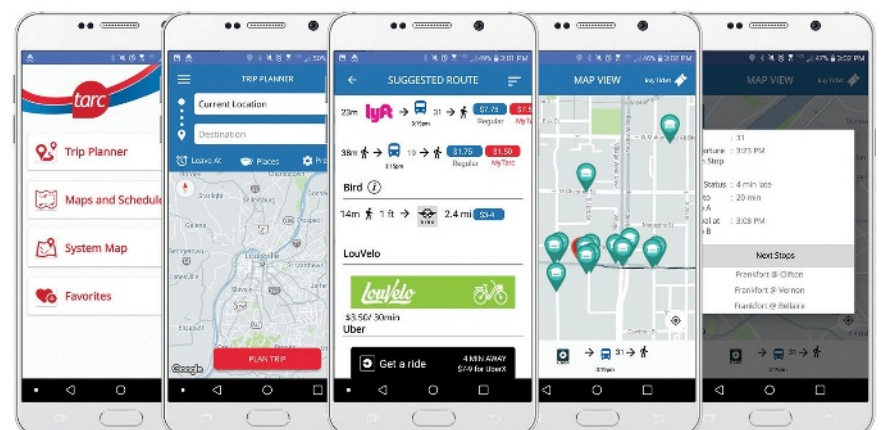
When it enters operation in May, this platform—powered by ZED Digital's MaaS technology, ZIG—will enable agency customers to seamlessly plan trips across multiple modes such as TARC buses, Uber, Lyft, Bird Scooters and LouVelo Bike Share via a single app.

"This app positions TARC as a leader in MaaS, enabling our transformation from a public transit agency to an integrated mobility solutions provider," said Ferdinand L. Risco Jr., TARC executive director. "This is a streaming service data platform. In addition to the various mobility modes available to choose from, the app also streams activities, entertainment, landmarks and parking availability in the Greater Louisville region, all in real time."

ZED President Sumithra Jagannath said, "A major distinguishing factor of ZED's MaaS platform is that it provides

analytics and real-time data to TARC from a rider's perspective on their mobility patterns and usage of each of the modes."

When it is released later this year, the next version of the TARC app will enable the agency to complete its transition from a level 1 to a level 3 MaaS provider, moving from unintegrated to integrated services allowing booking and payment as well as potential bundling and subscription offers. This will be achieved by integrating a seamless payment solution to the multimodal trip planner, allowing riders to pay for multiple modes through the app.



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St. Cloud Prepares for Future, Celebrates the Past

BY RYAN DANIEL
Chief Executive Officer
St. Cloud Metro Bus
St. Cloud, MN



AT ST. CLOUD Metro Bus, we continually look for ways to improve our service while respecting the people and events that brought us to where we are today. In 2019, we are doing both in big ways!

Beginning in January, we rolled out a new trial service model to potentially replace our lowest-performing route. ConneX (pronounced “connects”) is an on-demand shared-ride service designed to better serve the city of Sartell.

Sartell has low road connectivity and lower population density than most of our service area. These factors make fixed-route service inefficient and created an opportunity to try something new. ConneX ridership is trending up each month and we are excited

to learn whether it will serve our customers better.

As we look ahead to serving the community for years to come, we also celebrate the past. This year marks the 50th anniversary of the St. Cloud Metropolitan Transit Commission, which operates Metro Bus. We are celebrating this milestone with several events:

- We kicked off the year of celebration by unveiling a “50 Years of Service” logo, featuring the latest addition to our fleet, during St. Cloud Mayor Dave Kleis’s State of the City address.
- Next, we are wrapping a new CNG fixed-route bus to share our anniversary and commitment to Central Minnesota. The bus features aerial shots of the four-city service area with the iconic Mississippi River and our operations facility with our fleet on either side.



Ridership on the ConneX on-demand, shared-ride service is trending up each month.

- Last but not least, we are planning a gala for our employees and guests to be held the same weekend as the anniversary of the day service started in October of 1969. The event will include recognition of our great employees, good food and unique gifts for attendees.

Our focus on providing safe, reliable, friendly service means we constantly search for the next best way to serve our community. We also take pride in the role we have played the last five decades and are looking forward to the next 50 years.

AVTA’s Zero-Emission Bus Fleet Reaches 1M Miles

BY KELLY MILLER
Community Outreach Specialist
Antelope Valley Transit Authority
Lancaster, CA

The Antelope Valley Transit Authority (AVTA) reached a significant milestone in its goal to become the nation’s first all-electric bus fleet as our zero-emission buses currently in service collectively reached the one-million-mile mark this month.

AVTA announced the achievement in advance at a joint celebration with Build Your Dreams (BYD) as the bus manufacturer reached its own milestone by producing its 300th electric bus at its Lancaster, CA, facility.

AVTA Chairman of the Board Marvin Crist spoke of the benefits to the community and beyond that have resulted from the electrification of our fleet.

“AVTA’s fleet of 75 currently includes about 35 electric buses, which have now completed a million miles of travel. Thus far, approximately 252,000 gallons of diesel fuel have been saved with the new battery-electric fleet. This equates to a net savings of \$310,000 in

fuel costs,” he said. “We expect AVTA’s entire fleet to be converted to electric buses as we reach our second million miles, and the savings will be even greater by then—nearly \$500,000 in fuel costs saved.”

The AVTA board voted in early 2016 to award a contract to BYD for the manufacture of 85 (75 plus 10 for expansion) electric buses over a five-year period, setting AVTA on the path to pioneering battery-electric bus transportation.

We have found that the \$72 million project, which is nearing completion, has created a smarter, greener and more interconnected public transit system serving the Antelope Valley and areas extending south into the Los Angeles basin and north to Edwards Air Force Base. By combining groundbreaking electric-bus technology with wireless inductive charging technology, our innovative bus project will be the first of its kind in the nation.

“The conversion of our fleet to 100 percent all-electric, zero-emission buses is a history-making event, not just for AVTA but for public transportation as a whole,” says AVTA Executive Direc-

tor and Chief Executive Officer Macy Neshati. “Our goal from the start has been to be the first transit agency to implement electric-bus technology on a broad scale, and we’re proud of the efforts that we have made thus far.

Through our partnership with BYD, innovative infrastructure improvements, route planning and alignment of the organization to a new mindset, we are on target to meet that goal.”



An artist’s rendering of the new NCRTD facility.

NCRTD Begins Development Of Maintenance Facility

BY ANTHONY MORTILLARO
Executive Director
North Central Regional Transit District
Española, NM

The northern New Mexico-based North Central Regional Transit District (NCRTD) has begun development of a transit maintenance facility, vehicle wash bay and fueling station complex, to be located at district headquarters in Española.

NCRTD received two federal grants to support this \$7.3 million project: \$3.6 million in FY 2018 through a U.S. DOT/FTA program “to modernize and improve America’s bus infrastructure” and a \$1.29 million FTA BUILD grant. In addition, the New Mexico State Legislature awarded \$1.16 million toward the project. The district is responsible for covering the balance of

\$1.25 million.

NCRTD projects that the 12,000-square-foot facility will open in April of 2021. It will service the agency’s entire fleet, which currently includes 55 vehicles.

The new facility will provide significant benefits to both the agency and the passengers it serves. With an emphasis on safety, liability risk mitigation and green building practices and alternative fuels, the district looks forward to continuing to contribute to the growth and success of northern New Mexico and beyond.

The addition of the maintenance facility complex to the NCRTD headquarters will reduce operating expenses and bring many fleet service calls in-

NCRTD MAINTENANCE FACILITY

CONTINUED ON PAGE 15



One of AVTA’s electric buses from BYD.

NEORide to Launch Multi-Agency Integrated Fare Collection Solution

NEO Ride, a council of governments in Ohio, is embarking on the largest regional mobile ticketing initiative in the U.S.: a unique system that will allow public transit passengers to travel on multiple systems using a single fare-payment system.

The goal of NEORide is to encourage cooperative arrangements and coordination among public transit agencies. Multiple systems are committed to using the app.

NEORide has partnered with mobile ticketing provider Masabi to develop the app. Passengers using the app will have access to an account-based fare collection system for multiple public transit agencies and will receive electronic transfers.

The app eliminates the need for riders to carry cash or purchase bus passes at various locations. They can pay for tickets using a credit or debit card or via various digital wallets. Tickets are then stored in the app's secure "ticket wallet."

Partner transit agencies have their own central back office to track ticket sales, access revenue reports, set rider type, amend fares and manage customer service requests. The program also allows the creation of third-party accounts for universities, social service agencies and employers to manage the

distribution of transit passes.

To further enhance the rider experience, the ticketing app is being integrated into Transit, a major public transportation app available in more than 175 cities worldwide. Ohio riders can use Transit to plan trips, track their ride in real time and make last-mile connections to ride-share and bikeshare

services. With the app integration, they will also be able to pay for their transit trip in one simple experience.

The app will launch in the summer with a visual validation system, giving public transit operators the ability to quickly inspect passenger tickets by viewing their smartphones.

One NEORide member, Laketran in Painesville, OH, will be one of the first U.S. public transit agencies to test Masabi's Justride Validators, where riders scan the app's dynamic and encrypted QR code on the electronic validation units when boarding the bus. This removes the bus operator from the fare collection process, speeds up on-boarding and allows for more in-depth tracking of trips.

With increased interest in the fare collection app around the state and neighboring states, there is potential the new app could eventually provide a single statewide or Midwestern mobile platform for fare collection.



NCRTD MAINTENANCE FACILITY CONTINUED FROM PAGE 14

house, along with reducing its bus spare ratio from 45 to 35 percent. The project will provide immediate improved local employment opportunities during the construction phase as well as longer-term jobs.

The project will also be environmentally sustainable, incorporating photovoltaic and/or solar power while

reclaiming rainwater and subsequent property landscape irrigation.

The facility will not only fulfill current vehicle maintenance and upkeep needs, but will be designed to allow it to accommodate future operations and fleet expansion and servicing other local governmental fleets.



Learn About Louisville

Since 1875, Churchill Downs in Louisville has been the home of the **Kentucky Derby** (known as the "Run for the Roses" and "the greatest two minutes in sports"), the first leg of the Triple Crown of Thoroughbred horse racing. The Derby is held annually on the first Saturday in May.

Louisville is one of only a few cities of its size in the U.S. with a professional full-time **orchestra, opera, ballet, children's theatre, dinner theatre** and Broadway series. Actors Theatre of Louisville is internationally renowned as one of America's foremost regional companies.

APTA COMMITTEE PROFILE

Bus Safety Committee

Chair: Lisa Staes, director, transit safety and workforce development programs, Center for Urban Transportation Research/College of Engineering, University of South Florida, chair since 2017

APTA Staff Advisor: Brian Alberts, director-safety

218 Members | Find details at apta.com under "About APTA"

What is your committee's role for APTA and the industry as a whole?

The role of APTA's Bus Safety Committee (BSC) is to improve awareness of issues that directly impact bus safety, security and emergency management. The committee provides a forum for knowledge transfer, collaboration, success sharing, strategies for improving overall bus safety and furthering APTA's "safety and security first" culture.

In particular, we seek to improve awareness of the APTA tools, research reports and other resources that agencies might use to enhance their systems' safety and security, including APTA's Safety Management Audit and Peer Review programs.

The committee supports the industry in the implementation of Safety Management Systems and the structures/priorities that must be established within a public transit agency.



Also, the committee provides input into future research priorities and communicates those priorities to FTA and the Transportation Research Board's Transit Cooperative Research Program.

What are the committee's top priorities for the year?

We are seeking to establish minimum guidelines for bus operator training. We are also looking at how bus operator trainers are selected, whether there should be a certification program for trainers and what skills and experience are needed to qualify as a bus operator trainer.

How does the committee engage members in these priorities?

We engage members through our in-person committee meetings, safety spotlights, APTA's annual Mid-Year Safety Seminar, topic-based subcommittee meetings and member listserv postings.

APTA's committees play an important role in fulfilling the association's commitment to developing industry leaders, especially young professionals. Please share how your committee encourages young professionals to participate in its work.

We warmly welcome young public transit professionals to participate as members of the BSC, encouraging them to fully participate in working groups and take active roles in committee and working group meetings.

We identify areas of relevant research and a number of our younger members have presented findings on these research topics. BSC members and our exceptional APTA staff have been very supportive of these professionals.

Please share how an individual's service on this committee can add value to his or her career.

Committee engagement can serve a number of very important roles in advancing the careers of those who participate, including:

1. learning from agency peers and transferring that knowledge to improve their own policies, procedures and safety program elements;
2. demonstrating their own agency successes and sharing that with others; and
3. networking to establish lifelong colleagues who may be able to advance career goals.

What is the committee doing to advance the goals in APTA's strategic plan?

BSC members are passionate about their work and consistently put "safety and security first." The committee's goal to "promote, develop and support continuous improvement of safe and secure public transportation systems" is reflected in the committee roles we have established and the purpose to practice we demonstrate in what we have done and continue to do in support of our bus systems.

APTA MEMBER PROFILE

Karen H. King
CHIEF EXECUTIVE OFFICER

Golden Empire Transit District
Bakersfield, CA

Member, APTA Executive Committee
Chair, Bus & Paratransit CEOs Committee



Please describe your organization's size and scope.

Golden Empire Transit District (GET), located at the southern gateway to California's Central Valley, was formed in July 1973 and is the primary public transportation provider for the Bakersfield Urbanized Area and its population of 489,132.

GET is the largest public transit system within a 110-mile radius, with an operating area that includes Bakersfield city limits as well as adjacent unincorporated areas.

We operate a fleet of 90 renewable natural gas (RNG) buses on 16 routes, seven days a week, transporting more than six million passengers each year. In addition, we operate 21 ADA-compliant RNG GET-A-Lift paratransit vehicles.

What attracted you to the public transportation industry?

I was just out of college and needed a summer job before I started teaching school in the fall. I applied to be a bus operator at the Utah Transit Authority, thinking it would be a fun thing to do. I soon realized there were career opportunities in the field of public transit—and it paid more than teaching school!

I quit my teaching job and quickly advanced in public transit, rising through the ranks of four different agencies, including becoming executive director at North County Transit District in North San Diego County.

What do you like most about your job?

As CEO of GET, I love the opportunity to provide leadership and resources to a very dedicated group of people who believe that what they do is essential to the health and vibrancy of our community.



Please describe the length and scope of your involvement with APTA.

I have been attending APTA conferences and participating on APTA committees since the early 1980s. Much of my development in my early career came from the learning I experienced at APTA conferences. Later, I had many opportunities to be a moderator or speaker at APTA conferences, which gave me a new level of confidence and tapped into my love of sharing what I know with others.

What have you found to be the most valuable APTA benefit or resource?

Over the years, the most valuable APTA benefit for me has been advocacy. Especially today, where I am at a small agency without a lot of staff or other resources to dedicate to advocacy-related matters. We have a much greater voice because of APTA's work in this area.

What do you see as the biggest challenges and opportunities facing public transportation over the next few years?

The new buzzword seems to be "disruption." We have all experienced it in the past four or five years and I think it will continue with great fervor in the next five years. We need to learn to be more nimble and greater risk takers despite the regulatory constraints we have.

At GET, we recently implemented a microtransit pilot project. It was very difficult to get staff to think outside our standard transportation models and ways of doing things. We have come up with a viable transportation solution, but I think it will need to evolve as we gain experience. We are looking for other Mobility-as-a-Service (MaaS) programs to implement that would have a positive impact on our community.

I do think, however, that our fixed-route system will always be the backbone of our services and have the greatest capacity to benefit Bakersfield.

Please describe your APTA committee involvement.

Over the years, I have served on numerous APTA committees. Presently, I am chair of the Bus & Paratransit CEOs Committee. I also serve on the APTA Board of Directors and the Executive Committee. Most recently, I have been a part of the APTA Legislative Steering Committee and was recently appointed to the new CEOs Coordinating Council.

What is unique about your organization; what would readers be surprised to learn?

GET is a small but mighty organization. While we have lost many of our discretionary riders over the past few years as ridership has declined, we still provide a critical lifeline to our customers.

Today, GET's typical rider is an English-speaking Latina who is 19 to 44 years old. She is not employed full time and is not a student. She has an annual household income of \$20,000 or less. More than 80 percent of our customers live in households with an income of less than \$35,000 annually. If we didn't provide this service, who would?

Youth: The Future of Public Transit

BY KATHLEEN MAHER
Marketing Assistant
Capital Area Transportation Authority
Lansing, MI

DO YOU EVER WONDER how many kids grow up wishing they could one day work for their local bus company? The odds are not stacked in public transit's favor—unless someone decides to organize a career fair featuring nontraditional jobs to middle and high school students.

- "How many rides does CATA give every day?"
- "What would I have to do to drive a bus?"
- "Do you like your job?"

These are among the many questions fielded by Capital Area Transportation Authority (CATA) employees during the recent MiCareerQuest event. Operators, mechanics, marketing and human resources professionals alike helped thousands of students contemplate a career in public transit, among numerous other professions.

"We recognize the high demand for our services and the staggering shortage in skilled employees," said CATA Chief Executive Officer Bradley T. Funkhouser. "We owe it to our customers and to today's youth to think seriously about the future of transit's workforce. Showcasing our jobs as viable career options can make a world of difference to students who are unsure about life after graduation."

Like many public transit systems

across the U.S., CATA is a familiar icon on the cityscape. Not only does it transport people to and from their destinations, it proudly partners with local agencies on a variety of worthy initiatives; volunteers to assist first responders during emergencies; donates canned goods to food pantries; fundraises on behalf of those in need; and helps clean up rivers and neighborhoods. Arguably, CATA employees have a vested interest in contributing to the community's vibrancy and economic stability.

MiCareerQuest attracted more than 4,000 students and more than 50 employers from diverse industries to a single location at the Lansing Center. CATA showcased a 60-foot articulated bus, accompanied by a few dedicated employees ready to jump into the area's first-ever multi-employer career-exploration event geared toward secondary school students. They candidly answered questions about their experiences working in public transit, as well as trivia such as how much a bus weighs and how many people can fit in a single vehicle.

Long lines of students waited their turn to speak with veteran CATA drivers and mechanics. They excitedly ran to board the bus, checked out the driver's seat and engine, handled giant-sized tools and imagined themselves driving or fixing buses.

From the vantage point of CATA employees who participated in the career fair, the future of public transit is indeed bright.



CATA employees Katie Kelley, Kathleen Maher and Mike Beech talk to students about career opportunities at the agency.

Learn About Louisville

Outdoors: Known as the "City of Parks," Louisville prides itself on its greenspace. The city is home to 18 parks designed by Frederick Law Olmsted, described as the father of American landscape architecture; Louisville Waterfront Park is an award-winning park on the banks of the Ohio River; and Jefferson Memorial Forest, at 6,500 acres, is the largest municipal urban forest in the U.S.

Providing Trips and Opportunities to Veterans in Michigan

BY ED BENNING
General Manager/CEO
Mass Transportation Authority
Flint, MI

IN 2015, the Mass Transportation Authority (MTA) established the Rides to Wellness program. This program has grown tremendously since then and has expanded to provide same-day service within 30 minutes of the requested call.

Recently, the MTA added a new division of the program to cater directly to the transportation needs of veterans: Rides for Veterans. This has been made possible through a partnership between

the Genesee County Department of Veterans Services and the MTA.

Area veterans and their spouses are eligible to receive four rides per month, per person, using an app specially developed for the program or by calling to schedule a ride.

The service provides connections to medical services at the University of Michigan-Ann Arbor, Saginaw Veterans Medical Center and Henry Ford Hospital in Detroit. In addition, pre-certified veterans and their spouses can use the service for shopping trips and personal needs.

To date, the program has proven very successful and rider numbers increase daily. Based on the success of the county program, the MTA received a grant from Michigan DOT under the Michigan Mobility Challenge to provide expanded veterans service across three counties, Genesee, Lapeer and Shiawassee, to provide trips to state veterans' hospitals.

The MTA is working closely with partners to

MICHIGAN VETERANS
CONTINUED ON PAGE 18



Flint MTA has expanded its Rides to Wellness program to cater directly to the transportation needs of veterans.

In Dayton, Expanding Mobility and Slashing Costs with Partnerships

When it faced significant funding reductions due to changes in sales tax revenues, the Greater Dayton (OH) Regional Transit Authority (GDRTA) chose to innovate service rather than eliminate it. The result was the creation and expansion of the Connect On-Demand pilot program.

Instead of taking away service completely to meet the budget shortfall, GDRTA replaced its traditional fixed-route service in some areas and expanded by operating smaller vehicles to provide on-demand, round-the-clock service fulfilled by the agency's paratransit services and through partnerships with Lyft and a local taxi provider.

"Before, if we reduced service in an area, customers were left with no options. Now we are giving customers an option that can better fit their schedules while meeting the mobility needs of previously unserved and underserved areas," said RTA Chief Customer and Business Development Officer Brandon Policicchio.

GDRTA launched On-



Demand service in spring 2017, replacing a rural route in a sparsely populated area on the edge of the agency's service region. After success in that area, the agency expanded the service to cover five zones, one of which includes Ohio's largest single-site employer, Wright Patterson Air Force Base. Since implementation, ridership on the program has more than tripled.

"On-Demand strives to change the landscape of mobility for the entire region by blurring the lines among mobility modes, creating one seamless

DAYTON PARTNERSHIPS CONTINUED ON PAGE 18



Greater Dayton RTA Connect On-Demand is a pilot program that uses paratransit door-to-door trips to connect customers in certain areas of the Dayton region to the RTA fixed-route bus system.

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LAVTA's Shared Autonomous Vehicle could provide first- and last-mile connections for customers to and from public transit hubs.

At LAVTA, A New Way To Transport

BY JONATHAN STEKETEE
Customer Service and Contract
Oversight Manager
and CHARLES LOUDON
Special Projects Intern
Livermore Amador Valley Transit
Authority
Livermore, CA

Maximizing service and reducing cost are two actions that rarely fit into the same initiative, but the Livermore Amador Valley Transit Authority (LAVTA), with a staff of 14, is meeting this challenge head-on.

LAVTA completed a Comprehensive Operational Analysis of its services in 2016. In response to its findings, the agency made changes, eliminating underperforming routes to focus on the most productive routes; however, these adaptations left gaps in the service area. While the coverage vs. productivity equation was not new, LAVTA then took a new and innovative approach.

In 2017, LAVTA created GoDublin, a partnership with Transportation Network Companies (TNCs) to provide coverage in regions where underperforming routes had been eliminated. GoDublin provides a 50 percent subsidy on TNC rides up to \$5 within the city of Dublin, CA.

During the planning of the program, concerns arose surrounding whether TNCs would cannibalize LAVTA's

remaining services. However, after two years of operation, data reflect that both GoDublin and fixed-route ridership have increased in Dublin. GoDublin ridership has increased steadily since its inception, with a current average of 40 trips per day, while the fixed-route bus lines in Dublin have seen ridership increase by 6 percent per year.

This program has also proved to be cost effective, as LAVTA pays an average of \$2.81 per rider with GoDublin compared to an average cost of \$26.13 for previous fixed-route services. This has allowed LAVTA to put additional focus on its rapid routes while also solving the first-mile, last-mile connection problem for many riders.

LAVTA also is currently testing a Shared Autonomous Vehicle (SAV) to provide first- and last-mile connections for customers to and from public transit hubs.

In its efforts to answer the age-old problem of coverage versus cost reduction, LAVTA has taken stock of the public transit environment and realized that traditional fixed-route solutions cannot by themselves solve 21st-century problems. The agency's GoDublin and SAV projects prove that new, innovative technologies and services such as Uber and Lyft are not a threat to public transit but can work in concert with public transit agencies to solve today's problems.

'POGO' Shuttle Improves Connections in Peoria, AZ

Residents of Peoria, AZ, near Phoenix, have begun making improved connections to local and regional destinations with the recent launch of Peoria on the Go (POGO), a free circulator bus operated by Valley Metro and funded by the city's dedicated transportation sales tax.

POGO runs every half hour on weekdays from 6 a.m. to 6 p.m., providing service to a part of the city without public transportation. The city estimates there are 8,000 jobs within

one-quarter mile of the POGO stops and notes that the line also provides access to parks, trailheads and community amenities. The route, which covers approximately 18 miles, also makes stops at a public transit hub with connections to multiple bus routes, shopping areas and educational institutions.

According to the city, POGO serves approximately 18,000 residents, 16 percent of whom are over 65 and 25 percent under 18.

At Ben Franklin Transit, 'We're Going Places'

Tucked into the southeastern corner of Washington State, Ben Franklin Transit (BFT) in Richland has been systematically moving some major operational mountains over the past few years.

BFT instituted a comprehensive service overhaul in late 2017 that streamlined routes, reduced customer transfers, added 28,000 revenue hours and increased frequency along major corridors.

New onboard technology replaced manual passenger counting methods and GPS monitoring paved the way for improved on-time performance management and other operational improvements, and we added free Wi-Fi for customers. An online trip-planning tool—which will soon launch officially as an app—was introduced in concert with a website facelift.

In 2018, BFT continued its progress in the areas of service, fleet and facilities, including the start of a multi-year amenities replacement project that will enhance system curb appeal, seamlessly integrate with jurisdictional aesthetics and improve customer comfort. On the way are modern steel and glass shelters, upgraded signage and more.

With the arrival of 60 new revenue vehicles, 2018 marked the first year in nearly three decades that BFT's

fleet officially reached a State of Good Repair. Adding 13 new fixed-route buses also provided a unique opportunity to balance the size of the fleet against route-specific demand while replacing vehicles that had far exceeded FTA lifespan guidelines.

The unexpected closure of a long-time contracted taxi service provider in the fourth quarter of 2018 dealt BFT a sudden disruption to ancillary night, Sunday and taxi feeder services throughout the agency's public transportation benefit area. Persisting in the face of challenges, the BFT team moved from concept to approval of proposed solutions within a month to help minimize community impact and restore service coverage.

As a result, the agency has already launched three new demonstration services in early 2019, including general demand service in two impacted zones and an extension of fixed-route bus and ADA paratransit hours until 10 p.m. Monday through Saturday, adding up to more than 15,000 additional revenue hours.

Stay tuned! There is more to come from this small transit agency serving one of Washington's fastest growing areas. "We're Going Places" is more than a tagline; it's a new way of life for Ben Franklin Transit.



For Ben Franklin Transit, "We're Going Places" is more than a tagline.

DAYTON PARTNERSHIPS CONTINUED FROM PAGE 17

experience for all public transit users regardless of disability or means to pay for services," Policicchio said.

On-Demand trips provide either door-to-door service in a determined zone for a low cost to riders or a free trip to riders who take the trip to connect to the agency's main fixed-route network. More than 90 percent of On-Demand trips connect to fixed-route service.

On-Demand trips in March 2018

totaled 1,037. By March 2019, those trip totals stood at 4,790, at a much lower cost per trip. The fixed-route service provided in these On-Demand zones was costing the agency \$2.5 million annually in 2017, according to GDRTA data.

GDRTA continues to analyze On-Demand ridership and the network and seeks to add mobility providers, including an upcoming partnership with Ford's GoRide Health LLC.

MICHIGAN VETERANS CONTINUED FROM PAGE 17

develop these new services that address the unmet needs of our veterans and their families. We will work closely with other service providers to provide connections to existing services that will better improve transportation for veterans.

In addition to providing veterans with rides, the MTA is actively seeking veterans to drive Rides for Veterans vehicles. We already have a number of new veteran drivers who are anxious to help with what we expect will be an extremely successful program.

Moving METRO Forward with Momentum

BY DENISE BECK
Manager of Marketing and
Community Outreach
Greater Portland METRO
Portland, ME

The Greater Portland Transit District (METRO) has increased its ridership by almost 35 percent in the last five years, primarily through system modernization, partnerships, route expansion and public awareness. The agency had record ridership of 1.95 million in 2018, breaking the 1.8 million mark reached in 2017, and is on track to beat that record in 2019.

METRO General Manager/Chief Executive Officer Greg Jordan has worked in the public transit profession for more than 20 years. Before joining METRO in 2013, he was deputy director in Tempe, AZ, where he led a large multimodal public transit program. Moving to the coast of Maine meant learning how to run public transit in extreme cold instead of extreme heat and figuring out a cost-effective strategy to clear snow from 500 bus stops. Yet the bigger challenge was building an effective and broadly used transit system when ridership, public support and funding for public transit services in Maine had waned during the preceding decades.

System Modernization

Initial improvements in 2014 mostly focused on bus stop placements—too many stops were too close together to make the system effective. Paring them down met with some resistance initially, but the exercise also paved the way for many more enhancements and

public engagement opportunities.

System upgrades have continued at a fast pace. Routes were streamlined; express service added; Sunday and holiday service expanded; the number of bus shelters doubled; and frequency increased on most routes. “Real-time” bus arrival tracking, texting and trip planning was implemented in 2016 and the introduction of new branding and installation of Wi-Fi on all buses was completed last year. Plans are underway to introduce automated fare collection and develop a new circulator route in downtown Portland.

Partnerships

In 2015, Portland Public Schools looked to delay the start time of their three high schools but lacked the resources to make the changes. Partnering with METRO was the creative solution to their dilemma, which also led to increasing ridership, improving overall awareness of public transit and breaking down stigmas about riding the bus. More than 2,000 high school students ride METRO on weekdays, to and from school, and also use public transit on nights, weekends and school breaks.

In 2018, METRO partnered with the University of Southern Maine (USM) to introduce the Husky Line route as part of a larger expansion project where students, staff and faculty can access all of the system’s routes using their USM ID (U-PASS). METRO also partners with Southern Maine Community College (SMCC) and is working with the state’s largest hospital, Maine Medical Center, to start an employee program later this year. Additional partnerships will be



USM students boarding METRO buses on the Gorham campus on the first day of classes for the fall 2018 semester. The new buses were branded to feature USM’s mascot.

developed as fare structure improvements are implemented.

These system enhancements and partnerships have improved public transit service and infrastructure in the region. “METRO has spent the last decade laying the groundwork for the tremendous success we have had in ridership growth,” said longtime METRO board member and Westbrook City Councilor Michael Foley. “From new routes in member communities and partnerships, we’ve been able to increase our coverage area exponentially, netting these amazing results.”

Route Expansions

Using federal grants, METRO BREEZ, an express service connecting Portland with three northern towns, launched in 2016 as a pilot. The communities of Yarmouth, Freeport and Brunswick will vote this year on whether to continue (and pay for) this popular service, which has exceeded annual projections by 20,000 boardings.

Last year, METRO’s Transit West Expansion included the new Husky Line route, featuring USM’s mascot on its buses, among Portland, Westbrook, Gorham and the two USM campuses; expanded service options for the city of Westbrook; and the introduction of public transit to town of Gorham residents.

“Establishing new express services between the urban core and surrounding communities has helped us to tap into a commuter base that previously had to rely on automobiles,” said Belinda Ray, METRO board president and Port-

land city councilor. “Add to that the recent rebranding effort that has made METRO buses more physically and philosophically attractive, and it’s easy to see why METRO’s numbers are up.”

Public Awareness

Over the past several years, METRO has expanded its community outreach through marketing campaigns and building relationships with stakeholder groups. Last year, the agency introduced a new logo on its buses, bus stops and communication materials and redesigned its website. In response to input from high school students, METRO developed a campaign, “Expect Respect,” for bus riders to report harassment or safety concerns.

While Greater Portland METRO continues moving forward with system enhancements and technical upgrades, it still faces many of the same challenges impacting other agencies. The job market has greatly affected the ability to hire and retain bus operators and limited funding influences what projects can be completed.

This year, METRO is implementing new fare pricing and introducing automatic fare payment systems, working collaboratively between multiple and separate public transit systems with varying fare structures. Complex negotiations are often involved in improving the regional transit network for the riders it serves.

To learn more about these projects, visit www.gpmetro.org, call 207-774-0351 or email info@gpmetro.org. You can reach Greg Jordan at gjordan@gpmetro.org or Denise Beck at dbeck@gpmetro.org.



METRO’s new branding, introduced in August 2018, is featured on the system’s 11 new buses, hundreds of bus stops, rebranded website and communication materials.



METRO BREEZ express bus service provides transportation Monday-Saturday among Portland, Yarmouth, Freeport (home of L.L. Bean) and Brunswick. Ridership on this service, launched in 2016 as part of a three-year pilot, has exceeded expectations.





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San Diego MTS has reinvented how it provides the MTS Access service.

Taxicabs a Viable Option for Paratransit Connectivity

BY PAUL JABLONSKI
Chief Executive Officer
San Diego Metropolitan Transit
System

The San Diego Metropolitan Transit System's (MTS) paratransit service hit a breaking point in 2015: cost per passenger reached \$31.25; the number of passengers increased 49 percent between 2010 and 2015; the service provided more than 500,000 trips; and demand was outpacing the resources available.

MTS turned this challenge into an opportunity to reinvent how it provides the service. To lower costs and improve efficiencies, MTS looked to a familiar partner—the taxicab industry.

As the primary oversight and administrator for San Diego's taxicab industry, MTS is familiar with the industry's market share decline with the paradigm shift to Transportation Network Companies such as Lyft and Uber. MTS identified this gap as an opportunity to fill a paratransit need that could improve efficiency and decrease the cost per trip while maintaining and improving overall paratransit service and quality.

Therefore, MTS Access launched a pilot program that uses taxicabs to provide select Access trips: the MTS Access Taxi Pilot Program.

The focus of the year-long pilot has been on single-ride-customer trips and ambulatory customers who do not require assistance. MTS established an initial target of 36,000 trips during the

pilot period.

The Access customer can schedule trips through the standard paratransit service appointment scheduling process since they both use the same reservations and trip scheduling system. On the back end, MTS manages the trips through Trapeze Trip Broker software, which considers customer data, trip distances, compatibility with other scheduled trips and much more.

Participating taxi drivers are trained and certified using a national Passenger Assistance Safety and Sensitivity (PASS) training program. To date, 172 taxi drivers have been through the certification program.

The results are encouraging:

- MTS exceeded the targeted trips by 173 percent;
- Savings per trip topped \$21 and the cumulative savings has exceeded \$1 million;
- On-time performance improved 5 percent;
- Average trip time reduced by 17 percent;
- Preventable accidents reduced by 41 percent; and
- Complaint ratio was less than 0.3 percent.

While taxicabs may have lost some of their traditional market share, they have turned out to be a viable option for MTS paratransit service. Taxicabs can help public transit agencies improve efficiency and enhance connectivity for transit riders who need service the most.

Albuquerque Opens Refurbished Public Transit Hub

Albuquerque Mayor Tim Keller addressed recent ribbon-cutting ceremonies for the upgraded Central and Unser Transit Center, western terminus of several ABQ RIDE bus routes since 2004 and now an anchor for Albuquerque



Rapid Transit BRT. The \$2.5 million project doubled the size of the facility, which will allow "double the amount of service to the [city's] Westside," the mayor said. The new rebuilt public transit hub provides direct connections to a University of New Mexico campus, medical facilities, a library and a multi-use development currently under construction.

In Corpus Christi, Training Is Just the Beginning

BY JORGE CRUZ-AEDO
Chief Executive Officer
Corpus Christi Regional Transportation
Authority
Corpus Christi, TX

The training process is so much better than it was eight years ago. What new operators go through now would have helped me tremendously back then. Even now, in retraining, the instructors pick up on the little things and offer minor adjustments that can prevent an accident," according to Corpus Christi Regional Transportation Authority (CCRTA) bus operator Camelia Wehring.

Part of the change Wehring speaks of is how the CCRTA responds to accidents involving its fleet. Following an accident, the bus operator and training instructor review its cause and anything that could have prevented it from occurring. Such training is mandatory.

"We train our staff consistently, focusing on safety and reiterating topics that may not be at the forefront of their mind," said Melissa Ruiz, training instructor.

Responsive training is not the only classroom experience CCRTA bus operators gain. Before operators can get behind the wheel and be assigned one of the CCRTA's 35 fixed routes, they must spend eight weeks in training—a 33 percent increase over previous programs. The extra two weeks of classroom sessions speak to the attention to detail the instructors offer. "Safety is the priority, and some things can't be rushed," said Natalie Grady, training instructor.

Trainees also spend two to three weeks working directly with a seasoned bus operator in a training effort called "Behind the Wheel." An increased emphasis on preparation has led to an increase in operator confidence.

"Operators used to be nervous, afraid that they'd go 'blank' on their first day. Now the confidence can be seen on their faces and in their body language. They can't wait to pick up a route," said Carol Flowers, transportation supervisor.

The increased level of confidence in operators parallels a decrease in collision rates for CCRTA. In November of 2017, the agency reported a collision rate of 1.45 per hundred thou-

sand revenue miles. One year later, the collision rate had dropped to just 1.03, a significant 30 percent decrease.

With safety at the forefront of CCRTA's efforts, the goal is eventually to lower the collision rate to zero. Part of the challenge is the growing pains of an expanding city. Almost 40 percent of all fixed routes are facing construction detours stemming from Corpus Christi bond projects and a new bridge on the horizon. Still, the organization is confident that advancing technology on buses, in combination with the emphasized training, will lead to a safer community.

Training doesn't end in the classroom, either. Grady said, "We love spending time out in the field, acknowledging our operators, thanking our customers and offering positive feedback for a job well done. They enjoy seeing us out there and we relish showing them that we are in this together. Our efforts don't end in the classroom; in fact, the classroom is just the beginning."



CCRTA's Natalie Grady and Carol Flowers in the field.



Cincinnati Metro riders can now use a mobile payment app for their bus fares.

In Cincinnati, Riders Speak; Metro Listens

BY DARRYL HALEY
Interim Chief Executive Officer &
General Manager
Southwest Ohio Regional Transit
Authority/Metro
Cincinnati, OH

IN CINCINNATI, when riders asked for improvements to their service, Metro began working diligently to respond and get more people on board.

A year ago, we launched a Wi-Fi pilot on select buses. Since then, we have added dozens more buses with Wi-Fi connectivity. The effort has been a huge success among our riders, 88 percent of whom told us that the addition of free Wi-Fi made them more likely to take the bus. More than 91 percent of riders told us the change made them more likely to recommend riding the bus to their friends and family.

In March, we began a bus stop balancing project aimed at improving the reliability of our service and creating a faster, smoother ride. Working with the community, we identified for removal a number of stops that were redundant, as well as those lacking in accessibility, safety or amenities. While we await

results from the first few months of the project, we hope we can expand it to the remainder of our system to improve the ride for all our customers.

We're also working to improve riders' experience off the bus, placing 50 new benches at high-ridership stops and getting ready to break ground on a new transit center—complete with real-time information signs, off-street park-and-ride spaces and a ticket vending machine—in one of our highest-ridership neighborhoods.

These changes join a host of other improvements Metro has made over the past several years in answer to riders' requests:

- Cincy EZRide, a mobile payment app;
- Cincy EZAlerts, a text and email service alert system; and
- Real-time arrival information at selected bus stops, online and via smartphone apps.

As we look forward to the rest of 2019 and the years ahead, we at Metro hope to make even more improvements for our customers, providing them with a public transportation system built for today's world.

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Central City Line Will Enhance Mobility Options in Spokane

The Spokane (WA) Transit Authority's (STA) Central City Line, a six-mile, all-electric, corridor-based BRT route, will enhance mobility options throughout the city's urban core and the surrounding residential neighborhoods by offering frequent, all-day service on an easy-to-use line.

Operating similarly to streetcars in larger cities, the line will be distinctly branded and include permanent stations with comfortable and convenient customer features such as real-time information, shelters and leaning rails, area wayfinding signage and more. The line is expected to provide nearly one million rides in its first year and generate \$175 million in economic development over a 20-year period.

FTA will allocate the full federal share of STA's \$53.4 million Small Starts Grant request for the line. The allocation comes from remaining funding in FTA's FY 2018 Capital Investment Grants Program, which invests federal funds alongside local contributions to fund important public transportation infrastructure.

STA Chief Executive Officer E. Susan Meyer called the allocation "an

acknowledgment of a visionary and level-headed approach to public transportation by our board of directors and many dedicated partners. We started this journey many years ago with an objective to design a system that is sized and scaled for our transportation needs and resources, and the FTA is demonstrating that we are on the right track."

STA Board Chair and Spokane City Council Member Candace Mumm said, "This is a giant step forward for Spokane Transit, as well as its current and future riders. ... The board of directors is committed to working with FTA and taking the necessary steps to execute a grant agreement and see the project completed as part of our 10-year plan."

The Central City Line is one of more than 25 projects in the Spokane region's 10-year transit improvement plan, for which voters in every jurisdiction in the transit service area approved local funding in 2016. The plan aims to maintain, improve and expand public transit in response to a growing population and increasing expectation of transportation options in urban areas.



A map of STA's Central City BRT route.

UTA Partners in Autonomous Shuttle Pilot Project

THE UTAH TRANSIT Authority (UTA), in partnership with Utah DOT, will run an autonomous shuttle pilot project throughout the state for the next year, beginning this month.

UTA is selecting locations for the shuttle routes based on proximity to current public transit options, a broad population of travelers and a large number of visitors: university campuses,

multi-use shopping centers, business parks and more.

The autonomous vehicle—with no driver, steering wheel or pedals, but with a host on board for all travel—can operate up to 15 mph along a predetermined route. Sensors enable it to react in real time to other vehicles, pedestrians and any obstacles in its path.

UTA and Utah DOT are testing this



Announcing the UTA-Utah DOT autonomous shuttle pilot project, from left: Utah DOT Executive Director Carlos Braceras, Utah Lt. Gov. Spencer Cox and UTA Board Chair Carlton Christensen.

technology to identify opportunities to improve safety by decreasing the possibility for human error. Additionally, they are looking at how this technology can help increase mobility for individuals who are not able to drive themselves.

Continuing to Advance a Comprehensive Transportation Network in Austin

BY CHAD BALLENTINE
Vice President of Demand Response,
MetroAccess and Innovation
Capital Metropolitan Transportation
Authority
Austin, TX

Public transit does an excellent job transporting large numbers of people throughout our communities. It's what we do every day and we, as an industry, are very good at it.

Challenges arise, though, when we look to provide service in areas not best served by a 40-foot bus. That could be due to a lack of density, geographic separation, variable demand peaks or countless other reasons. This isn't a new problem for public transit and we collectively have been trying new approaches over the years to meet the needs of our customers.

In Austin we've experimented with taxis and Transportation Network Companies but have found roadblocks when it comes to geographic availability, wheelchair accessibility, the cost of



Capital Metro's "Pickup" operates with small vehicles and an app.

service, driver training, drug and alcohol testing, cash collection and overall control of the customer experience. But we have now identified a service that meets all these needs, bringing together our well-trained vehicle operators with uniquely branded small vehicles and a new on-demand, real-time customer app. It's called "Pickup."

Beginning in June, riders will be able to request a trip (with vehicles arriving within 15 minutes) to travel anywhere in their designated service zones, including to Capital Metro bus and rail stops. They can make same-day reservations using the Pickup by Cap Metro app or by calling the Pickup Service Center. All vehicles will be wheelchair accessible

and feature bike racks. Local Capital Metro fares will apply, meaning each trip costs the rider just \$1.25.

The service will start in Manor, a small town north of Austin within the Capital Metro service area. In August, Pickup will launch in four Austin service zones, each uniquely tailored to the neighborhood it serves.

Pickup will open the door to high-frequency transit for many Austin neighborhoods that previously have been unable to access Capital Metro's service, placing the whole city within their reach. Extensive community engagement is a major element for developing the service and deciding on hours of operation, days of service and even a nickname for their specific service zone. Additional zones will be planned and rolled out regularly in the coming years.

Capital Metro sees Pickup as an important part of providing a comprehensive transportation network agile and flexible enough to meet the needs of our fast-growing Austin community.

Mobility Opportunities with a Customer Focus

BY DOUG DOUGLAS
Vice President, Mobility Management
Services
Dallas Area Rapid Transit

PROVIDING ACCESS to safe and reliable mobility options for riders with disabilities is the responsibility of every great public transit organization—one which is growing as we see increased demand for paratransit services every year.

With Dallas Area Rapid Transit's (DART) continued focus on finding innovative ways to serve our riders, we've partnered with MV Transportation to develop a technology solution to provide our customers with the ability to choose the service that works best for both their needs and their schedules.

DART Mobility Management Services provided more than 750,000 paratransit trips in 2018, using several modes of transportation across the DART service area including paratransit vans, shut-

tles, subsidized taxi services and Transportation Network Company partners such as Lyft. With so many options, sometimes running independently of each other, we began looking for ways to integrate all these modes into a single technology platform to provide a customer-centric ecosystem of services that would fit the requirements and needs of every customer.

Travel Options that Fit the Rider

Traditionally, paratransit riders haven't been able to be as spontaneous with their travel needs as users of fixed routes. Having to schedule travels a day in advance prevented customers from enjoying the flexibility to make a quick run to the grocery store or meet a friend for lunch.

By using dynamic scheduling technology, we're now able to match riders with available transportation options based on their defined profile and needs, as well as location and schedule.

As we've rolled out the system, we continue to hear positive reviews from our customers.

By leveraging technology, DART is focused on providing our customers with every possible resource to make

the transportation decision that fits their needs. By offering the option to book trips on our website, on the phone or through an app, we aim to provide an overall better customer service experience.



DART is using technology to extend convenience to its mobility management customers.

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Technology Helping Pace Improve Service

Pace Suburban Bus, Chicagoland's suburban bus and regional paratransit and vanpool provider, has been hard at work incorporating new technology into the rider experience.

Pace On Demand offers reservation-based, shared-ride service in 11 designated areas throughout the region. Pace renamed the service, formerly known as Pace Call-n-Ride, after introducing an online booking feature in six of the 11 On Demand areas; the tool will be rolled out in the remaining five areas later this year.

According to the agency, online booking has caught on with riders: they are already booking online more than by phone in three of the six areas where the feature is available.

This is only the latest technology innovation Pace has brought riders. A suite of Bus Tracker tools, available at PaceBus.com, offers real-time departure information, including alerts for specific trips, maps showing live bus locations and a number that passengers can text to learn when the next bus will arrive at their stop.

Beginning in early 2017, Pace vastly increased the deployment of code numbers onto bus stop signs for the text messaging service; riders now send Pace

more than 100,000 texts per month—up from a monthly average of just 10,000 in 2016. Pace also has installed digital signs that display next-bus arrival information at 46 locations, with another 72 signs in the installation and planning stages.

The agency is also working closely with partners to develop and install Transit Signal Priority (TSP) technology throughout the region. TSP allows buses to communicate with traffic signals, allowing delayed trips to extend green lights or shorten red lights to improve schedule reliability. Pace has already optimized traffic signal timing at 400 intersections and plans to implement TSP at 300 of them. The technology, designed in-house to be cross-compatible with Chicago Transit Authority buses, will debut on a segment of Milwaukee Avenue in Chicago and Niles later this year when Pace's Pulse Milwaukee Line BRT launches.

More technological improvements like these will be implemented and announced in the future. By the end of the year, Pace expects to unveil a new website and release a new strategic vision plan that views innovation as a core agency value.



Digital signs now display bus arrival information, improving Pace service to riders.

Learn About Louisville

Louisville hosts more than **24 million visits** annually for an estimated economic impact of \$1.6 billion, which supports 26,000 local tourism-related jobs.

Louisville was founded by George Rogers Clark in 1778. It is named for **King Louis XVI** of France in appreciation for the king's assistance during the American Revolution.

The **University of Louisville**, located just south of downtown, is a state-supported research university established in 1798. The university operated as a municipally supported public institution for decades before joining the university system in 1970.

"The Greatest": **Muhammad Ali** was born and raised in Louisville. Most notably known for his boxing career, Ali became a champion of human rights and social justice after retiring from the ring. He is buried in Louisville's Cave Hill Cemetery.

COTA Moves Forward On Customer Service

The Central Ohio Transit Authority (COTA) is launching several bold and innovative projects this year to improve mobility and customer service in the Columbus, OH, region.

On May 6, COTA launched Mainstream On-Demand to answer a need for more paratransit service in the region. The new program does not replace COTA's existing Mainstream service for ADA customers but does provide users with additional mobility options. Mainstream On-Demand provides same-day, non-stop, door-to-door transit service. Mainstream On-Demand is the first of its kind in Ohio and is powered by UZURV, a rideshare company specializing in ADA services.

Through this service, customers can book rides as little as two hours in advance or up to 30 days in advance. They can bring a personal care attendant or service animal on the trip.

COTA is also working to make sure Mainstream On-Demand is affordable for its customers. All qualifying customers pay an initial \$5 fee and COTA will pay an additional subsidy toward the cost of the trip. Any additional cost will be the customer's responsibility. The trip cost is determined by mileage and the price of the trip is set at the time of booking.

COTA is also preparing to launch its first microtransit pilot project, COTA



COTA has added 28 New Flyer buses to its growing CNG fleet.

Plus, this summer in Grove City, a community southwest of Columbus. The main goal of the program is to eliminate gaps in areas where fixed routes cannot operate, connecting riders and other residents to jobs, medical appointments, education and more. Customers who use the service to connect to a COTA fixed route will not be charged any additional fee, but customers will be charged a fare if they are using COTA Plus for direct service.

Finally, COTA is furthering its commitment to sustainability by putting greener buses on routes. The agency added 28 New Flyer buses to its growing CNG fleet in April, replacing diesel coaches. COTA plans to purchase 28 coaches per year and discontinue all diesel bus use by 2025. Other plans would add electric buses to the fleet in 2020.

MVTA Launches 'Get on Board Commuter Challenge'

THE MINNESOTA VALLEY

Transit Authority (MVTA), Burnsville, MN, launched its first Get on Board Commuter Challenge April 22-28 in conjunction with APTA's inaugural Get on Board Day on April 25.

During the week, MVTA encouraged residents to leave their cars at home and find a new way to get to work and around town in the south metro area of Minneapolis. Participating public transit riders, cyclists, carpoolers, walkers and teleworkers registered online to participate and were eligible for prizes from area businesses who were partners in the promotion.

As part of the promotion, MVTA highlighted APTA data regarding the benefits of altering commutes, including:

- The average household spends 18 cents of every dollar on transportation, and 96 percent of this money goes to buying, maintaining and operating cars—the largest

expenditure after housing;

- Every \$1 invested in public transportation generates \$4 in economic returns; and

- Every \$1 billion invested in public transportation supports and creates more than 50,000 jobs.

"There are many economic and environmental reasons for Minnesotans to find new ways to get to school,

work and play that don't involve single-occupancy vehicles," said MVTA Executive Director Luther Wynder. "We think once people see how convenient it is to get where they need to go without a single-occupancy vehicle, they

will become new transit riders, cyclists and carpoolers. We want this to become an annual event that the whole community enjoys and benefits from."

In the inaugural MVTA challenge, more than 100 residents signed up for alternate commutes during the week and the marketing information had more than 238,000 impressions online.



HRT: Smooth Transportation At 'Something in the Water'

Virginia Beach, VA, hosted one of the nation's larger music festivals in late April and the three-day event was a prime opportunity for Hampton Roads Transit (HRT) to further refine its new mobile ticketing service.

The event, organized by musician and producer Pharrell Williams, was called *Something in the Water*, a celebration of art, culture and music that brought out a star-studded musical lineup to the city's Oceanfront. An estimated 35,000 people purchased tickets for the sold-out event.

The Virginia Beach Oceanfront presents unique transportation challenges because of its limited access and dense resort-style development. Parking is a major challenge and public transit services, while present, are largely confined to a seasonal trolley service that operates primarily on a north-south alignment along the beaches.

The event was large enough that city school buses were contracted to move festival-goers from park-and-ride locations while Uber and Lyft drivers were confined by a geo-fence to a designated drop-off location a short walk from the

Oceanfront. Tour bus access was similarly restricted.

During the summer season, HRT operates its 14 custom-built trolleys to convey tourists around the Oceanfront. Charming and built for casual vacationers, the trolleys have 24 wood-trimmed seats and brass railings, with limited room to stand. But they also are now serving as a test bed for HRT's mobile ticketing program, which the agency hopes eventually to make available throughout the system.

In years past, trolley passengers would have needed either exact change or a pre-purchased farecard to ride. But in July 2018, the agency introduced its

HAMPTON ROADS CONTINUED ON PAGE 26



Hampton Roads Transit's Wave trolleys provided service to "Something in the Water" in Virginia Beach, VA.



A rendering of Aspen Place, a TOD in Cleveland that includes affordable housing near public transit.

TOD: Building Communities

BY FLOUN'SAY CAVER
Interim CEO and General Manager
Greater Cleveland Regional Transit
Authority
Cleveland, OH

The Greater Cleveland Regional Transit Authority (GCRTA) was among the recipients of the 2019 Greater Ohio Sustainable Development Award. The Catalytic Partnership Award, presented by the Greater Ohio Policy Center, recognizes GCRTA's work in partnership with the Detroit Shoreway Community Development Organization for the Aspen Place Development in the Detroit-Shoreway neighborhood of Cleveland. The project links affordable housing to rapid transit access on a major neighborhood corridor, providing a hallmark example of equitable TOD.

Why is that significant to the public transit professionals joining us at APTA's 2019 Mobility Conference?

It's because, whether it's GCRTA or any other public transit system in

the country, we serve neighborhoods. We serve communities. And the work we do makes those projects more sustainable. We provide a welcoming environment for people to enjoy the amenities that come with access to public transportation.

GCRTA joined the local developer and civic partners to cut the ribbon on Aspen Place, which is now the hallmark of successful TOD in our region.

The successful working relationship between GCRTA and our civic partners is an excellent example of the possibilities that can be realized when partners work together for a common goal. It's a model for communities everywhere.

It is also a true demonstration of agencies working together for the public good. No doubt, sustainability and community stewardship are vital parts of GCRTA's role within each community it serves—and your public transit system in your community is no

TOD IN CLEVELAND CONTINUED ON PAGE 28

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LANTA Builds Bridges With Schools, Employers

IT IS SAID THAT the best place to go fishing is where the fish are swimming. The Lehigh and Northampton Transportation Authority (LANTA), serving Allentown, Bethlehem and Easton, PA, has heeded that advice with an aggressive plan to develop relationships with area colleges and universities, as well as companies populating the burgeoning warehouse centers in the state's fastest-growing region.

In the past year, LANTA Executive Director Owen P. O'Neil had led an effort to engage local school districts, private high schools, colleges and universities, as well as major employers in the service area, with options for them

to offer discounted or fare-free programs for their students and employees.

Beginning with the Allentown School District, which does not operate school buses, LANTA offered a \$1 Day Pass for students who purchase them at their schools. Several other public and private/parochial schools soon followed, all seeing increased ridership and better school attendance, too. The regular Day Pass costs \$4.

This program also takes LANTA drivers out of the need to determine whether a rider is a student, as was the case with the previous on-board student fare arrangement.

Pennsylvania's Lehigh Valley boasts



A LANTA bus en route to Lehigh Carbon Community College, one of several higher education institutions that operate free or reduced-fare programs.

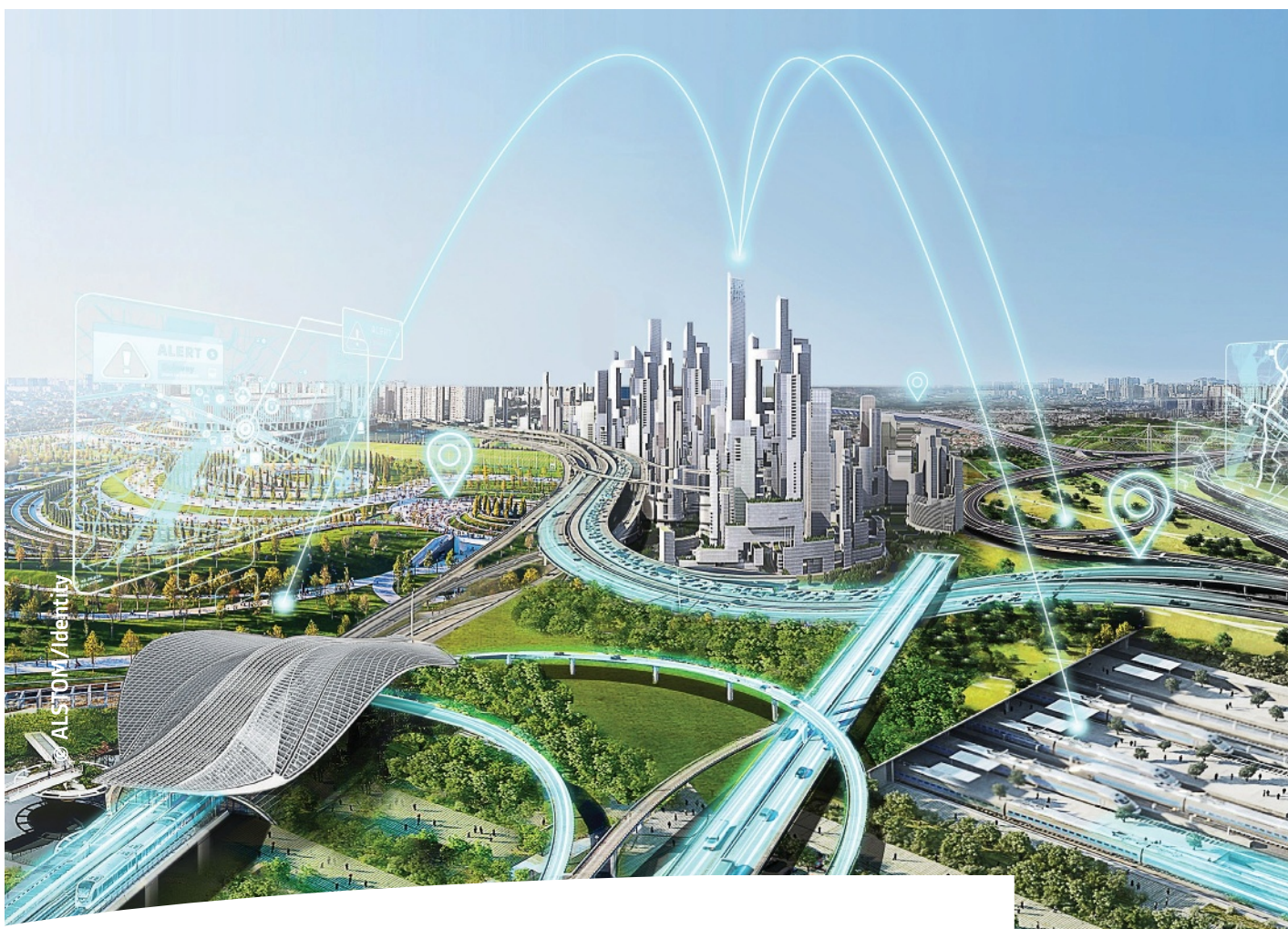
several quality colleges and universities with thousands of students who are potential bus riders. In just the last year, LANTA entered into partnerships with Lehigh University, as well as Lafayette and Muhlenberg colleges, for a

revenue agreement that allows students, faculty and staff to ride the bus system for free. Those programs, which are enjoying tremendous success, come on the heels of a longstanding reduced-fare program with Lehigh Carbon Community College.

With LANTA operating in the middle of the Boston-Washington corridor, it has seen tremendous growth in the development of warehouses encircling its service area. Again, the system has reached out to many companies, including Amazon, to adjust routes and add service under special revenue agreements.

In a market that once began service around 6 a.m., LANTA drivers now begin revving the engines soon after 2 a.m. to best serve the around-the-clock needs of the industry.

"It is important for transit agencies in small and mid-size markets to find new and creative ways to increase ridership and find new sources of revenue," O'Neil said. "We continue to make personal contact with community and business leaders showing them how LANTA can help bring students and employees to school or work safely and dependably,"



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HAMPTON ROADS

CONTINUED FROM PAGE 25

first mobile ticketing app on the three trolley routes as part of an introduction to the technology. This year, the second phase commenced, and HRT kicked off the season a week early just for this festival.

HRT reported many improvements compared with last season's "Phase 1" pilot program. All 14 trolleys were fitted with fare validator equipment that can scan fare barcodes on mobile devices, eliminating the need for operators to "read" the phones and allow for a much more efficient boarding process.

The upgrades were a big success, with HRT providing nearly 12,000 passenger trips from the local convention center to the main stage.

New Southern Cuisine with a Louisville Twist

New Southern Cuisine is one of the most popular food movements in the U.S. It's about taking traditional, regional Southern dishes and putting a unique twist on them. And it's big in Louisville!

While Louisville did not invent New Southern Cuisine, the city has tweaked it, fried it, poached it and, most importantly, added Bourbon. So, welcome to an entirely new New Southern Cuisine experience. And, welcome to a region that produces more than 95 percent of the world's Bourbon.

A culinary adventure in Louisville takes you deep into the heart of the Bourbon Country lifestyle. Louisville Tourism suggests the following:

Louisville's Signature Dishes

Hot Brown. The legendary open-face sandwich—made with Texas toast, thick-sliced turkey, cheesy Mornay sauce, crisp bacon and tomatoes, all baked until bubbling hot—was born here.

It all began at Louisville's historic Brown Hotel back in the 1920s. History goes that more than 1,200 guests would come each evening for the downtown hotel's dinner dance. When guests would head to the restaurant for a bite to eat, chef Fred Schmidt recognized that they were wanting more than the traditional ham and eggs, and the Hot

Brown was born.

These days, the Brown Hotel has become synonymous with the tasty entree and estimates making between 400 and 500 each week. The requests double during Kentucky Derby season.

Benedictine.

Thanks to Louisville caterer, restaurateur and cookbook author Jennie Benedict, a cucumber and cream cheese spread, known for its green color, has become a famous Kentucky culinary favorite.

Miss Benedict invented her savory spread in a one-room kitchen in the family backyard around the turn of the 20th century and famously served it to Louisville high society and workers alike, earning it her namesake years later.

Bourbon Balls. It's no secret that in Bourbon Country the state's signature spirit is a favorite ingredient in a slew of recipes, but perhaps none is more popular than the bourbon ball.

The bite-size sugary treat was created by Ruth Booe of the Rebecca Ruth



Louisville is home to more than 2,500 restaurants and is one of the leaders in the New Southern Cuisine movement.

Candy Co. in 1936, in Frankfort, KY, the state capital just east of Louisville.

Booe's recipe has been hailed over the years by *Gourmet* magazine and *The New York Times*. Kentucky's most famous candy, in its original version, is a melt-in-your-mouth combination of pecans, bourbon and chocolate. Most families have their own adapted recipes, much like "Derby-Pie," and local chocolate shops have infused their own spins with added flavors from cayenne to mint or peach.

Derby-Pie. The Derby-Pie was created in the 1950s at the Melrose Inn in Prospect, KY. Derby-Pie is a chocolate

and walnut tart in a pie shell, usually with a pastry dough crust.

Derby-Pie is the registered trademark of Kern's Kitchen. The recipe is top secret, known only to a few Kern family members and a single Kern's employee who actually mixes the recipe today.

Old Fashioned Cocktail.

Though the Mint Julep is certainly the star of the Kentucky Derby, the Old Fashioned was declared the city's official libation in 2015. A private club in downtown Louisville (the

Pendennis Club) has claimed its invention since the 1880s. Legend has it that a guest at the bar ordered a cocktail but warned the bartender that he wasn't a fan of bourbon. Not wanting to serve a non-bourbon drink in the Bluegrass (it is Bourbon Country, after all), the bartender concocted a drink that ended up being a huge hit with the customer.

You'll find everything from traditional to innovative variations of the classic cocktail all around Louisville. Quench your thirst by ordering up an Old Fashioned at any of the 30-plus restaurants and bars along Louisville's Urban Bourbon Trail.

Louisville Celebrates a Rich History

NAMED FOR KING LOUIS XVI

of France in appreciation of his assistance during the U.S. Revolutionary War, Louisville was founded by George Rogers Clark in 1778. While the city's initial growth was slow, the advent of the steamboat in the early 1800s sparked booming industrial development, and by 1830 Louisville had secured its place as the largest city in Kentucky.

During the Civil War, Louisville was an important Union base of operations

and a major military supply center. In the postwar era, the city emerged even more prosperous, with merchant princes and manufacturers shaping the new economy.

Owing to its strategic location at the Falls of the Ohio River, Louisville was a major commercial center. River transportation was supplemented by the construction of the Louisville & Nashville Railroad, which was chartered in 1850 and operated more than 1,800 miles of

line in the state by 1920. Joseph E. Seagram and Sons opened the world's largest distillery in Louisville following the repeal of Prohibition in 1933. Thanks to companies such as DuPont, the city became the world's largest producer of synthetic rubber during the Second World War.

Louisville was also a city of firsts. In the reform-minded progressive era of the 1880s, the city was the first in the nation to introduce the secret ballot, significantly reducing vote fraud. It was the first city in Kentucky to adopt zoning and planning measures to control and shape urban growth. Home to the first bridge designed exclusively for motor vehicles to cross the Ohio River, Louisville was also the birthplace of Mary Millicent Miller, the first woman in the United States to receive a steam-

boat master's license.

The city has been home to a number of men and women who changed the face of American history. President Zachary Taylor was reared in surrounding Jefferson County and two U.S. Supreme Court justices, including Louis D. Brandeis, the first Jewish justice, were from the city proper. John James Audubon was a local shopkeeper in the early years of his career, drawing birds in his spare time. Second Lt. F. Scott Fitzgerald, stationed at Camp Zachary Taylor during the First World War, was a frequent presence at the bar in the famous Seelbach Hotel, immortalized in the novel *The Great Gatsby*. Muhammad Ali, perhaps the greatest heavyweight boxer of all time, was born in Louisville and won six Golden Glove tournaments in Kentucky.

10 Museums, One 'Row'

LOUISVILLE'S MUSEUM ROW on Main includes 10 original attractions within four walkable blocks. Museum Row partners offer a reciprocal discount: show your ticket from one partner when buying a ticket at another Museum Row attraction and get \$1 off admission.

The museums on Museum Row are:

- **21c Museum Hotel**, North America's first museum dedicated solely to contemporary art of the 21st century;
- **Evan Williams Bourbon Experience**, the first distillery to open on Louisville's historic Whiskey Row since Prohibition;
- **Frazier History Museum**, offering interactive exhibits, performances by costumed interpreters and special events;
- **Kentucky Center for the Performing Arts**;
- **Kentucky Science Center**, with 40,000 square feet of hands-on exhibits;
- **KentuckyShow!**, a multimodal experience highlighting the Kentucky experience;
- **KMAC**, the Kentucky Museum of Art and Craft;
- **Louisville Glassworks/Payton Glass Center**, a showcase of the art of glass;
- **Louisville Slugger Museum & Factory**, home of the legendary baseball bat; and
- **Muhammad Ali Center**, celebrating the life and legacy of the world champion boxer and global humanitarian.



Churchill Downs opened in 1875 and held the first Kentucky Derby and the first Kentucky Oaks Thoroughbred horse races that year.

Innovative Transit Solutions at Reno's RTC

BY LEE G. GIBSON, AICP
Executive Director
Regional Transportation
Commission
of Washoe County
Reno, NV



The RTC plans to launch a microtransit pilot program later this year.

The Regional Transportation Commission of Washoe County (RTC) is at the forefront of public transit innovation, constantly improving to become even more reliable, safe and sustainable. We have a number of projects, programs and initiatives to advance public transit in our region.

The RTC is currently working on the Virginia Street Bus RAPID Transit Extension Project, an investment of more than \$80 million to better connect Midtown Reno to Downtown Reno and the University of Nevada, Reno. The project features new wide sidewalks, lighting, landscaping, BRT improvements and critical safety infrastructure for pedestrians, drivers and public transit passengers. FTA recently announced a \$40.4 million allocation for this project through the Capital Investment Grant program.

The agency is also making important safety changes to our bus stops by bringing them into ADA compliance. These changes include larger font sizes on bus stop signs, increased sidewalk connectivity and improving stops with benches and bus stop amenities.

Sustainability is one of the RTC's guiding principles. We rely on technology to help cut down on paper use: in

addition to paper bus passes, we offer TokenTransit digital bus passes. The passes, available in the same denominations as the paper passes, allow the passenger simply to show the driver a smartphone screen pass with an image that changes daily. Additionally, passengers can use the NextBus smartphone app to check when their bus will arrive.

The RTC added 17 new electric buses to its fleet in 2018 and will add more this year, with the fleet set to become all-electric by 2035. Its new transit operator, Keolis, will take over transit operations in July. Keolis will collaborate with the RTC on transit service improvements, including the potential launch of a pilot microtransit program later this year.

In addition, as our community grows, Reno area residents are seeking affordable housing solutions. The RTC is starting an Affordable Housing Study that will work to identify locations on public transit routes that would be ideal for affordable housing development. The RTC is finding new and innovative ways for our community to get on board.



The all-electric Regional Connector bus, RTC's longest-distance route, operates between Reno and Carson City. Passengers can enjoy USB charging ports, Wi-Fi and reclining seats.

TOD IN CLEVELAND

CONTINUED FROM PAGE 25

different.

Public transit, at its best, helps create vibrant and sustainable communities, cities and regions. It is a catalyst for public-private investments. In fact, successful economic development follows infrastructure investments.

I'm sure you can point to major service improvements and infrastructure investments in your hometown and note that permanent, fixed infrastructure investments are here to stay—and compel the private sector to invest with confidence.

Yes, I'm certain that what we have

seen with our system's major development projects can be replicated across the nation when infrastructure dollars are spent.

As we look to the future, here's one more point: major employers also locate near public transit and bring vitality to those regions. They impact the communities with the workers they bring and the income tax dollars that follow. And public transit rigorously provides transportation alternatives to all the neighborhoods in between. We serve where it matters, and we make a difference.

People On The Move

SFMTA's Reiskin Announces Resignation

SAN FRANCISCO—Ed Reiskin, director of transportation for the San Francisco Municipal Transportation Agency (SFMTA) for the past eight years, has announced his resignation from that post. He will step down when his contract runs out in mid-August. For APTA, he is a member of the Bus & Paratransit CEOs, Legislative, Mid-Size Operations and Rail Transit CEOs committees and the Public Transportation CEO Coordinating Council.



Reiskin

ALBANY, NY—Jayme B. Lahut has been elected chairman of the Capital District Transportation Authority (CDTA) Board of Directors, succeeding Georgeanna Nugent. He joined the board in 2017, representing Schenectady County.

Other officers are **Michael J. Criscione**, Albany County, vice chairman; APTA Chair **David M. Stackrow Sr.**, Rensselaer County, treasurer; and **Mark Schaeffer**, Albany County, secretary. Criscione joined the board in 2017 and was first elected vice chairman in 2018. Stackrow has served on the board since 1995, making him the longest tenured member in CDTA history, and has chaired it on three separate occasions. Schaeffer has served on the board since 2016.



Lahut



Criscione



Stackrow



Schaeffer

WEST PALM BEACH, FL—Palm Tran announced the hiring of **Emmett J. Crockett** as director of transit planning

and the promotions of **Nikasha Wells** from contracts specialist to senior manager of governmental affairs/EEO officer and **Gilberto Morales** from security operations manager to director of support services.

Crockett has more than 40 years of transportation experience, most recently serving as director of transit development for the Capital Area Transit System in Baton Rouge, LA.

Wells has almost 12 years of experience in government relations and employment matters. Before



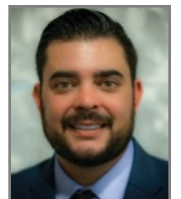
Wells

joining Palm Tran, she was a lawyer with Ruden, McClosky, Smith, Schuster & Russell in Fort Lauderdale, FL, and later joined The Pittman Law Group, a lobbying law firm in Tallahassee, FL.

Morales came to Palm Tran in 2018 with almost two decades of public service experience. After serving in the U.S. Army and Army Reserve, he joined the Miami Police Department, becoming a certified instructor in multiple law enforcement disciplines and training police recruits.



Crockett



Morales

CLASSIFIEDS

The Public Transit Marketplace—*Passenger Transport* Classified Ads are the marketplace for public transit. All classified ads appearing in the print version of *Passenger Transport* will also appear in the electronic version. All help wanted ads must appear in print in order to be listed on-line. **TO PLACE AN AD:** E-mail the requested date(s) of publication to: ptads@apta.com. Mailing address is: *Passenger Transport*, 1300 I Street, NW, Suite 1200 East, Washington, DC 20005. Ad copy is not accepted by phone. **DEADLINE:** 3 p.m., EST, Friday, one week prior to publication date. **INFORMATION:** Phone (202) 496-4877.

	APTA Member	APTA Non-Member
1 insertion*	\$1.50 per word	\$1.71 per word
Multiple insertions* (with no copy change)	\$1.36 per word	\$1.56 per word
Display classifieds / column inch rate	\$73.50	\$85.00
Minimum charge	\$85.00	\$85.00
Logo Placement (per issue)	\$40.00	\$40.00
Affidavits	\$3.00	\$3.00
Blind box fee	\$20.00	\$20.00
Minimum charge	\$85.00	\$85.00

To estimate the price of your ad, you may use Microsoft Word's "word count"
* Non-Commissionable

BIDS/PROPOSALS

REQUEST FOR PROPOSAL FOR PROJECT MANAGEMENT CONSULTANT VIA CONTRACT #19-292

VIA Metropolitan Transit is seeking proposals from responsible firms for Project Management Consultant. Proposals will be accepted until 4:45 PM, June 19, 2019. Proposals received after that time and date will not be considered.

A Pre-proposal Conference will be held at 10:00 AM, May 14, 2019, in the VIA Metro Center (VMC) Board Room at 1021 San Pedro, San Antonio, Texas 78212.

Proposal documents may be obtained from VIA's Procurement Department, 800 W. Myrtle, Suite 203, San Antonio, Texas 78212. Please visit <https://via.mwdsbe.com> to register with VIA and to download the document. Information on current solicitations is listed under the View Procurement Opportunities section.

**MTA-NEW YORK CITY
TRANSIT (NYCT)
Contract Solicitations**

SSE #: 263375

DUE DATE: 6/5/19

TITLE: Furnish and Deliver 275 Low Floor 40-Foot Diesel-Electric Hybrid Buses.

Proposals will be evaluated on the following criteria: 1) Overall Project Cost; 2) Overall Quality of Proposer and Product; 3) New York State Content; 4) Other Relevant Matters.

More details & the MTA-NYCT contact info
<http://web.mta.info/nyct/procure/rfp/rfp.htm>

**LOS ANGELES COUNTY
METROPOLITAN TRANSPORTATION
AUTHORITY (LACMTA)**

REQUEST FOR PROPOSAL

LACMTA will receive Proposals for **EG62412 - Request for Interest and Qualifications CBRS / Private LTE POC** at the 9th Floor Receptionist Desk, Vendor/Contract Management Department, One Gateway Plaza, Los Angeles, CA 90012.

A Pre-Proposal conference will not be held. All Proposals must be submitted to LACMTA, and be filed at the reception desk, 9th floor, V/CM Department, **on or before 1:00 PM, Pacific Time on June 10, 2019.** Proposals received after the above date and time may be rejected and returned unopened. Each proposal must be sealed and marked **Proposal No. EG62412.**

For a copy of the Proposal/Bid specification visit our Solicitation Page on our Vendor Portal at <https://business.metro.net> or for further information email Lorretta Norris at norrisl@metro.net.

5/20/19

CNS-3250622#

PASSENGER TRANSPORT C/O AMER

**REQUEST FOR PROPOSAL
FOR
UDC REVISION RECOMMENDATIONS
AND
STATION AREA PLANNING TYPOLOGIES
FOR TOD**

VIA CONTRACT #19-352

VIA Metropolitan Transit is seeking proposals from responsible firms for Unified Development Code Revision Recommendations and Station Area Planning Typologies for Transit Oriented Development. Proposals will be accepted **until 4:45 PM, June 12, 2019.** Proposals received after that time and date will not be considered.

A Pre-proposal Conference will be held at 10:00 AM, May 8, 2019, in the Administration Board Room at 800 W. Myrtle, San Antonio, Texas 78212.

Proposal documents may be obtained from VIA's Procurement Department, 800 W. Myrtle, Suite 203, San Antonio, Texas 78212. Please visit <https://via.mwdsbe.com> to register with VIA and to download the document. Information on current solicitations is listed under the View Procurement Opportunities section.

REQUEST FOR PROPOSALS

The **Central Midlands Regional Transit Authority d/b/a The COMET** (referred to as either The COMET or the Authority) will accept proposals from qualified firms to perform **IT Management and Support Services** as specified in this RFP. The contract to resulting from this RFP shall be known as the "IT Management and Support Services" contract.

All proposals must be submitted **by June 7, 2019.** Please reference the RFP document(s) for submission requirements. The COMET encourages the use of recycled paper, and where practicable, printed on both sides, for all submittals.

There will be a nonmandatory pre proposal conference at 10:00 a.m. on Tuesday, May 14, 2019.

All proposal responses should be mailed or delivered to:

The COMET Administrative Offices
ATTN: Virginia Goodson—Procurement Officer
Virginia Goodson
virginia.goodson@catchthecomet.org
3613 Lucius Rd.
Columbia, SC 29201

For a copy of the RFP, please contact Ms. Virginia Goodson, Procurement Officer, at virginia.goodson@catchTheCOMET.org. A copy of the RFP is also posted on The COMET website. Please include your name, contact information (e-mail and mailing addresses, telephone number), including how you want to receive a copy of the RFP, and the name of the organization you are representing.

**MTA-NEW YORK CITY
TRANSIT (NYCT)
Contract Solicitations**

SSE #: 267429

DUE DATE: 6/21/19

TITLE: Automatic Bus Lane Enforcement (ABLE).

DESC: New York City Transit/MTA Bus (NYCT/MTAB) is seeking an expression of interest in order to identify and obtain information from firms experienced in designing, furnishing, installing and maintaining Automatic Bus Lane Enforcement (ABLE) on buses.

For purposes of this RFI, Automatic Bus Lane Enforcement is defined as a system that is "Installed on a bus and automatically collects evidence to identify vehicles illegally in a designated bus lane." A minimal amount of human intervention is acceptable to ensure a bus lane violation has occurred. The system must be able to detect bus lane traffic violations and provide compelling evidence that supports the issuance of a notice of liability (NOL) to the owner of the vehicle.

More detailed info. & the MTA-NYCT contact for the above solicitation(s) can be found on the MTA Vendor Portal at www.mymta.info

**PUBLIC NOTICE AND REQUEST
FOR PROPOSALS**

Topeka Metropolitan Transit Authority (Metro) will receive proposals from qualified firms to provide various types of technology for its fixed route buses. Proposals must be received in the Metro office at 201 N. Kansas Avenue, Topeka, KS 66603, in sealed envelopes marked **"BUS TECHNOLOGY / RFP TM-19-03" no later than 3:00 PM Central Time on Tuesday, June 25, 2019.** The proposal schedule will allow for thirty-six (36) calendar days for proposal submission.

The RFP document package may be obtained from Metro's office at 201 N. Kansas Avenue, Topeka, KS 66603, on or after Monday, May 20, 2019 by contacting Karla Richardson. Interested firms may download the RFP document package from Metro's website (www.topekametro.org) or call (785) 730-8622 to arrange for pickup or mailing.

The proposers will be required to comply with all applicable state and federal Equal Employment Opportunity (EEO) laws and regulations. Metro, in accordance with Title VI of the Civil Rights Act of 1964 and related regulations, hereby notifies all proposers that minority business enterprises will be afforded full opportunity to submit proposals in response to this invitation and will not be discriminated against on the grounds of race, creed, color, religion, gender, marital status, sexual orientation, familial status, national origin or ancestry, age, physical or mental handicap unrelated to ability, or military status in consideration for an award.

Any agreement resulting from this RFP is subject to financial assistance agreements between Metro and the Federal Transit Administration.

In order to be eligible to submit a proposal, the proposer must not be included on the United States Comptroller General's Consolidated List of Persons or Firms currently debarred or suspended from participating in public contracts.

Metro reserves the right to accept any proposal or any part or parts thereof. Metro reserves the right to reject any or all proposals and to waive irregularities therein, and all proposers must agree that such rejection shall be without liability on the part of Metro for any penalty brought by a proposer because of such rejections, nor shall the proposer seek any recourse of any kind against Metro because of such rejections, and the filing of any proposal in response to this solicitation shall constitute an agreement of the proposer to these conditions.

Topeka Metropolitan Transit Authority
201 North Kansas Avenue
Topeka, KS 66603

HELP WANTED

**ASSISTANT GENERAL MANAGER,
EXTERNAL AFFAIRS (8174)**

BAY AREA RAPID TRANSIT

Non-represented Pay Band 14 (\$170,533 - \$264,330)

The Assistant General Manager, External Affairs provides strategic leadership and direction of long and short-term plans of the Office of External Affairs, which includes Community and Government Relations, Communications, Marketing and Research, and Customer Services. The AGM, External Affairs directs key interactions including those with community, state, and federal government representatives; existing and prospective customers; the media; and the public at large. The role is the District's primary resource on issues relating to stakeholders outside

the agency, providing leadership and management oversight and directing external communications and advocacy with community and government officials at all levels regarding funding, service, and related issues.

For detailed information, visit BART.gov/jobs.

**AMERICAN PUBLIC TRANSPORTATION
ASSOCIATION
LEGISLATIVE ANALYST**

American Public Transportation Association (APTA) has the immediate need for an individual to assist our Government Affairs team in researching legislative issues and federal agency activities and communicating the public transportation industry's position on federal legislative issues to APTA members, outside interests, Members of Congress, and the Executive Branch. Duties will include obtaining, analyzing and organizing information on federal legislation, regulations and other federal activities related to public transportation; preparing memoranda, talking points, and speeches to communicate the public transportation industry's views on federal legislative and government affairs issues; building public awareness/support for public transportation; and assisting with the preparation of Congressional testimony.

Bachelor's degree in Transportation, Public Policy, or Public Administration with at least one to two years' work experience on Capitol Hill or programs related to public policy. Familiarity with federal legislative process including transportation authorization, budget, and appropriations issues, desirable. Must have strong writing and communications skills. Convenient Metro location. Excellent benefits with competitive salary. Please email cover letter and resume to Human Resources at aptajobs@apta.com. EOE Principals Only

CONSTRUCTION MANAGER

Construction Manager for **Los Angeles Metro** to work near LA Airport area. Assignment is between three to six years. Requirements and duties:

Construction Manager with minimum 15 to 25 years of experience in rail transit stations; "Cut n' Cover" and/or "Tunnel" construction and Station fit / finishes experience, Bachelor's Degree in Engineering, Construction Management or other related field. PE Registration is Desirable. Please provide resume with project details and references, as position open in LA, California.

Partial Duties include:

Monitor construction activities
Manage CM staff
Review Daily Inspection reports
Assess quality and completeness of work performed
Review and process claims, change notices, modifications
Attending owners and construction meetings
Review progress and monitor schedule
Review contractors' pay requests
Resolve issues and differing site conditions in a timely manner
Prepare progress reports
Experience with City, County, State and Federal codes and guidelines
Participate in activities as required by the clients
Please email resume to LenaL@anilverma.com if you are interested.

**DALLAS AREA RAPID TRANSIT (DART)
VICE PRESIDENT OF HUMAN CAPITAL**

Salary: DOE

Application deadline: 05/28/2019

Known as the "trusted guide" to operate a safe, efficient and effective transportation to over 13 cities in the Dallas area, DART's 3,500+ employees are respected for their unique perspectives, recognized for high performance, trained to do their jobs well, and empowered to achieve excellence.

Candidates must have a bachelor's degree from an accredited college or university in Business Administration, Human Resources or related field. Master's degree preferred. Candidates shall have 14 years of progressively responsible experience in human capital management, development of strategic initiatives, employee benefits, labor unions, talent management and recruitment, including 7 years managing a professional staff. Senior HR certification (SHRM-SCP) is a must! Experience working in the public sector is imperative. For information visit: <https://executivesearch.cpshr.us/JobDetail?ID=462>

Apply online: <https://www.dart.org/webapps/hrportal/default.asp>

Kylie Wilson

CPS HR Consulting Email: kwilson@cpshr.us

Online brochure: www.cpshr.us/search/DART
website: www.dart.org

EOE

PROJECT DELIVERY MANAGER

The **Regional Transportation Commission of Southern Nevada (Las Vegas)** is hiring a Project Delivery Manager.

The Project Delivery Manager oversees a variety of complex, emergent technical projects in the space of advanced mobility & intelligent transportation systems.

This position requires: Equivalent to a Bachelor's Degree in Civil Engineering, Computer Science, Business Management, Information Systems or a closely related field; AND four (4) years of demonstrated project management experience overseeing complex IT and/or Transportation type projects.

Salary Range: \$72,571.20 - \$127,171.20 Annually

Nevada Employees Do Not Pay State Income Tax Or Social Security, Employer Paid Retirement

For more information and to apply, visit our website at www.rtcnsnv.com.

RTC is an Equal Opportunity Employer & E-Verify Participant

MANAGER TECHNICAL EQUIPMENT

The **Regional Transportation Commission of Southern Nevada (Las Vegas)** is hiring for Manager Technical Equipment.

The Manager Technical Equipment manages and coordinates the operations of the transit equipment maintenance unit.

This position requires: Equivalent to a Bachelor's degree in a related field and five (5) years of technical experience in electronic and/or mechanical systems, two (2) years of which were in a supervisory/managerial role.

Salary Range: \$96,886.40 - \$152,817.60 Annually

Nevada Employees Do Not Pay State Income Tax Or Social Security, Employer Paid Retirement

For more information and to apply, visit our website at www.rtcnsnv.com.

**SENIOR TRANSPORTATION MANAGER –
FIXED ROUTE**

**SPOKANE TRANSIT AUTHORITY
SPOKANE, WASHINGTON**

Spokane Transit is looking for an exceptionally talented Senior Transportation Manager that has the ability to lead and inspire the Fixed Route Transportation team towards successfully meeting and exceeding operational objectives during a 10-year period of unprecedented growth. We have exciting changes ahead to include the implementation of Bus Rapid Transit service and adding battery electric buses to our fleet.

As the Senior Transportation Manager, you will be responsible for effectively and efficiently delivering Spokane Transit's fixed route bus services for a 248 square mile service area in Spokane County. You provide operational oversight and evaluation of transportation activities. As you lead your department of approximately 300 employees, and handle the day-to-day operational needs, the steps you take will directly impact Spokane Transit's ability to successfully deliver a safe, reliable, and customer focused experience.

Education And Experience

- Bachelor's degree in business, operations management, or related field of study highly preferred.
- Equivalent and specialized or technical training which may be obtained in vocational courses or on-the-job experience may qualify.
- Seven years of increasingly responsible experience directly related to public transit operations including at least three years' experience in a supervisory capacity.
- Comprehensive knowledge and experience with public transit operations, scheduling, accessibility, planning, and administrative practices and methods.
- Experience with MS Office and transit software applications (Trapeze preferred).

We Have Great Benefits!

- Annual salary of **\$83,365 - \$ 111,706 DOQ**
- Robust medical, dental, and life insurance plans with affordable monthly premiums
- Competitive vacation & sick leave
- Relocation assistance based on location negotiable

How To Apply

Qualified individuals are strongly encouraged to apply. Please visit our website at <https://www.spokanetransit.com/employment/job-listings> to download a job description and for information on how to apply. This position is open until filled.

Spokane Transit is an Equal Opportunity Employer, EOE/M/F/Vet/Disabled.

CLASSIFIEDS

HELP WANTED

DIRECTOR OF METRO OPERATIONS

The **Maryland Department of Transportation's Maryland Transit Administration (MDOT MTA)** is seeking a Director of Metro Operations. The right leader will be responsible for providing overall leadership of Metro Operations in formulating and achieving public transportation goals and objectives. The Director of Metro Operations contributes to short-term and long-term planning to ensure that the MTA can manage assigned rail operating resource and capital assets and respond to operational issues and meet program and safety compliance objectives to provide safe and efficient customer service and to support a diverse customer base throughout Maryland.

Sounds interesting? Submit your application online by registering at www.mdot.maryland.gov/employment

COMMUNITY TRANSIT – MANAGER OF SYSTEM PLANNING SNOHOMISH COUNTY, WA

A managerial position responsible for development of Community Transit's service vision and strategies to meet agency goals and the needs of a growing community. Facilitates development and approval of financially-constrained six-year transit service and capital plans, annual service improvement plans, service and fare policies. Coordinates with land use and transportation planning of cities, counties, state and metropolitan planning organizations. Manages planning studies and formulation of policies for adoption by Executive Team or Board of Directors; provides expertise and recommendations to leadership on technically and politically complex issues or policies.

This position has oversight of the following areas: development of transit markets, design and implementation of new services, route restructures and enhancement of existing service; development of service and fare policy; regional planning coordination; translation of leadership directives into complex decision support models including a cost allocation model, revenue/expense model, ridership forecasting model, and capital needs model. This position requires strategic thinking, exceptional communication and relationship building skills, and the ability to integrate diverse needs and priorities into cohesive and achievable plans.

Apply online <https://www.communitytransit.org/employment/opportunities>

As a recipient of federal funds, Community Transit is an Equal Opportunity Employer and does not unlawfully discriminate on any basis prohibited by Federal, State or Local law.

SENIOR DIRECTOR, QUALITY MANAGEMENT LOS ANGELES METRO/ PUBLIC TRANSPORTATION SERVICES CORPORATION (PTSC)

Bulletin No: 006806-003

Closing Date: 22-MAY-19

Salary Grade: H1Q

Salary Range: \$122,970 - \$153,691 - \$184,434

At Will**

Basic Function

To direct and administer quality management programs in design, construction, and start-up operations of major Metro capital projects

Requirements For Employment

- Bachelor's degree - Engineering or other related field
- 5 years' management-level experience administering and implementing Quality Management programs for major capital projects

Preferred Qualifications

Due to the competitiveness of the recruitment, consideration may be given to those candidates who demonstrate the following additional qualifications:

- Experience administering and implementing quality management programs for rail transit engineering and construction projects
- Experience developing or implementing quality management systems compliant with ISO 9001:2008 or 2015
- Manager of Quality/Organizational Excellence (American Society of Quality) certification or equivalent
- Quality Auditor (American Society of Quality) certification or equivalent

Selection Procedure

Applicants who best meet job-related qualifications will be invited to participate in the examination process that may consist of any combination of written, performance, or oral appraisal to further evaluate job-related experience, knowledge, skills and abilities.

Application Procedure

- To apply, visit Metro's website at www.metro.net/careers and complete an online Employment Application.
- Metro/Public Transportation Services Corporation (PTSC) is an equal employment opportunity employer.
- **This is an At-Will position and employee serves at the pleasure of the hiring authority.

TRANSPORTATION AUTHORITY OF MARIN SAN RAFAEL, CALIFORNIA EXECUTIVE DIRECTOR

Annual salary range: DOQ-DOE

Application deadline: Open until filled.

First review of resumes: 05/24/2019

The successful candidate should bring solid experience in capital improvement planning and provide an unbiased opinion for achieving the correct balance of transportation modes. The successful candidate will have an articulate and transparent method to make planning concepts understandable for the average resident. A transportation management background is preferred as well as knowledge of local transportation funding, proven leadership in mobility management, and high ethical standards as a steward of public funds.

To view additional qualifications and submit your resume, cover letter, and a list of six work-related references (two supervisors, two direct reports and two colleagues) please visit our website: <https://secure.cpsr.us/escandidate/JobDetail?ID=449>

Andrew Nelson
Pam Derby
CPS HR Consulting
Ph: 916 471-3329
Online brochure: www.cpsr.us/search
Transportation Authority of Marin website: www.tam.ca.gov

EOE

GOLDEN GATE BRIDGE HIGHWAY & TRANSPORTATION DISTRICT BUS OPERATOR, FULL-TIME (PS101326)

Position is represented by the ATU Local Division #1575

Posted on December 5, 2018 and is open until filled

Position Summary:

Under general supervision, operates a variety of transit vehicles to transport passengers along specific, assigned routes according to the District's requirements. Provide service in a safe, courteous and reliable manner. Responsible for written reports and other information as required. Upon completion of the Golden Gate Transit Training Program, the employee operates regularly scheduled assignments. All runs will originate in either Santa Rosa, Novato or San Rafael.

Salary Range: \$24.48 per hour - During training

Golden Gate Bridge, Highway & Transportation District's Bus Operator Training Program runs approximately twelve (12) weeks, Monday through Friday, 6:30 a.m. to 3:30 p.m., which includes a 60-minute unpaid lunch period. There will also be three (3) nights of night driving scheduled from 2:00 p.m. to 11:00 p.m.

Upon successful completion of training: \$25.92 per hour, plus benefits - for the first six (6) months of service

\$27.36 per hour, plus benefits - for the second six (6) months of service

\$28.80 per hour, plus benefits - thereafter

Application Screening Dates:

Review Date/s	Class	Estimated begins
1st Batch:	January 1, 2019	March 2019
2nd Batch:	April 1, 2019	To be announced
3rd Batch:	July 1, 2019	To be announced
4th Batch:	October 1, 2019	To be announced

***Applications received on or after the review date will be processed on the next review date.

Minimum Qualifications:

- No experience is necessary.
- Must be a licensed driver for at least seven (7) years prior to the date of this posting.
- Satisfactory Driving Record (See pages 2 & 4 for detailed requirements).
- Must pass the Student Bus Driver Training program and Probationary period.

For the **Application Procedure And Required Application Documents**, please go to page four (4).

For **Employee Benefits**, please go to page three (3).

For **Job Description**, please go to page two (2).

For the **Selection Process**, please go to page five (5).

Essential Responsibilities:

- Transports passengers along assigned routes,

making designated stops as required or requested.

- Uses the fare box to accurately collect fares, issues transfers and gives general information.
- Completes reports on patron count, non-scheduled mileage, vehicular deficiencies, fare box, accidents and other reports as required.
- Operates automatic lift on buses and assists passengers in wheelchairs, those using crutches or walkers, or who have speech or mental difficulty.
- Ensures that Driver's license and all other documents required of a commercial licensee are maintained and are current and valid.
- Knows and follows the safety and health rules and safe working practices applicable to his or her job.
- Establishes and maintains effective working relationships with District employees, customers, vendors and all others contacted during the course of work using principles of excellent customer service.
- Performs additional related duties as assigned.
- Regular and reliable attendance and performance are required.

Required Knowledge, Skills And Abilities:

Knowledge of: District policies and labor agreement (MOU) provisions. Occupational health and safety rules and working practices applicable to this position.

Skills or Ability to: Read, write and speak English and perform basic mathematical procedures. Safely and smoothly operate coaches. Follow instructions and work independently. Effectively communicate and be able to work with a diverse public in a courteous, calm and professional manner under all circumstances. Respond quickly, accurately and pleasantly to customer needs. Speak distinctly, clearly, and professionally. Work during the week and evenings, nights, weekends and holidays.

Physical Requirements:

- Must be able to successfully pass the District's pre-employment drug and physical tests and acquire at least a six (6) month medical clearance. The District's pre-employment tests include the DMV physical, functional performance physical and FTA DOT drug screen.

Required License:

- Must possess and maintain a current, valid California driver's license and satisfactory driving record.
- Must be a licensed driver for at least 7 years prior to the date of posting.
- No more than 1 moving violation and no "at fault" accidents within the last 3 years.
- No reckless driving and DUI within the last 7 years.
- No license suspension, revocation or probation for a period of 3 years prior to the date of this posting.
- No Failures to Appear or Failures to Pay on DMV printout at the time of submission.
- Other violations, citations, and/or accidents will be reviewed on a case by case basis and may be cause for non-selection.
- Ability to obtain a Commercial Driver License (CDL) is part of the completion of the Student Bus Driver Training program.

Benefits:

- Ten (10) paid Legal Holidays:
- New Years Day
- Martin Luther King Jr.'s Birthday
- Cesar Chavez Birthday
- President's Birthday
- Memorial Day
- Fourth of July
- Labor Day
- Thanksgiving
- Day after Thanksgiving
- Christmas Day
- District-paid benefits for the employee:
- Health care (choice of one): either Blue Shield (HMO only for the first 2 years of employment) or Kaiser
- Prescription Drug
- Dental Insurance
- Vision Coverage
- Life Insurance of \$20,000 (on employee)
- Employee Assistance Program
- Deferred Compensation Program (optional)
- Membership in a Credit Union (optional)
- Pension
- Pension: The pension contribution amounts are subject to determination based on currently pending legislative decisions

Application Procedure:

Failure To Meet Any Of The Requirements Stated Below May Result In Rejection Of Your Application
TO APPLY: www.goldengate.org/jobs

Applicants must apply online by the deadline date. Applications received after the deadline will not be considered.

The District's Human Resources Kiosk is available for filling out and submitting your online application and employment documents. The HR kiosk is located

at the San Rafael Office. For directions and general information, visit our website www.goldengate.org.

All notices related to District recruitments for which you apply will be sent via email. Please ensure the email address you provide on your application is correct, and add '@goldengate.org' as an accepted address to any email blocking or spam filtering program you may use to ensure receipt of notification from the District regarding your recruitment application. The District is not responsible for notices that are not read, received, or accessed by any applicant for any District recruitment.

The Following Document(s) Must Be Submitted At Time Of Application:

- GGBHT Online Employment Application
- DMV Report H-6 printout (Scan and attach as PDF to your Online Employment Application)

Applicants with DMV printouts older than 30 days will be eliminated (NOTE: You will be required to provide your original DMV H6 print-out if you are invited to the next step of the process). The printout should reflect a pattern of safe, responsible vehicle operation, and demonstrate a clean driving record which would include the following:

a) NO Reckless Driving CVC 23103 through 23109 (reckless driving), or Driving Under the Influence CVC 23152 – 23153 (driving under the influence of alcohol or drugs). Any DUI or Reckless Driving violation on your DMV printout within the last seven (7) years is an automatic disqualification.

b) NO more than 1 moving violation and no "at fault" accidents within the last 3 years NO license suspension, revocation or probation for a period of 3 years prior to the date of this posting.

c) NO convictions of California State Vehicle Code 20001 (leaving the scene of an accident involving bodily injury or death).

d) NO Failures to Appear or Failures to Pay on DMV printout at the time of submission.

e) Any accidents on DMV printout must be accompanied by an insurance or police report verifying that you were not at-fault.

- If accident occurred while driving for an employer a company report is also required.

f) Other violations, citations, and/or accidents will be reviewed on a case by case basis and may be cause for non-selection.

NOTE: ONLY DMV H6 or K4 reports will be accepted. A DMV H6 or K4 printout report MUST come from any DMV office. A complete DMV H6 or K4 report has the word ***END*** in capital letters at the end of the report. H6 or K4 reports that state: Unable to Print Entire Record will not be accepted. Request that the DMV provides you with a complete DMV H6 or K4 report with the final page that states ***END***

The Selection Process For This Position Will Include:

There are six steps in the selection process. You must pass each step to move on to the next step. The steps consist of the following:

1. Successful completion of application screening process
2. Video Examination and Written Examination
3. Panel Interview
4. Medical Examination, post offer of "conditional employment" (includes DOT medical and physical guideline requirements, a drug screen and physical abilities examination)
5. Criminal Investigation
6. Ten (10) year history conducted on Employment Background

*This position is classified as U.S. Department of Transportation - Federal Transit Administration "Safety Sensitive." Under DOT FTA regulations, employees in "Safety Sensitive" positions are subject to pre-employment, reasonable suspicion, post-accident, random and return-to-duty drug and/or alcohol testing.

**The District will invite only those candidates whose qualifications most closely match the position requirements to continue in the selection process.

An Equal Opportunity Employer

It is the policy of the Golden Gate Bridge Highway and Transportation District to take all personnel actions on the basis of merit and other job-related factors, without regard to race, color, national origin, religion, sex (including pregnancy, childbirth, and related medical conditions), disability: physical or mental, age (40 and older), genetic information, marital status, sexual orientation and identity, medical condition, political affiliation or military status.

Applicants with Disabilities: The Human Resources Department will make reasonable efforts to accommodate applicants with disabilities to complete the Employment Application and in any job-related examination process. If you have special needs, please call (415) 257-4535 (Human Resources).

Revised 02/15/2019

Revised 5/8/2019 AD

Human Resources Administration

GGBHTD

1011 Andersen Drive

San Rafael, CA 94901-5318

LONG BEACH TRANSIT PROJECT ENGINEER

Department: Maintenance and Infrastructure
Reports To: Manager, Facilities and Infrastructure
FLSA Status: Exempt
Wage Band: H
Job Summary:

Under the direction of the Executive Director/VP, Maintenance and Infrastructure; and the guidance of the Manager, Facilities and Infrastructure; the Project Engineer develops and implements critical infrastructure projects for Long Beach Transit (LBT). The Project Engineer establishes cost estimates; writes Scopes of Work; evaluates proposals and makes recommendations; and manages contractor deliverables. The Project Engineer works cross-departmentally with key departments and units, such as Transit Service Delivery and Planning; the Manager, Transit Customer Amenities; Regulatory Compliance and Civil Rights Officer; as well as externally with municipalities and partner agencies, delving into projects to enhance safety and service quality, as well as enhancing the customer experience.

Essential Duties And Responsibilities include the following:

- Plans, manages and finalizes projects in accordance with commercial, technical, and regulatory specifications
- Maintains involvement at all stages of a project life cycle
- Develops conceptual facility plans and scoping documents in support of approval and procurement processes
- Manages detailed facility design plans
- Manages third-party professional services consultants
- Manages and facilitates design modifications and obtains necessary approval for contract change orders
- Defines typical building systems, construction methods, equipment and materials, and the ability to define scopes of work and oversee new construction, remodel and tenant improvement projects
- Establishes, maintains, implements, and audits cost and schedule management activities to ensure project conformance with requirements
- Coordinates final design plans and specification, recommends appropriate construction delivery method, establishes bidding requirements and technical procurement documents
- Establishes criteria for evaluating qualified vendors for professional services and construction contractors
- Manages construction and renovation projects including quality assurance, delivery schedules, contract construction costs and vendor coordination
- Ensures accurate management of project documents, closeout and commissioning
- Ensures accurate asset management and documentation of warranties and other assets in the appropriate system
- Takes action to correct and/or report unsafe conditions or actions to the Safety Officer; ensures that personal protective equipment is worn when necessary; investigates and reports all accidents and incidents, and issues warnings per disciplinary procedures for violations of company health and safety procedures
- Other duties as assigned

Qualifications:

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The following requirements are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable qualified individuals with disabilities to perform the essential functions.

Attributes and Skill Sets:

- Knowledge of applicable State of California building codes, fire and life safety regulations, permitting and inspection equipment, particularly with ADA requirements
- Ability to prioritize multiple complex projects
- Ability to properly create written reports
- Ability to read, manage, and understand construction drawings and specifications
- Ability to work independently and in a team environment
- Be open to new ideas and continuous improvement
- Consider "customer first" in decision making
- Excellent collaboration skills with both internal and external clients
- Excellent written and oral communication skills, interpersonal skills, tact and diplomacy
- Proactive and achievement driven
- Strong decision-making and problem-solving skills
- Strong proficiency in MS Office Suite programs, Word, PowerPoint, Excel, Outlook, Project
- Ability to review conceptual facility plans and

familiarity with AutoCAD program

Education and/or Experience:

- Minimum of five years of increasing responsible experience in facilities engineering and construction or a related field.
- Bachelor's degree in Engineering, Construction Management or Architectural field is preferred
- Project Management Professional (PMP) certification is preferred
- Experience dealing with architectural, engineering and construction firms
- Experience overseeing commercial facility building projects such as equipment installations, lighting, HVAC, interior renovations, and civil infrastructure projects
- Ability to read, understand and manage construction drawings and specifications
- Demonstrated experience coordinating activities on construction projects

This job description is not intended to be a complete listing of all the job duties required of this position, but to provide information on the general scope of the position.

To apply, visit www.lbtransit.com/jobs

LONG BEACH TRANSIT MANAGER, MATERIALS AND WAREHOUSE

Department: Finance and Budget

Reports To: Executive Director/VP, Finance and Budget

FLSA Status: Exempt

Wage Band: I

Job Summary:

The Manager, Materials and Warehouse leads Long Beach Transit's (LBT) materials and warehouse section including parts replenishment, warranty recovery and warehouse operations. The Manager ensures a steady supply of parts and materials and creates and analyzes various reports and performance indicators to measure and assess warehouse performance in comparison to departmental and organizational goals.

Essential Duties and Responsibilities include the following:

- Manages the daily operations of the material section ensuring a steady supply of parts, fuel, lubricants, shop supplies, facility supplies, office supplies and safety equipment
- Identifies opportunities for more economic parts procurements and efficiencies, such as 1) consolidating purchases to fewer and best performing vendors; 2) using new and more economic sources and 3) putting packages of buys together
- Develops goals, KPIs and other metrics by using and analyzing baseline data that advance the organization's ability to measure results against key performance areas
- Oversees stock room operations including; issuing, receiving, cycle counting and storing of all parts and material, inspecting equipment, issuing work orders for repair and requisitions
- Prepares analysis on monthly, quarterly and annual reports on spending
- Develops policies and deploys best practices in ethical business behavior
- Increases efficiency and uses leverage to drive savings by monitoring and analyzing high-volume, low-dollar spending
- Partners with the procurement and maintenance departments to plan and determine future parts needs and 1) creates a purchasing plan and budget; and 2) provides full and open competition to the maximum extent possible
- Analyzes best purchasing strategy for individual buys
- Collaborates with the quality assurance unit to ensure products meet specifications
- Oversees all department recruiting, hiring and training of personnel; as well as schedules workdays
- Evaluates the performance and plans career development of personnel
- Maintains clean, safe and secure working environment for all storerooms and material functions
- Provides direction and support for warranty recovery, claim activity, settlement negotiations and enforcing warranty agreements
- Performs other duties as assigned

Qualifications:

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed are representative of the knowledge, skill, experience, and/or ability required or to be successful in this position. Reasonable accommodation may be made to enable qualified individuals with disabilities to perform the essential functions.

Attributes And Skill Sets:

- Maintain a strong workgroup focus to inspire, engage, coach, develop and mentor a diverse

team

- Strong analytical skills to perform forecasting, cost assessment and analysis
- Excellent communication skills, interpersonal skills, tact and diplomacy
- Commitment to continuous improvement
- Performance and result oriented
- Ability to understand and apply replenishment calculations
- Basic warehouse management which includes:
- Leads the department in best practices, continuous improvement and compliance with ethical principles
- Collaborates with functional counterparts/stakeholders on optimization of materials
- Efficient and effective inventory control
- Demand forecasting using statistical techniques
- Material handling to process orders efficiently
- Warehouse design, organization and layout
- Proactive obsolescence forecasting and planning
- Actively works with internal customers and suppliers to ensure smooth day-to-day operations
- Develops strategies and buying programs for a range of commodities

Education and/or Experience:

Any combination of education and experience equivalent to a bachelor's degree in business, quantitative analysis, statistics, project management or related field with a minimum of three years of material management experience; one year of supervisory experience preferred.

An acceptable background check to include a local and state criminal history check and a valid California driver's license with an acceptable driving record is required.

Working Conditions/Physical Activities

(The physical demands described are representative of those that must be met by the employee to successfully perform the essential functions of this job. Long Beach Transit provides reasonable accommodation to enable individuals with disabilities to perform the essential functions.)

Positions in this class typically require:

- Ability to fulfill the physical demands of the job such as walking, stooping, sitting, bending, reaching for overhead files and occasional lifting
- Work will at times require more than 8 hours per day or an irregular work week to perform the essential duties of the position
- Duties will be performed primarily in a warehouse/office environment and will require travel to external locations and agencies
- Requires ability to understand verbal communication and to respond effectively

This job description is not intended to be a complete listing of all the job duties required of this position, but to provide information on the general scope of the position

To apply, visit www.lbtransit.com/jobs.

GREATER CLEVELAND REGIONAL TRANSIT AUTHORITY

As the recipient of the gold-level award from The Partnership for Excellence (TPE, Baldrige Award) and the national APTA award for bus safety, we continue to be a well-recognized and high-performing public agency providing public transportation to the greater Cleveland area. We are proud to be one of northeast Ohio's major employers with over 2,300 employees.

Director of Safety

Reporting to the Deputy General Manager of Legal Affairs and the General Manager, the Director of Safety sets, directs and implements safety policies for the organization. The position directs, facilitates, and takes a proactive approach towards the implementation of a safety management system. Reports to State Safety Oversight agency on all aspects of regulation 49 CFR Part 659, including preparation and implementation of System Safety Program Plans, investigations, audits, unacceptable safety hazards and corrective action plans. Has working knowledge of rail state safety oversight regulations and safety certification of large projects. Understands engineering principles so that various systems are reviewed in a manner that reduces hazards or risk to an acceptable level. Evaluates safety processes through preliminary hazard analysis and job safety analysis, and formulates solutions to improve effectiveness and reduce incidents. Directs and supervises Safety personnel. Directs and conducts the investigation of accidents and oversees preparation of root-cause analysis reports and recommendations. Ensures that RTA facilities are in compliance with federal, state and local safety regulations and standards, NFPA and Fire codes. Conducts and performs drills to ensure and validate emergency response. This position will promote a secure and safe environment.

Salary Range: \$87,026 - \$115,308

For complete job announcement details, minimum requirements and to apply, go to www.rideRTA.com/careers

DIRECTOR OF CHARLOTTESVILLE TRANSIT

The City of Charlottesville, Virginia is seeking qualified candidates to be considered for Director of Charlottesville Transit who are highly motivated and who strive for success by demonstrating Charlottesville's Core Values of Leadership, Trust, Creativity, Respect, and Excellence. The Director position is a highly visible job, which will require a person with well-developed operations, marketing, and administrative skills. The individual must be an outstanding communicator, responsive to the needs of the public, other officials and employees.

The Director is appointed by the City Manager and serves as a senior member of the City Manager's leadership team. The Director is responsible for the management of Charlottesville Area Transit (CAT) and currently also for the Charlottesville City Schools Pupil Transportation, via a contract between the City and Schools, including all departmental functions, programs, budget and activities. This includes the operation, maintenance and service planning for fixed routes for CAT and Pupil Transportation. This position oversees the planning and operations of the municipal transit services and works in close collaboration with regional partners, and plays a pivotal role in the planning functions, enhancing and expanding transportation infrastructure in the region. To apply, an application must be completed online at www.charlottesville.org/jobs prior to the **closing date of June 7, 2019 at 5pm EST**. Include with your online application a cover letter, resume, salary history, and at least five professional references. Visit our website to view a more complete posting and to view a downloadable brochure about our Community, City Government, and position. The City is an Equal Opportunity Employer

FACILITIES MAINTENANCE MANAGER WEGO PUBLIC TRANSIT

WeGo is situated in the beautiful and thriving city of Nashville within the Middle Tennessee Region.

At WeGo Public Transit, it is our ongoing mission to connect people to their lives and community. We strive daily to become an embraced part of the community of Nashville and Middle Tennessee by providing friendly, sustainable, reliable, trusted public transportation – everywhere for everyone.

Position Purpose

- Responsible for all facets of renovation and maintenance projects for the facilities of WeGo Public Transit; and will facilitate close coordination with WeGo Project Planners and Engineers on the development, design, and construction of future facilities.
- Responsible for the management and performance of the maintenance department, as it relates to the maintenance and cleanliness of the shop, general and passenger facilities, park and ride stations and bus shelters/bus stop signs, as owned and operated by the transit authorities.
- Effectively manage all facility and transit stop state of good repair budgets and planning efforts, to ensure proper maintenance and repair campaigns are incorporated into the agency's capital planning process as needed.
- Provide support as needed to uphold the overall health and wellness of the maintenance department, as directed by the Director of Maintenance (DOM) or Chief Operating Officer (COO).

Recommended Preparation for Employment: Any combination of education, training, and experience equivalent to: 1) bachelor degree in engineering, public administration, transportation, construction management or related field; 2) seven years of experience as a manager or supervisor of a similar department or equivalent; and 3) two years of experience in labor relations. The successful applicant will have a proven record of communication skills, project management/construction experience, computer proficiency, statistical analyses, and ability to handle several projects at once, interpersonal skills, fleet diagnostics, alternative fuel systems, statistical analyses, team building techniques, and causal inference.

We offer an outstanding portfolio of benefits including health, dental, vision, defined pension plan, vacation time, student loan fulfillment, floating holidays and more.

Salary range: \$62,866 to \$81,725

Our shared values of at WeGo Public Transit

- Exceptional Service
- Security and Reliability
- Integrity and Trust
- Honest Collaboration
- Community Steward

If you want to make a difference and contribute to our vision for the City of Nashville, we invite you to submit your resume and letter of interest today.

Apply at www.wegotransit.com or contact Carole Earls, HR Recruiter for more information at 615-862-6204. WeGo Public Transit is an equal opportunity employer.

Zero-Emission **BUS LEASING**

ELECTRIFY YOUR FLEET WITH NO UPFRONT COSTS



**Monthly payments
as low as \$4,900**

A partnership between BYD and
Green Transportation Leasing (GTL)

For more information, please contact one of our experts:

Bobby Hill
bobby.hill@byd.com

David J. Clamage
david.clamage@byd.com



byd.com



Build Your Dreams®