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PASSENGER Transport

THE SOURCE FOR PUBLIC TRANSPORTATION NEWS AND ANALYSIS

MONDAY, OCTOBER 14, 2019 | VOLUME 77, NO. 19



APTA's 2019

TRANSform CONFERENCE

a reimagined APTA Annual Meeting



COMMENTARY

BY DAVID M. STACKROW SR.

Board Treasurer
Capital District Transportation Authority (CDTA)
Albany, NY
APTA Chair, 2018-2019

Ensuring A Successful Future: My Year as APTA Chair

When I became APTA chair in September 2018, I pledged to devote my year to serving APTA's members. I've always believed the spirit of our industry is rooted in the idea of "people serving people."

THANKS TO THE DEDICATION of my colleagues on the APTA Board of Directors and Executive Committee, and with the support of President and CEO Paul Skoutelas and the APTA staff, we achieved a great deal. This past year, the board put in place the foundation for a successful, thriving future—for both APTA and public transportation.

I want to highlight two accomplishments that will have a positive impact for years to come: a new Strategic Plan and our proposal for the next multi-year authorization bill.

A New Strategic Plan

To create a successful future during times of seismic change, we need a carefully considered roadmap. APTA's Strategic Plan Steering Committee, which I chaired, went to work on creating a new Strategic Plan for Fiscal Years 2021-2023.

From the start, we needed to fully understand all the challenges facing us. We began by asking, "What is APTA's reason for being?"

After two years of open dialogue among our members, partners and stakeholders, a new strategic plan was presented to the board. It begins by stating our unique purpose:

APTA Leads Public Transportation in a New Mobility Era, Advocating to Connect and Build Thriving Communities

To fulfill this promise, we defined four priorities:

- 1. Championing Investment and Supportive Policies.** APTA will make the compelling case that supporting public transit means jobs and a strong economy, equitable and affordable access to community resources and opportunities, and a healthier environment for all residents, whether they use transit or not.
- 2. Expanding the Reach of Public Transportation by Leveraging New Mobility Services and Technologies.** APTA will help our members anticipate, understand and leverage change by working with technology companies, practitioners and policymakers to enhance public transportation's ability to connect and strengthen communities, both equitably and efficiently.
- 3. Developing Leaders and the Future-Ready Workforce.** APTA will provide our members with the tools and knowledge to attract diverse talent, expand current workers' skills, invest in tomorrow's competencies and position public transportation as an attractive, dynamic career path.
- 4. Enhancing Safety, Security and System Resilience.** APTA will be a valuable asset to our members as they design and maintain transit systems that are responsive, flexible, innovative and capable of addressing a growing number of societal, environmental and economic issues.

The new Strategic Plan will bring a singular focus to our members' most pressing needs, guide the development of

APTA's business plans and align the work of our numerous member-driven committees with our strategic goals.

The Next Surface Transportation Law

In anticipation of the FAST Act's expiration on Sept. 30, 2020, APTA launched an inclusive, consensus-building process to develop recommendations for a new multi-year surface transportation authorization law.

Our association's size and diversity need to be an important advantage in the legislative arena. Thanks to the exhaustive work of APTA's Legislative Committee—led by two Executive Committee members, Chair Diana Mendes and Vice Chair Leanne Redden—the board has a set of recommendations that emphasize three priorities:

- 1. Enact a long-term surface transportation program, funded by dedicated, sustainable revenues to address the pending shortfall of the Highway Trust Fund.** The goal: secure \$145 billion over six years to address public transit needs and state of good repair work.
- 2. Re-establish an equitable investment ratio among three key programs: Capital Investment Grants, State of Good Repair and Buses and Bus Facilities.** The goal: reinstitute the effective 40-40-20 funding split to promote growth across all modes.
- 3. Create a New Mobility Innovation and Technology Initiative to support the use of cutting-edge technologies and integrate new service delivery approaches and mobility options in the transit marketplace.** The goal: help public transit agencies to become mobility managers for their communities.

By speaking with a strong, unified voice, APTA is well prepared to advocate for a new authorization bill that will benefit public transit and the people we serve.

The Road Ahead

During the past year, I decided to share the lessons I learned as a board chair and board member for both APTA and CDTA.

Together with Doug Eadie, I wrote a book titled "Building A Solid Board-CEO Partnership," a practical guide to fostering productive relations between chief executives and transit boards. In the spirit of leaving something of lasting value for our industry's future leaders, I am donating my royalties from book sales to APTF.

It has been an honor to serve as APTA chair during this pivotal moment. Our members are reimagining, redefining and reinventing what we do and how we do it. The APTA board's work this year will advance those efforts and help strengthen public transportation's role as the backbone of an integrated, multi-service New Mobility network.

Our best days are ahead of us. I look forward to supporting and celebrating the next accomplishments of the APTA board and members.

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Rosemary Sheridan, Publisher
rsheridan@apta.com

Kathy Golden, Editor
kgolden@apta.com

David A. Riddy, Senior Managing Editor
driddy@apta.com

Susan Berlin, Senior Editor
sberlin@apta.com

Jack Gonzalez, Senior Director-Marketing and Sales
jgonzalez@apta.com

Erin Cartwright, Program Manager-
Communications and Marketing
ecartwright@apta.com

Mitchell Wood, Graphic Designer
mwood@apta.com

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Tima Good Account Executive (717) 430-2282 Tima.Good@theYGSgroup.com	Natalie DeSoto Account Executive (717) 580-8184 Natalie.DeSoto@theYGSgroup.com
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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.



Sound Transit Awards System Access Funds

THIRTY PROJECTS IN 27 SEATTLE area jurisdictions have received a total of more than \$40 million from Sound Transit in the first round of System Access Fund disbursements, awarded to projects that make accessing public transit easier and more convenient.

The project awards range in size from \$116,000 for new bike lanes in Puyallup to \$3.7 million for design and construction of a nonmotorized bridge in Shoreline. Of the projects, 26 will result in physical improvements while the remaining projects will fund, either fully or in part, project design. Almost all the projects are scheduled to come online in the next one to five years.

“These awards will fund projects that remove barriers for existing and potential transit riders and allow them

to take advantage of the region’s growing, high-capacity transit system,” said John Marchione, Sound Transit board chair and mayor of Redmond. “Easy access is an important component for increasing ridership and creating better customer experiences.”

The System Access Fund, part of the Sound Transit 3 System Plan approved by voters in 2016, provides \$100 million (in 2014 dollars) for such projects as safe sidewalks, protected bike lanes, shared-use paths, bus transfer facilities and new pickup and drop-off areas. Sound Transit’s call for projects earlier this year resulted in 53 applications from 33 jurisdictions totaling more than \$86 million.

View the full list of award recipients at <https://bit.ly/31Ux4OK>.

SacRT Dedicates Renamed Station

AT CEREMONIES OCT. 7, the Sacramento (CA) Regional Transit District (SacRT) and UC Davis Health officially announced a new name for the agency’s 39th Street light rail station: the 39th Street/UC Davis Health Station.

UC Davis Health—the second largest employer in Sacramento County after the state government—has partnered with SacRT for many years, including providing regular free shuttle service between the light rail station and the UC Davis Medical Center and clinics in Sacramento. However, this station-naming collaboration is a first for SacRT and serves as a clear indicator that the station is a gateway to UC Davis’ Sacramento campus.

“We are always looking for innovative mobility solutions to enhance connectivity to jobs, health care and education, and this collaboration represents another way we are achieving that goal,” said SacRT General Manager/Chief Executive Officer Henry Li. “On

any given day, UC Davis’ Sacramento campus has more than 14,000 workers, students and faculty combined. An increase in transit ridership has the potential to greatly reduce traffic congestion and improve air quality.”

David Lubarsky, chief executive officer of UC Davis Health, said, “Naming this light rail station reminds people just how easy it is to use public transportation to come to our medical center and health campus. It is an important part of our commitment to caring for both our patients and our environment.”

SacRT also has plans to provide additional service to the UC Davis Health community. The agency plans to establish a dedicated pickup and drop-off location for a new Smart Ride on-demand microtransit service early next year and a new electric zero-emission bus service between the UC Davis Sacramento campus and the main campus in Davis is scheduled to begin in April 2020.



Cutting the ribbon at SacRT’s renamed 39th Street/UC Davis Health Station, from left: SacRT Board Chair and Sacramento County Supervisor Patrick Kennedy, Sacramento City Councilman Jeff Harris, UC Davis CEO David Lubarsky and SacRT General Manager/CEO Henry Li.

Meet APTA Officers For 2019-2020!

AS PASSENGER TRANSPORT WENT TO PRESS, APTA members were preparing to vote for the 2019-2020 slate of officers at an Oct. 12 meeting in New York City, part of APTA’s 2019 TRANSform Conference: a *reimagined* Annual Meeting.

The APTA nominating committee has recommended as incoming chair Nuria I. Fernandez, current APTA vice chair and general manager and chief executive officer of the Santa Clara Valley Transportation Authority, San Jose, CA.

Jeffrey A. Nelson, a former member of the APTA Executive Committee and general manager of the Rock Island County Metropolitan Mass Transit District (MetroLINK), Moline, IL, is to be vice chair.

Freddie C. Fuller II, vice president, electronic payment systems, for Jacobs, remains as secretary-treasurer. David M. Stackrow Sr., APTA’s 2018-2019 chair and board treasurer of the Capital District Transportation Authority in Albany, NY, becomes immediate past chair.

The election also includes members-at-large for both the APTA Executive Committee and the APTA Board of Directors.



Nuria I. Fernandez



Jeffrey A. Nelson



Freddie C. Fuller II



David M. Stackrow Sr.

FRA Releases \$396M Funding Notice

FRA ISSUED A NOTICE OF Funding Opportunity (NOFO) Oct. 7 for the Federal-State Partnership for State of Good Repair Program (Partnership Program) that includes \$396 million in grant funding.

FRA Administrator Ronald L. Batory said, “These grants offer a win-win situation for the nation’s rail network as well as communities around the country, both urban and rural, to improve safety.”

The FY 2019 Partnership Program will fund projects that repair, replace or rehabilitate qualified railroad assets to reduce the state of good repair backlog and improve intercity passenger rail performance. Eligible applications will address projects that may include track,

ballast, switches and interlockings, bridges, communication and signal systems, power systems, grade crossings, station buildings, support systems, signage, track and platform areas, passenger cars, locomotives, maintenance-of-way equipment, yards, terminal areas and maintenance shops.

These grants are intended to benefit publicly- or Amtrak-owned or -controlled passenger rail infrastructure, equipment and facilities in rural and urban American communities.

The NOFO was published Oct. 8 in the *Federal Register* and applications for funding are due Dec. 9. For more details about the program, visit www.fra.dot.gov/Page/P1175. To view the NOFO, visit <https://bit.ly/2Mm2B5x>.

APTA’s 2020 Photo Invitational Now Open

APTA IS ACCEPTING SUBMISSIONS UNTIL NOV. 12 for its Annual Photo Invitational. Twelve selected photos will be honored as APTA’s “Photos of the Month” and each will be given a month-long “takeover” of APTA’s communication channels:

- On the APTA website as photo of the month
- On APTA’s Facebook, Twitter and LinkedIn platforms as photo of the month
- In *Passenger Transport* as photo of the month



APTA will also make an industry-wide announcement and include the winning submissions in the association’s headquarters photo gallery.

Learn more and submit entries at www.apta.com/member-resources/recognition-programs/photo-invitational.



An artist's rendering of NJ Transit's new train station and platform extension project in Elizabeth.

NJ Transit Prepares for Station Construction

NEW JERSEY TRANSIT Corporation (NJ Transit) has begun preparations for construction of a new train station and platform extension project at Elizabeth, on the Northeast Corridor, including temporary closure of a staircase and sections of the platforms.

"We appreciate our customers' patience as we make these vital improvements, which are part of a \$71 million project to completely modernize our Elizabeth Station on the Northeast Corridor," said NJ Transit President & Chief Executive Officer Kevin Corbett. "This project demonstrates NJ Transit's commitment to preserving our rail stations as valuable assets for the communities we serve."

The construction at the Elizabeth Station will feature new inbound and outbound station buildings, longer plat-

forms for additional boarding capacity as well as improvements to ADA access, security and communications systems and enhancements to the overall customer experience.

The NJ Transit Board of Directors has approved a \$49.2 million final design and construction contract and a separate \$4.7 million contract for construction management services. The total project cost is estimated at \$71 million and construction is scheduled to finish in 2022.

When the work is complete, customers will enjoy new station buildings, longer platforms for improved boarding of 12-car trains, climate-controlled platform shelters, additional elevators, improved ADA access, new customer communication systems and additional security elements.

Gold Line Partners Sign Design-Build Contract

AT CEREMONIES OCT. 4 OUTSIDE the city hall in Pomona, CA, the Foothill Gold Line Construction Authority signed an alignment design-build contract with the joint venture of Kiewit-Parsons for the 12.3-mile, six-station Foothill Gold Line light rail project from Glendora to Montclair.

The contract includes an \$805.6 million base scope for the first nine miles of the project, from Glendora to Pomona, with a two-year contract option to complete the project to Montclair for a total of \$1.2 million if additional funds are secured by October 2021. The extension may be built in phases if the additional funding is not secured in time to initiate the contract option; the

Glendora-Pomona segment is anticipated to be completed in 2025 and the entire project to Montclair by 2028 if the contract option is initiated.

Tim Sandoval, Foothill Gold Line Construction Authority board chair and Pomona mayor, said the signing brings the authority "one step closer to improving mobility and the quality of life for hundreds of thousands of residents, workers, students and others as they travel to and from the San Gabriel and Pomona valleys."

It is estimated that, during construction alone, the Foothill Gold Line from Glendora to Montclair will create as many as 16,000 jobs and up to \$2.6 billion in economic output for the region,

as well as up to \$1 billion in labor income and potentially \$40 million in tax revenue (according to an economic study by Beacon Economics). Once completed, the line is estimated to add more than 18,300 riders to the Los Angeles Metro system every day.



Signing an alignment design-build contract between the Foothill Gold Line Construction Authority and the joint venture of Kiewit-Parsons are, seated from left, Terry Robinson, senior vice president, Kiewit Infrastructure West Co.; Habib F. Balian, CEO, Foothill Gold Line Construction Authority; and Mark Fialkowski, executive vice president of mobility solutions, Parsons Corporation. At the podium is Tim Sandoval, authority board chair and Pomona mayor.

USSC Receives 'Inc. Magazine' Honor

INC. MAGAZINE HAS RECOGNIZED USSC Group, based in Exton, PA, as one of the "fastest-growing private companies in America," on the *Inc.* 5000 list for 2019.

Raymond Melleady, executive vice president of USSC Group and a member of numerous APTA committees, said, "Our organization is honored to be recognized by *Inc. Magazine* and we know that no organization can grow faster than its ability to attract and retain a strong customer base. This is only possible with passionate employees, great products and excellent customer service. I commend all of our employees for making our continued growth and this recognition

possible."

The company received the honor during a period of immense growth: opening a new 320,000-square-foot manufacturing facility last year, breaking ground on a second space measuring more than 200,000 square feet and preparing to expand its staff by more than 250.



New CEOs Named

Powers, BART, CA

THE SAN FRANCISCO BAY AREA Rapid Transit District (BART) Board of Directors has appointed Robert "Bob" Powers as general manager. Powers, a professional engineer with more than 20 years of experience in the public transportation industry, had been serving as interim general manager following the retirement of Grace Crunican in July.

Powers began his seven-year career at BART as the assistant general manager in planning, development and construction. He served as deputy general manager under Crunican since 2017, where he oversaw the implementation of Measure RR, a \$3.5 billion infrastructure bond approved by voters.

Prior to joining BART, Powers served the Seattle and Baltimore DOTs.



Robert "Bob" Powers

Neal, CyRide, Ames, IA

BARBARA NEAL, an employee of CyRide in Ames, IA, since 1991, has been named the agency's director, a position she previously held on an interim basis. She joined the agency as assistant operations supervisor, becoming operations supervisor in 2004 and assistant transit director in 2016. For APTA, she serves on the Legislative and Small Operations committees.



Barbara Neal

Rogers, Interim, Omnitrans

THE OMNITRANS BOARD OF DIRECTORS, San Bernardino, CA, has appointed Deputy General Manager Erin Rogers interim chief executive officer/general manager, effective Nov. 7. She will succeed P. Scott Graham, who is stepping down after 13 years with the agency.

Rogers joined Omnitrans in 2017. Her three decades of public transit experience include 16 years with the Orange County (CA) Transportation Authority (OCTA), 10 of them as assistant general manager.

Graham came to Omnitrans in 2006 as director of operations before being tapped to lead the agency in 2013. He previously worked at OCTA for 12 years and had a 26-year career in the U.S. Marine Corps.



Erin Rogers

Attending the 2019 TRANSform Conference: a reimagined APTA Annual Meeting? Be sure to download the "Eventsential" app; open it up and search for "APTA"; tap the TRANSform Conference logo to launch.



For social media, use the official conference hashtag: #APTATransform19



MTA Welcomes APTA's 2019 TRANSform!

BY VERONIQUE HAKIM
 Managing Director
 Metropolitan Transportation
 Authority
 New York City



Veronique (Ronnie) Hakim

ALL OF US AT NEW YORK'S
 Metropolitan Transportation Authority (MTA) are delighted to co-host with New York City DOT APTA's 2019 TRANSform Conference, Oct. 13-16.

It's fitting that the MTA is co-hosting a conference with this theme while it is initiating a historic transformation plan, cutting costs and making our agency operate more efficiently through centralization of select functions, allowing our component agencies to focus on their core responsibilities of safety, operations and maintenance.

We're transforming the way we operate to improve safe service delivery for our customers and the way we deliver capital projects—smarter, faster, better, on time and on budget—as we work to renew our system at a faster pace than ever. We are poised to increase our

capital investments with a \$51.5 billion, five-year capital program starting next year. This is by far the largest ever in MTA history and 70 percent higher than our current, already record-setting levels of investment.

One recently completed capital project we hope you'll visit while you're in town is our reopened WTC-Cortlandt Station on MTA New York City Transit's 1 subway line. Closed after sustaining critical damage in the terror attacks of Sept. 11, 2001, the station has been fully rebuilt and reopened to the public in September 2018, featuring stunning artwork by renowned multimedia artist Ann Hamilton. The white-on-white tactile wall text invites riders to touch as they read, creating meaningful personal encounters meant to acknowledge the civic ideals and aspirations of humanity and society.

In the last two years, all parts of our system have made tremendous strides

in the fields of technology, accessibility and communication while serving 8.5 million daily riders. Running 24 hours a day, 365 days a year to 472 subway stations, our system also includes the country's largest bus network, the nation's two busiest commuter railroads (MTA Long Island Rail Road [LIRR] and MTA Metro-North Railroad) and its busiest network of tolled vehicular facilities.

We encourage you to see and use as much of our system as you can while you're here. The best way to navigate it is with our recently launched app, MYmta. We've worked hard to create an app that offers intuitive trip planning, real-time arrival estimates for our buses, subways and commuter trains and the ability to navigate around planned and unplanned service disruptions.

While we're making it easier to navigate our system, we're making it easier to enter it as well, thanks to our new RFID-based tap-and-go fare payment system, dubbed "OMNY," which launched in May.

Fare payment is also getting easier on LIRR and Metro-North, where we've

recorded quite a few months of on-time performance improvements that we attribute to our efforts to systematically identify and address the root causes of prior years' train delays. You can use MYmta to connect directly with MTA eTix, our new mobile ticketing app that you can use to buy and display railroad tickets.

As one interconnected multimodal agency, the MTA welcomes you to travel by car in our region as well. You'll find that getting through our network of bridges and tunnels is easy thanks to all-electronic tolling. Instead of the old toll booths with gates that brought you to a stop, we now read E-ZPasses and license plates with overhead gantries, offering smooth traffic while generating funds for our region's public transportation.

No matter how you get around New York City throughout this conference, we're happy you're here and we're ready to serve. We look forward to learning, networking, experiencing and sharing our one-of-a-kind city with all attendees.

CDTA: Critical Asset to New York Capital Region

BY CARM BASILE
 Chief Executive Officer
 Capital District
 Transportation
 Authority
 Albany, NY



Carm Basile

THE CAPITAL REGION of New York State is an exciting place to live and work. Economic development activity is plentiful in our region and the Capital District Transportation Authority (CDTA) is a critical component of the economic prosperity we enjoy.

CDTA is coming off another banner year and our recognition in 2017 as APTA's Best Mid-Size Transit System in North America helped solidify us as the mobility leader in Albany, Saratoga Springs, Schenectady, Troy and the surrounding communities we serve.

Innovation and creativity at CDTA allow us to expand our focus beyond a traditional bus company. This board-directed vision has shifted us to a wider role: we are now looked at and relied on to be a regional problem solver, a thought leader and a key part of the regional economic development engine. This shift did not happen overnight; it has taken years to accomplish and it has happened gradually as we continually prove ourselves to the communities and people we serve.

It has taken lots of hard work by our board of directors, our staff and the more than 700 men and women who work for us. We continue to make CDTA a public asset, a valuable resource to

the region, and our work has signaled a new and creative way for the Capital Region to think about mobility.

We are integrating mobility options and providing people with meaningful choices in the way they travel. This includes upstate New York's first BRT line, with a second one opening in 2020; management of a regional bikeshare program called CDPHP *Cycle!*; and the introduction of New Flyer electric buses to our fleet this fall, becoming the first public transit property in upstate New York to do so. All the while, CDTA has provided improved public transit service that features intelligent route design, expanded service frequencies and wide service spans that make transit a meaningful travel option.

At the same time, we have elevated the role of public transit service in the region by developing partnerships with every area college and university, with major employers and with civic organizations. We have wholesaled transit access to these organizations under the heading of Universal Access. Partners access our system for no charge, using employee or student ID cards. Prearranged cost-per-ride rates are agreed upon and access to the system is guaranteed for the duration of the agreement.

The Universal Access program accounts for close to 30 percent of

CAPITAL DISTRICT OF NEW YORK
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Santa Clara VTA: Transforming Mobility

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



Nuria I. Fernandez

SILICON VALLEY—the center of the world's innovation—impels the Santa Clara Valley Transportation Authority (VTA) to do all it can to keep up with the speed of business and life while thinking outside the box. And *how* we do this matters.

The essence of our core values and initiatives lines up perfectly with APTA's new purpose statement: *to lead public transportation in a new mobility era, advocating to connect and build thriving communities.*

Our own mission is to create, collaborate and lead at a time when technology growth is outpacing existing regulations, funding mechanisms and design standards. That is why we are continuously seeking best practices and ideas from around the globe to design and build systems that *transform* communities while delivering the best experience for our customers.

It is why we are employing the first of its kind (for a North American public transit system) single bore technology to extend the San Francisco Bay Area Rapid Transit District (BART) regional heavy rail system further into the heart of Silicon Valley. The tunnel will run five miles under the city center of San Jose, which has a population of one million

that swells with the daily commute of tech workers coming into our region.

In addition, VTA is privileged to be the first public transit agency to take part in FTA's Expedited Project Delivery program, with the first \$125 million allocation of an expected \$1.4 billion of future requests in federal funding.

Continuing on this innovation path is VTA's approach to complying with California's Zero Emission Bus fleet mandate by 2040. We got a jump on the process by adding five Proterra battery-electric buses to our service routes, testing their range and evaluating what other issues we may need to address in response to the anticipated 25 percent growth in Santa Clara County over the next 20 years.

Our goal is to add another five electric buses soon and increase the size of the deployment each year to totally *transform* the way we deliver service.

At the same time, we created partnerships to lead the way in developing technological tools to manage the complexities of charging, deploying and monitoring electric buses on our transit networks as we balance service needs with electrical costs and rate structures. This Vehicle to Grid Integration (VGI) project is a collaboration with the National Renewable Energy Lab and a

SANTA CLARA VALLEY
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FTA Launches Technical Assistance Center For PTASP Implementation

BY HENRIKA BUCHANAN
Chief Safety Officer and Associate Administrator for the Office of Transit Safety Oversight
FTA



Henrika Buchanan

An important safety deadline is quickly approaching: your safety plans are due.

IN JULY, FTA ISSUED a reminder to the public transit industry about the Public Transportation Agency Safety

Plan (PTASP) regulation compliance deadline of July 20, 2020. The PTASP regulation requires certain transit operators—and, in some cases, states—to develop Agency Safety Plans (ASP) based on Safety Management

System principles. With slightly less than a year to meet this safety deadline, FTA has launched

the PTASP Technical Assistance Center (TAC) to provide enhanced assistance to the public transit industry on the development and implementation of safety plans. The TAC offers this support through three engagement methods: an online community of practice to facilitate information sharing and peer-to-peer support; remote support from FTA to address PTASP questions and provide feedback on draft ASP content; and on-site assistance to provide training and ASP development support.

Agencies are starting from different places—either transitioning current safety plans to address new requirements, drafting completely new plans or performing analyses to identify next steps for developing plans. In all cases, the TAC will provide a variety of resources, tools and examples to help agencies tackle obstacles and meet the compliance deadline.

The TAC also will serve as the central repository for PTASP resources. For ease of access, FTA has organized the resources based on stakeholder categories, including small public transportation providers, large bus operators, rail transit providers, multimodal operators, state DOTs and State Safety Oversight (SSO) agencies.

FTA will update online content and resources frequently. Participants are encouraged to visit the site often and subscribe to GovDelivery notifications



at <https://bit.ly/31LWf5Z> and the Transit Safety and Oversight Spotlight newsletter at <https://bit.ly/2IHFk5J> to stay updated on the latest PTASP TAC discussions and developments.

Over the past year, FTA has provided robust PTASP outreach, including 23 webinars attracting more than 4,500 participants and six one-day workshops with nearly 500 industry stakeholders attending. This fall, we will continue our PTASP webinar series with two webinars scheduled for the end of October, on the TAC and PTASP applicability and requirements. Learn more at www.transit.dot.gov/PTASP.

On Sept. 20, FTA distributed a PTASP survey to public transit agencies, state DOTs and SSO agencies. This survey will help FTA determine progress toward meeting the PTASP requirements, along with topics and resources to support in the development of safety plans. If you have questions or did not receive the survey, please email PTASP-TAC@dot.gov. Responses are due by Oct. 25.

FTA is here to support you in meeting this important deadline. For questions regarding PTASP or the TAC, contact Candace Key, FTA's director of the Office of System Safety, at Candace.Key@dot.gov or 202-366-1783.



Nearly 200 rail transit professionals attended a PTASP Rail Workshop in Washington, DC, on Sept. 23. The workshop focused on how to implement a Safety Management System approach as a part of FTA's technical assistance to help the transit operators meet the July 20, 2020, PTASP compliance deadline.

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Leadership APTA: Progressive Thinkers, Risk Takers

Class of 2019 Graduates Honored; Welcome Class of 2020

LEADERSHIP APTA CLASS OF 2019 members will be honored at APTA's 2019 TRANSform Conference during the Oct. 15 APTA Honors Breakfast, where they will join a host of other public transit industry honorees being recognized for their accomplishments.

Project Presentations

Members of the graduating class will present highlights from their executive leadership projects during a featured session, "Leadership APTA Class of 2019 Project Presentations: Critical Challenges Facing Today's Executives."

Representatives of the five project teams will share key insights and recommendations based on their cross-industry research and analyses, interviews and conversations with leaders and organizations both within and outside the public transit industry. This year's projects covered a wide range of topics including climate resiliency, emerging financial models, cybersecu-

urity, quality of life and mobility through automation and connectivity.

Full versions of the presentations and related project papers will be posted on the APTAU Leadership APTA web page at www.apta.com/research-technical-resources/aptau.

Reception Information

The Leadership APTA Reception will be held Oct. 15 from 5:15-6:15 p.m. in the Soho Complex, 7th Floor, Marriott Marquis. Tickets for the reception are \$125 per person and may be purchased at the door. Kimley-Horn and Associates Inc. is a sponsor of the event.

Leadership APTA 2019 Capstone Session

Members of the Class of 2019 rounded out their year with an intensive Capstone week in Minneapolis.

Leadership APTA Chair Doran Barnes, executive director of Foothill Transit, West Covina, CA, also a past APTA



Photo by Steve Barrett Photography

Members of the graduating Leadership APTA Class of 2019 include, from left: seated, Brandy Creed, Deron Lozano, Elizabeth Solis, Brian Funk, Tomika Monteverville, APTA 2018-2019 Chair David M. Stackrow Sr.; second row, Kimberly Slaughter, vice chair, Leadership APTA; Andy Rodgers, Frederick Edwards, Jana Demas, Akiko Ito, Donald Luey, Karen Kitsis, Heather Wilhelm, Erin Kleist Gaynor, Trish Collins, APTA President and CEO Paul P. Skoutelas; third row, Edward Burger, William "Skip" Benz, Andy Taylor, Lauren Cochran Scoville, Narayana Sundaram, Chad Ballentine; and back row, Chris Andrichak; Rob Kloovsky, Eric Reese, Michael Helta, Gregory May.

chair, and Vice Chair Kimberly Slaughter, senior vice president, national transit/rail market sector leader, HNTB, opened the event. They introduced the five project teams delivering their executive presentations to members of the Leadership APTA Committee, class peers and guests including program

alumni, along with more than 25 senior and executive-level representatives from the host agency, Metro Transit.

During the week, class members engaged in a roundtable session with Metro Transit's executive leadership: Wes Kooistra, general manager, and Vincent Pellegrin, chief operating officer, bus and rail. Class members learned about the challenges and opportunities facing the agency and gained insight into its expanded services, new bus electrification technologies and broad range of partnerships in serving the greater Minneapolis area. The agency also led TOD and technical tours for class and committee members.

Class members visited New Flyer's production plant in St. Cloud, MN, where they met with plant leaders including Margaret Lewis, senior vice president, manufacturing & facilities; David Warren, director, sustainable transportation; and Bill Hurt, plant manager, St. Cloud facility. Class members toured the 350,000-square-foot facility, observing production of the broad range of New Flyer's buses and propulsion systems.

Jeff Walker, a member of the Denver Regional Transportation District Board of Directors, moderated a session on ethical decision making for public transit leaders. This session featured committee members Eve Williams (Dikita Engineering) and Lauren Skiver (SunLine Transit Agency) and welcomed Class of 2019 member Skip Benz, chief audit and ethics officer for Metra.

Barnes led an interactive workshop on diversity in the industry and workplace and committee member Debbie Alexander of Eight22 LLC premiered an interactive workshop on unleashing creative confidence. Other committee members who participated in the Capstone session included Joe Alexander (The Alexander Group), Brad Miller (Pinellas Suncoast Transit Authority) and Jennifer DeBruhl (Virginia Department of Rail and Public Transportation), Class of 2018 representative to the committee.

"TED Talks-Leadership APTA Style" have become a valued part of the program. These presentations often feature personal and/or professional experiences. Nine members of the Class of 2019 presented talks during the week.

Members, Leadership APTA Class of 2020

THE LEADERSHIP APTA Committee recently selected 35 members representing the U.S. and Canada for the Class of 2020—the largest class in the program's history. These new class members represent the diversity of our industry, coming from public transit agencies and private-sector organizations.

Members of both the graduating and incoming classes are invited to early morning workshops and specialized sessions during APTA's TRANSform Conference.

The incoming class members will attend their first formal required session in early December in Washington, DC, which will include a full set of executive roundtable sessions and briefings, workshops and site visits. Additional core-competency-building workshops and executive briefings, including meetings and visits to Capitol Hill, will occur during APTA's 2020 Legislative Conference in March. An intensive six-day Capstone session in August rounds out the year, with the final program and graduation at APTA's 2020 EXPO and annual meeting in Anaheim, CA.

Throughout the year, class members will participate in online meetings and conference calls; meet with industry executives, experts, university professors and APTA leaders; and develop their executive leadership projects, among many other activities.

Information for applying to the Leadership APTA Class of 2021, the 24th year for the program, will be available at www.apta.com in early to mid-April 2020. For details, contact

Joe Niegowski at 202-496-4870 or jniegowski@apta.com.

Members of the newly selected Leadership APTA Class of 2020 are:

- Valerie Albanese (Toronto Transit Commission)
- Rhonda Allen (Metropolitan Atlanta Rapid Transit Authority)
- Donna Bowers (Rock Region METRO, North Little Rock, AR)
- Rob Bryans (Routematch Software Inc.)
- Claudia Carina Burgos (AC Transit, Oakland, CA)
- Charles Carlson (Metro Transit, Minneapolis, MN)
- Katie Chalmers (King County Metro, Seattle)
- Joseph Christie (Regional Transportation District, Denver)
- Sean Cronin (Metra, Chicago)
- Andres De Los Rios (Keolis Transit America)
- Sean Fuller (Toronto Transit Commission)
- Shannon Gaffney (HNTB Corporation)
- James Gillece (Maryland Transit Administration, Baltimore)
- Laura Grams (HDR)
- Steve Granson (HNTB Corporation)
- Arnab Gupta (AECOM)
- Randy Johnson (Access Services)
- Brent Jones (San Francisco Municipal Transportation Agency)
- Lina Chen Kulikowski (Broward County Transportation Department, Fort Lauderdale, FL)
- Ashley Lickliter (Kimley-Horn and Associates)
- Janice Mayo (Jacobs)
- Kenneth Middleton (Jacksonville [FL] Transportation Authority)
- Marie Olson (Sound Transit, Seattle)
- Bradley Owen (Los Angeles County Metropolitan Transportation Authority)
- Scott Patterson (C-TRAN – Clark County PTBA, Vancouver, WA)
- Dan Phu (Orange County [CA] Transportation Authority)
- Sean Powers (Transdev North America)
- Nicole Pratt (New Jersey Transit Corporation)
- Richard Rauceo (LTK Engineering Services)
- Linneth Riley-Hall (Sound Transit)
- Valerie Shea (METRO Regional Transit Authority, Akron, OH)
- Heather Sobush (Pinellas Suncoast Transit Authority, St. Petersburg, FL)
- Marcin Taraszkiwicz (Jacobs)
- Kristin Thompson (Metro Transit, Minneapolis, MN)
- Ryan Wheaton (Pierce Transit, Lakewood, WA)

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APTF Announces 38 Scholarship Recipients for 2019

THE AMERICAN PUBLIC Transportation Foundation (APTF) is celebrating its 31st year by presenting a total of \$246,000 in scholarships—the largest amount since the foundation's 1988 inception—to 38 recipients who represent the diverse specializations required to sustain and grow the public transit workforce.

This year's scholarship award total is more than \$40,000 higher than the record-breaking amount awarded in 2018.

Many of the 2019 scholars are attending APTA's 2019 TRANSform: a *reimagined* Annual Meeting in New York City and will participate in the APTF Mentoring Program, which pairs scholars with industry leaders to help ensure their retention in the public transit industry.

During the conference, APTF will hold its annual fundraiser in conjunction with the Oct. 13 Welcome Reception and will recognize the scholarship recipients during the Oct. 15 APTA Honors breakfast.

Following is the list of 2019 APTF scholarship recipients:

Michelle Abunaja received the

Richard J. Bouchard-AECOM Scholarship, awarded to an applicant dedicated to a career in public transportation planning and development. She is pursuing her master's degree in urban and regional planning (M.U.R.P.) in transportation and infrastructure planning from the University of Washington and is sponsored by the Spokane (WA) Transit Authority.



Oforiwa Pee Agyei-Boakye

received the *BMBG/Janie Wulkan Memorial Scholarship*, awarded to a female applicant committed to a career in public transportation. She is pursuing a Ph.D. in transportation geography from the University of Minnesota and is sponsored by the Metropolitan Council through Metro Transit in Minneapolis-St. Paul.



APTF presented the *Americans with Disabilities Act (ADA) 25th Anniversary Scholarship* to two recipients; this honor goes to students who express an interest in working to enhance accessible public transportation. **Jinuk Hwang**

is pursuing his Ph.D. in urban and regional science from Texas A&M University and is sponsored by the Texas A&M Transportation Institute.



Sheida Khademi is pursuing her Ph.D. in transportation (civil) engineering from the University of Texas at Arlington and is sponsored by Olivier Inc.



Matthew Cahill received the *Jerome C. Premo Scholarship*, awarded to students entering their junior, senior or graduate level of a college/university. He is pursuing his J.D.-M.B.A. from Northwestern University and is sponsored by WSP USA. He is a renewing scholar, having received an APTF scholarship in 2018.



Asad Fayyaz received the *Louis T. Klauder Scholarship*, awarded to an applicant dedicated to a career in the rail transit industry as an electrical or



mechanical engineer. Fayyaz is pursuing a B.S. in electrical engineering from Valparaiso University and is sponsored by Wi-Tronix LLC.

Mahtot Gebresselassie received the *Shirley DeLibero Scholarship*, awarded to an African American applicant dedicated to a career in public transportation. She is pursuing her Ph.D. in planning, governance and globalization from Virginia Tech, National Capital Region, and is sponsored by the Conference of Minority Transportation Officials.



Taylor Gill received the *Raymond C. Miller Scholarship*, awarded to an applicant dedicated to a career in public transit marketing. She is pursuing a B.S. in business administration from San Diego State



University and is sponsored by the San Diego Metropolitan Transit System, where she is a revenue supervisor.

APTF SCHOLARSHIPS

CONTINUED ON PAGE 14

Winning Essay Examines Interest In Automated Light Rail

The American Public Transportation Foundation (APTF) honored Robert Ko with the Donald C. Hyde Memorial Essay Scholarship, which represents the best response to the required essay component of the program application. The question posed was: What segment of the public transportation industry interests you, and why?

BY ROBERT KO

I HOPE TO CONTINUE AND FINISH my career in the automated light rail segment of the public transportation industry.

In 2003, I started my career in the aerospace industry after obtaining a bachelor of science degree in mechanical engineering from the Massachusetts Institute of Technology. I gained invaluable experience working on state-of-the-art technologies in the private sector.

It wasn't until I moved back home to Hawaii in 2011 that I was introduced to the public transportation industry and the Honolulu Rail Transit Project, which was in its earliest stages. I brought a unique development perspective to the core systems team, who taught me about train control, traction power, communication systems and passenger vehicle technologies.

I have been extremely fortunate to have opportunities for growth as a proj-

ect manager and deputy director within the organization. As the project moves closer to an interim opening next year, it's amazing how my priorities have shifted to stakeholder relationships, management capacity and capability, operational readiness, customer service, system certification and, most importantly, establishing a strong safety culture.

After being selected for the deputy director position in 2016, I knew I had to pursue an MBA to build a foundation in management and better serve the organization.

I grew up on the island of Oahu in the small, central town of Wahiawa. My parents were strong proponents of education and sent me to a school in downtown near their workplaces. For 13 years my family woke before dawn to make the 25-mile commute. On an average day it would take every second of the one hour and 45 minutes we allotted to deliver everyone on time.

When I was late to school, which was often because of accidents or stalled vehicles, I had to report to the administrator's office. The clerk and I knew one another well. The return trip during peak traffic hours was even worse and averaged nearly two hours. I got a lot of homework done during the daily round-trip commute but sitting in traffic does not equate to quality of life.

Twenty years since I graduated high

school, Honolulu still boasts the worst traffic in the nation. I am fortunate, however, to have seen the benefits and reliability of public transit systems (Massachusetts Bay Transportation Authority) during my studies in Boston when I couldn't afford a car.

I strongly believe in public transportation and the positive impact that our rail system (and a combined multimodal system with the bus) will have on my community. I have not driven to work since starting on the rail project, and instead rely on the bus or carpools.

I take pride in being a civil servant working on the nation's first automated light rail system in an urban area and the state's largest public works project. I am hopeful that the Honolulu system will serve the projected 121,000 daily riders and help people like me from wasting hundreds of hours sitting in traffic.

I spent a considerable amount of time learning about technical aspects of the rail system and its safety and quality management systems. There are only three non-administrative employees, all of whom are near retirement, who have served longer on this project than me. I feel a deep responsibility to the community and the project to ensure that knowledge is retained and transferred to future generations.

I am fortunate to be in a position that works closely with agency leadership

and project stakeholders, which allows me to contribute to key decisions that will ensure the system is safe, reliable and cost-effective.

The rail system will further help our residents through its support of sustainability, the Hawaii Clean Energy Initiative, the Hawaii Broadband Initiative and TOD. I look forward to sharing knowledge, experiences and lessons learned with public transit professionals around the world through APTA committees and conferences. I also look forward to the potential of incorporating automated technology into other systems, as is being explored in Europe.

It is my personal goal to develop Hawaii-based professionals and build institutional knowledge so that local talent can someday run this agency and make positive contributions to our community. I have successfully recruited local professionals at the middle-management and entry levels and established the first permanent internship position at the agency.

I have continued to be a strong supporter of the Leeward Community College workforce development program, supplying the teaching staff with technical material to prepare students for rail and other technical careers on the island. Three ATC technicians were

APTF WINNING ESSAY

CONTINUED ON PAGE 15



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MEET THE APTA STAFF

EMANI LEE-ODAI

Program Manager, Safety & Security
Technical Services & Innovation Department

Q What are your primary responsibilities at APTA and those of your department?

A As APTA's safety and security program manager, I support both the director of safety and the senior director of security, risk and emergency management. Other responsibilities include managing APTA's Safety and Security Excellence Awards program; assisting with communications with members regarding certifications, safety or security literature; and serving as staff auditor on Safety Management System audits and as staff support/lead to APTA peer reviews.

Q How do the initiatives and programs you work on contribute to APTA's strategic goals?

A The safety management audits, peer reviews and Safety and Security Excellence Awards I work on all contribute to APTA's number-one strategic goal: safety and security first.

Q To what extent do you have direct contact with APTA members?

A I am in constant contact with APTA members through being a staff advisor for seven safety and security committees. Through APTAconnect, I disseminate a range of safety and security information to different committees and assist members with any issues they may have. I am also involved with APTA's monthly Safety Spotlight Webinar, where we provide members with industry updates on various safety topics. Lastly, I have direct contact with members via peer reviews, conference calls and workshops that APTA hosts.

Q Please describe the type of guidance and assistance that members can turn to you for.

A I want to be the first point of contact for members when they have safety and security inquiries, but I'm a team player so my assistance is not limited to just that. If I do not have the answer, I will put members in contact with the person who does.

Q Which APTA committees are you involved with?

A I am involved with the Bus Safety, Commuter Rail Safety & Security Subcommittee, Rail Safety, Safety Coordinating Council, Security Affairs, Security Standards Policy and Planning, and Risk Management committees. I work on developing committee meeting agendas, monthly webinars, conference presentations, balloting proposed standards or

recommended practices and assisting committee chairs where needed.

Q How did you come to APTA?

A I told an old co-worker about some of my career goals in transportation and the person advised me of an opening at APTA. Initially I hesitated on applying but I knew it was time for a change, so I applied. I started working at APTA in April of 2019.

My very first public transit job was cleaning the exterior of motor coaches at First Priority, Inc. After working there, I joined MV Transportation at the Washington Metropolitan Area Transit Authority's (WMATA) MetroAccess call center as a dispatch supervisor. I worked my way up to assistant dispatch manager before taking a position as safety and training manager for MV Transportation at the Greater Richmond Transit Company in Richmond, VA, where I helped change the safety culture among the paratransit operators.

I left the private sector to gain experience working at a public agency. I was hired as a safety manager at the Maryland DOT Maryland Transit Administration (MDOT MTA) for the office of the chief operating officer. The MTA consists of six different modes, and my focus was bus accident investigations, safety campaigns and improving operational processes to create a safer work environment.

Q Are you a member of any associations or organizations?

A I am a member of Toastmasters International, the Maryland M Club, the American Society of Association Executives and the World Safety Organization.

Q Could you tell us something about yourself that might surprise us?

A I am a native Washingtonian from Southeast. I would not be the person I am today or be in this role if it was not for the death of my older brother. His passing caused me to make a promise to my mom to not fall victim to the drugs and violence of Southeast DC. As a result, I became the first male from both my mom's and dad's families to graduate from university. I attended and played collegiate football at the University of Maryland, ran a 4.25 in the 40-yard dash as a sophomore and received my Bachelor of Arts degree in criminology and criminal justice.

Contact Emani at elee-odai@apta.com.

APTA'S 2019 TRANSform CONFERENCE



DART executives joined city, state and school officials for ground-breaking ceremonies for the DART Silver Line at the future University of Texas at Dallas Station.

DART Breaks Ground On Silver Line

DALLAS AREA RAPID TRANSIT (DART) and local dignitaries broke ground during recent ceremonies for the new 26-mile DART Silver Line regional rail service from Plano to DFW International Airport.

Events took place in five cities across DART's historic Cotton Belt corridor with elected officials from Addison, Plano, Dallas, Carrollton and Richardson, ending at DFW International Airport where additional representatives from Coppell and Fort Worth celebrated the upcoming service.

When it opens in December 2022, the \$1.1 billion project will provide passenger rail connections and service that will improve mobility, accessibility and system linkages to major employment, population and activity centers in the northern part of the DART service area. The Silver Line will traverse a total of

seven cities: Grapevine, Coppell, Dallas, Carrollton, Addison, Richardson and Plano.

Silver Line service will include 10 stations across the alignment, providing new public transit opportunities for North Texas residents and delivering increased capacity and connectivity, spurring economic development and supporting workforce development across the region.

DART's Silver Line will interface with three existing rail lines: the Red/Orange Lines in Richardson/Plano, the Green Line in Carrollton and the Orange Line at DFW International Airport. In addition, at the airport the project will connect to the Trinity Metro TEXRail Regional Rail Line to Fort Worth, providing passengers the opportunity to travel 60 miles across the North Texas region.

CAPITAL DISTRICT OF NEW YORK

CONTINUED FROM PAGE 5

all our boardings, making it the most popular way to use our system. It is flexible, adaptable and expandable with new partners joining on a regular basis. It has also increased our customer revenue line while other sources have remained level. Universal Access provides us with a touchpoint for innovation, for partnership development and for thoughtful regional mobility.

CDTA's focus on being more than a bus company has led us down new

paths. As we look for ways to increase our role as a mobility provider and integrator, we will continue to be a community partner and integrate what we do into the communities we serve.

We want to matter as much to people who don't ride with us as we do to the tens of thousands of people who ride with us every day. This mindset will help us deepen mobility choices for everyone who lives and works in New York's Capital Region.

SANTA CLARA VALLEY

CONTINUED FROM PAGE 5

multitude of public and private entities.

We are transforming the way people move throughout our region. We are creating positive impacts through decisions to innovate in non-traditional ways. We are collaborating with strategic partners on new mobility services and technologies and we are applying workforce enhancement strategies to ready our employees for the next generation of mobility technology.

At APTA's 2019 TRANSform Conference, APTA board members will review and vote on a new strategic plan to guide the association through the next three years. As an association, we will lead, advocate, connect, advance and build technical capacity to move the public transportation industry forward throughout 2020 and beyond. It is going to be an exciting ride!

Becoming Comfortable With Autonomous Vehicles in Jacksonville

BY NATHANIEL P. FORD SR.
Chief Executive Officer
Jacksonville Transportation Authority
Jacksonville, FL
APTA Immediate Past Chair

IN DECEMBER 2018, the Jacksonville Transportation Authority (JTA) was honored to receive a \$12.5 million BUILD grant from U.S. DOT to launch what will be the first autonomous vehicle public transportation network in the U.S.—the Ultimate Urban Circulator or U²C.

The U²C represents a complete shift in the way we've developed or expanded transportation networks in the past, either through fixed-route bus lines or BRT. Those modes of service benefit from decades of successful socialization with the public. Customers understand the nuances of boarding, routes and the connection to their communities.

The U²C is part of the greater shift in the mobility paradigm I often speak of and the support from U.S. DOT is a signal that we are ready to proceed.

Phase One of the U²C, called the Bay Street Innovation Corridor, will include a fleet of 15 autonomous vehicles (AVs) that will traverse a three-mile loop from downtown Jacksonville to the city's Sports and Entertainment Complex. This phase is funded by the BUILD grant and will link AVs to an array of smart sensors, traffic signals and digital traffic solutions to enhance mobility.

Before that happens, we are investing significant time and energy into helping the public feel comfortable with this technology.

More than 3,000 people have taken test rides on AVs at our Test and Learn Track in downtown Jacksonville since 2017. Through JTA's Golden 20 pro-

gram, we also are working side-by-side with AV manufacturers to ensure that safety, accessibility and reliability are built into these shuttles from the beginning.

In August, the JTA took the next step in socialization with a day-long AV training session for more than 80 Jacksonville-area first responders.



Nathaniel P. Ford Sr.

With the help of Florida-based autonomous mobility solutions company Beep, First Transit, the Northeast Florida Transportation Planning Organization and AV manufacturer NAVYA, we provided local firefighters, law enforcement officials and EMTs with critical operational knowledge of the shuttles. They also learned how to address potential hazards, passenger safety and immobilization concerns.

We at JTA feel very strongly about first responders contributing to this process as early as possible so they can familiarize themselves with this technology and give us their feedback. They are the experts and possess the unique perspectives on potential road hazards. The JTA will adopt their suggestions through the U²C First Responder Council as we develop this technology and, by doing so, I believe we will avoid potential issues in the future.

In addition to that, we're asking for the public's assistance.

Through on-site demonstrations, online surveys and other public events, our customers are helping us better define potential U²C routes, giving us feedback and concerns.

With the advice from first responders and our customers, we will ensure that U²C is successful, not only for Jacksonville—but for the entire transportation industry.



Members of the Jacksonville Fire and Rescue Department and Jacksonville Sheriff's Office learn about JTA's autonomous vehicle program at the AV First Responder Training in Jacksonville, FL.

APTA PROFILE MEMBER



JACK MARTINSON

Vice President/Customer Director
Alstom Transportation Inc.
New York City
Member, APTA Executive Committee



Please describe your organization's size and scope.

Alstom develops and markets systems, equipment and services for the public transport sector. Alstom's solutions range from high-speed trains to metros, tramways and e-buses; passenger solutions; customized services such as maintenance and modernization; infrastructure; signaling and digital mobility. Headquartered in France, Alstom is present in more than 60 countries and employs 36,300 people.

In North America, Alstom has a 160-plus-year history, notably in New York State, employing more than 2,400 people across 20 sites in Canada and the U.S. Alstom teams in North America build and repair railcars and locomotives and supply advance rail signaling solutions.

What attracted you to the public transportation industry?

In the mid-1980s I was assigned by my employer to explore the U.S. market for freight and passenger rail opportunities for the Hyundai Group in South Korea. I immediately was attracted to the industry and, while I left for about 10 years, I came back and have been in the industry ever since. Previously I had been a journalist, PR consultant and international turnkey project developer.

What do you like most about your job?

My role is to develop and maintain customer intimacy and understanding, as well as ensure customer expectations are met and exceeded. This kind of role is always interesting and provides me with the opportunity to support providing solutions that solve our customers' challenges.

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

In 2005, I was hired by Hyundai Rotem and returned to the rail industry. I insisted that the company join APTA and I have since been very active. The first conference I attended was the 2005 APTA Rail Conference in Pittsburgh. The members were so welcoming and helpful. It was very obvious that APTA was an organization to be part of and involved in for the long term.

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

There are many ways in which APTA is valuable. We hear firsthand what is being done to secure funding for the industry and the status of projects. APTA opens the door to meeting suppliers, customers, consultants and other industry stakeholders.

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

There is still immense potential in America regarding workforce development and industry capacity. This dialogue is essential to the continued development of public transit across the nation, supporting American manufacturing and training the next generation of employees to support the industry.

Key to this is consistent federal funding. Lack of funding prevents long-term planning and forces projects to be developed piecemeal rather than by taking a long view of the needs and constraints to safe, efficient, reliable and available public transit.

In addition, as an industry we need to find a way toward more efficient procurement, which combined with lack of funding has led to the U.S. having among the highest cost per mile for rail projects.

Lastly, much progress has been made in the U.S. to enable innovation in the rail industry, but more could be done to leverage the innovations occurring worldwide.

What APTA committees are you a member of?

Business Member Board of Governors, American Public Transportation Foundation (APTF), Procurement Steering Committee.

APTF is especially rewarding because it enables students to further their education leading to careers in our industry. This also brings a lot of benefit to workforce development, one of the most important areas of need in our industry.

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

In North America, Alstom has an internal organization called Alstom Women of Excellence (AWE) that has a mandate to support and empower women to grow into strong leaders and drive diversity within Alstom. With close to 300 members across the U.S. and Canada, AWE has been able to host numerous training events and exchanges with similar groups at transit agencies and is participating in job fairs to interest young women to join Alstom and/or embark on careers in science, engineering and technology.

APTF SCHOLARSHIPS CONTINUED FROM PAGE 10

Kristin Gladwin received the *Florida Public Transportation Association Scholarship*, awarded to an applicant from Florida and sponsored by a Florida public transit system. She is pursuing her Ph.D. in urban and regional planning from Florida State University and is sponsored by Star-Metro in Tallahassee.



Cassie Halls received the *Fran Hooper Scholarship*, awarded to an applicant studying rail engineering with the intent to pursue a career in public transportation, with preference given to a qualified woman applicant. Halls is pursuing her M.U.R.P. in transportation policy and planning from UCLA and is sponsored by Los Angeles Metro. She is a renewing scholar who received a scholarship in 2018.



Tyler Kleinsasser received the *Bombardier Transportation Scholarship*, awarded to an applicant studying rail

engineering with the intent to pursue a career in the rail manufacturing industry or public transit. He is pursuing his M.S. in civil engineering/construction engineering and management from the South Dakota School of Mines and Technology and is sponsored by Daktronics.



Robert Ko received the *Donald C. Hyde Memorial Essay Scholarship*, which represents the best response to the required essay component of the program application. He is pursuing his M.B.A. from the University of Wisconsin-Eau Claire and is sponsored by the Honolulu Authority for Rapid Transportation, where he serves as deputy director of readiness and activation. (The text of his essay appears on page 10.)



Michael Lefevre received the *Dan M. Reichard Jr. Scholarship*,



awarded to an applicant dedicated to a career in the business administration/management area of the public transit industry. Lefevre is pursuing his M.B.A. from Duke University and is sponsored by Virgin Trains USA, where he serves as an operations control center director.

Zakhary Mallett received the *Nathaniel Ford Scholarship*, awarded to a minority applicant pursuing studies in the fields of mobility, logistics management, innovation management and/or science technology, with the intent to pursue a career in public transportation. He is pursuing his Ph.D. in urban planning and development from the University of Southern California and is sponsored by the San Francisco Bay Area Rapid Transit District. Mallett is a renewing scholar, having received an APTF scholarship in 2018.



James Nee received the *James (Jim) Cowen Scholarship*, awarded to an applicant who is pursuing studies in transit planning or development. He is pursuing his master's degree in public policy (M.P.P.) in urban analytics at Northeastern University and is sponsored by MASCO, where he serves as a transportation manager.



Carissa Nichols received the *William Millar Scholarship*, awarded to a young student committed to entering the public transit industry. She is pursuing her M.P.A. from Pennsylvania State University and is sponsored by Portland's Tri-County Metropolitan Transportation District of Oregon, where she serves as an assistant manager.



Anna Peterson received the *Stephanie Pinson Scholarship*, awarded to a female candidate of high academic achievement who is pursuing an undergraduate or graduate degree in science or engineering. She is pursuing her B.S. in civil engineering from the Georgia Institute of Technology and is sponsored by Georgia Tech Parking and Transportation Services.



Ashlien Savage received the *Dr. George M. Smerk Scholarship*, awarded to an applicant dedicated to a career in public transit management. She is pursuing her M.S. in leadership and management from the University of La Verne and is sponsored by Foothill Transit, West Covina, CA, where she is a human resources manager.



Matthew Schomacker received the *Parsons Brinckerhoff/Jim Lammie Scholarship*, awarded to an applicant dedicated to a public transportation engineering career. He is



pursuing his B.S./M.S. in civil engineering from Northeastern University and is sponsored by HNTB Corporation. Schomacker is a renewing scholar who received a scholarship in 2018.

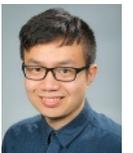
Shofi Ull Azum Shofi received the *Jack R. Gilstrap Scholarship*, awarded to the applicant receiving the highest overall application score. He is pursuing his Executive M.B.A. in information technology from Ottawa University and is sponsored by the Kansas City Area Transportation Authority, where he serves as a project controls manager.



Kiara Snadon received the *Reba Malone Scholarship*, awarded to an applicant dedicated to a career in public transit or transportation marketing/communications. She is pursuing her B.S. in communications from the University of Louisville and is sponsored by the Transit Authority of River City in Louisville, KY.



Sicheng Wang received the *Valerie J. McCall Scholarship*, awarded to an applicant who is pursuing studies in urban transportation planning or public administration with a focus in transportation. He is pursuing his Ph.D. in planning and public policy in transportation from Rutgers, the State University of New Jersey, and is sponsored by the National Transit Institute. He is a renewing scholar, receiving a scholarship in 2018.



Alvaro Ruiz Empananza received the newly created *Wulkan Family American Public Transportation Foundation Endowed Scholarship*, which is awarded to a scholar attending the University of Miami. He is pursuing his Ph.D. in civil engineering.



Norman K. Tuitavuki, deputy chief operating officer at Monterey-Salinas (CA) Transit, was selected to receive the 2019 Frank Lichtanski Scholarship, awarded to an eligible candidate from a small or medium-size public transit agency to attend the Eno Center for Transportation Leadership Transit Executive Seminar. He attended Eno's program this past spring in Washington, DC.

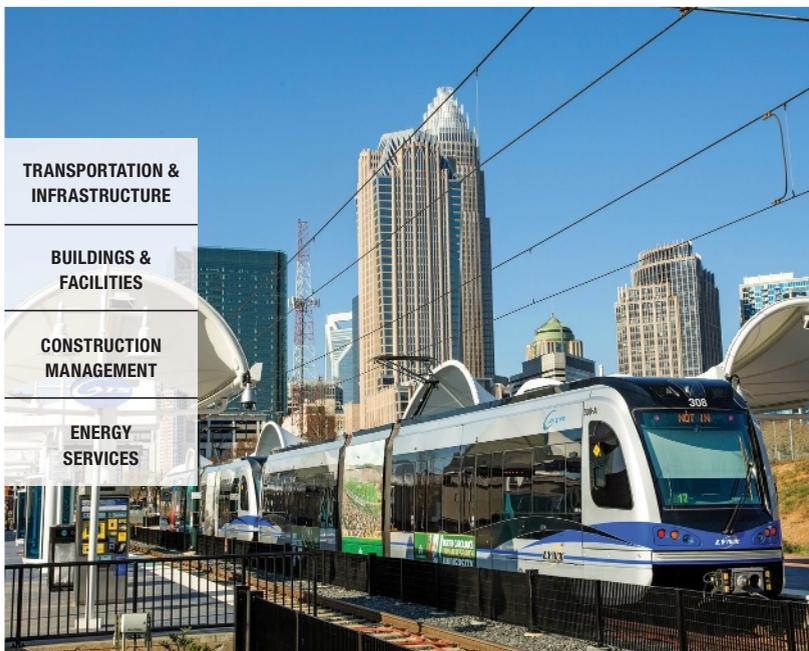


This year, APTF also awarded six Single-Year Scholarships. These scholarships are unique for the foundation because they are non-endowed, titled scholarships that are created and awarded in the same year. This year's recipients are:

Madeline Ruvolo received the *KFH Group Single-Year Scholarship*, awarded to an applicant involved in providing



APTF SCHOLARSHIPS CONTINUED ON PAGE 15



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APTF SCHOLARSHIPS CONTINUED FROM PAGE 14

accessible transportation under ADA. She is pursuing her M.U.R.P. in Transportation Policy and Planning from UCLA and is sponsored by the UCLA Institute of Transportation Studies.

The two *Mineta Transportation Institute (MTI)/APTF Joint Scholarships* went to

Cameron Simons, a renewing scholar pursuing his M.S. in data analytics (transportation concentration) from San Jose State University and sponsored by MTI, and



Michael Carrigy, pursuing his M.C.R.P. in transportation from Rutgers and sponsored by Philadelphia's Southeastern Pennsylvania Transportation Authority (SEPTA), where he is a railroad equipment scheduler.



Lisa Rivera-LaMantia received the *MV Transportation/Latinos in Transit Scholarship*, awarded to a Latinx applicant dedicated to a career in public transportation.



She is pursuing her master of infrastructure planning and management degree from the University of Washington and is sponsored by the Central Ohio Transit Authority in Columbus, where she works as a senior project manager.

The APTF Board of Directors selected three scholars to receive the *Gary Thomas APTF Ambassadorial Scholarship*, awarded to a student pursuing a degree in civil engineering. The three recipients are:

- **Christian Douglas**, pursuing his B.S. in civil engineering from the University of Texas at Austin and sponsored by Los Angeles Metro;



- **Diana Valadez**, pursuing her B.S. in civil engineering and construction management from the University of Texas at Arlington and sponsored by Dallas Area Rapid Transit; and



- **Ahmadreza Mahmoudzadeh**, pursuing his Ph.D. in civil engineering from Texas A&M University and sponsored by the Texas A&M Transportation Institute.



Jay Corey, who is pursuing his B.S. in organizational management from Roberts Wesleyan College and is sponsored by the Rochester Genesee (NY) Regional Transportation Authority, where he is director of maintenance.



Noel Lau, who is pursuing her M.S. in civil engineering from Carnegie Mellon University and is sponsored by the Carnegie Mellon University Traffic21 and Mobility21 University Transportation Center.



Christina Perez, who is pursuing her M.B.A. from Brandman University and is sponsored by



the Orange County (CA) Transportation Authority, where she is a human resources representative.

Thalya Reyes, who is pursuing her Ph.D. in public affairs from the University of Minnesota Humphrey School and is sponsored by Metro Transit. She is a renewing scholar, receiving APTF scholarships in 2017 and 2018.



Justin Sherrill, who is pursuing his M.U.R.P. from Portland State University and is sponsored by King County Metro in Seattle. He is a renewing scholar, receiving a scholarship in 2018.



The APTF board approved scholarships for the following applicants:

Marek Allen, who is pursuing his B.S. in business administration from Peirce College and is sponsored by SEPTA, where he serves as an assistant director of maintenance. He is a renewing scholar, receiving a scholarship in 2018.



Timothy Bonds, who is pursuing his M.S. in data analytics-logistics from Florida Polytechnic University and is sponsored by Frank T. Martin Consult LLC.



APTF WINNING ESSAY CONTINUED FROM PAGE 10

hired from the LCC development program this past May. We look forward to expanding this program to other maintenance areas.

Mentoring is a critical component of professional development, and I actively reach out to young engineers in addition to having an open-door policy. As a 14-year MIT educational counselor veteran and local science fair judge, I am able to connect with and be a resource for high school students interested in science, technology and public transit. I was also able to help establish a relationship between my agency and local

AVID and STEM program coordinators. I am pursuing an MBA to improve as a person, team member and leader. I also hope to establish a more effective organization at HART and provide better opportunities for aspiring youth and local professionals.

Perhaps the best advice, presented in the Project Management elective I am currently taking, is never to overlook the importance of continuing education. The APTF scholarship will help me to attain my MBA and become a stronger contributor to my agency and community.

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Construction of the San Joaquin River Viaduct. More than just an aesthetic treatment, the arches will act as a suspension bridge support for the bridge deck. Falsework is being constructed on either side of the structure and rebar installed along the arches. The "stovepipe" features are how support cables will be tightened to post-tension the structure and support the deck's weight once the arch concrete has been poured. The completed viaduct, nearly a mile in length, will be one of the largest structures on this first phase of the high-speed rail project.

California High-Speed Rail: A Summer of Progress

BY MICAH FLORES

Public Information Officer
California High-Speed Rail Authority

Clean, electrified high-speed rail will connect the state's megaregions, serving generations of Californians for years to come.

SUMMER 2019 MARKED PROGRESS on California's high-speed rail program.

Major milestones included the recognition of more than 3,000 construction workers dispatched across 119 miles in the Central Valley to date, the launch of the process to procure high-speed rail track and systems and a commitment to invest more than \$400 million in voter-approved Proposi-

tion 1A funds to modernize the future Los Angeles home of high-speed rail at Los Angeles Union Station.

The summer also marked the signing of a historic agreement between the state and FRA to assign to California the federal government's environmental review responsibilities under the National Environmental Protection Act (NEPA). The program, known as "NEPA assignment," allows the state to move forward with the completion of environmental approvals for all Phase 1 projects between San Francisco and Anaheim, paving the way for a system that will eventually stretch 800 miles and connect other highly populated megaregions, extending as far north as Sacramento and farther south to San Diego.



©Alstom 2018/A. Peters

The first actions under NEPA assignment include the September release of draft environmental documents for the project's Merced to Fresno Central Valley Wye section, to link Silicon Valley with the Central Valley, and the adoption of Preferred Alternatives for the high-speed rail routes in Northern California. This work is consistent with delivery of a Central Valley line, followed by the construction of Valley-to-Valley and Phase I systems as envisioned.

When Phase 1 opens, electric high-speed passenger trains will transform the way Californians move, live and work. Trains will go from San Francisco through the Central Valley to Los Angeles and Anaheim in less than three hours at speeds capable of exceeding 200 mph (compared to a car trip of at least six and a half hours in the best traffic).

Other summer 2019 highlights included the opening of two newly constructed overpasses, to allow traffic to flow over the high-speed rail systems in Madera, and the signing of three major agreements to clear the way for additional substantial progress in the Kings County portion of Central Valley construction.

The California High-Speed Rail Authority's Board of Directors, charged with overseeing the planning, construction and operation of the system, was boosted with the appointment of Henry R. Perea Sr., former supervisor on the Fresno County Board of Supervisors, and the reappointment of Ernest Camacho, who has played a key role in overseeing the project's move from delivery to construction.

The next steps toward realizing California's bold vision will be updated in the 2020 Business Plan, to be released in February 2020.

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Central Arkansas Public Transit Agency Boosts Bus Ridership with New Partners, Funders

BY BECCA GREEN

Director of Public Engagement
Rock Region METRO
North Little Rock, AR

IN A YEAR-OVER-YEAR comparison, January-July bus ridership in 2019 was 3.2 percent above 2018 for Rock Region METRO, the public transit agency serving Little Rock, AR, and its home county. Innovative partnerships are part of the reason why.

Two such partnerships have garnered more than 108,000 passenger trips for METRO in just seven months.

New Relationships

In February, METRO launched a partnership with the Arkansas Homeless Coalition (AHC), a voluntary association “committed to networking and advocacy on behalf of the homeless,” to provide transportation to individuals actively engaged in temporary and supported housing and vocational development programming.

In the first seven months of the Transportation Alliance Project (TAP), 400-500 monthly participants have taken 91,413 passenger trips. While AHC’s original goal was to help 20 people exit homelessness in 2019 with the support of the TAP passes, to date the actual figure so far is 92 participants.

In June, METRO launched the Be Mighty METRO Pass in partnership with the Central Arkansas Library System. The two-month program funded 1,200 two-month transit passes for children and youths 18 and younger who were enrolled in the Be Mighty Little Rock meal program. The pass program provided children 11 and younger with two passes: one for the child and one for a caregiver.



The Be Mighty METRO Pass made access to healthy foods a family affair.



Little Rock School District and Arkansas Hunger Relief Alliance leaders, shown here speaking with U.S. Rep. French Hill (R-AR), left, were key strategic partners in the success of the Be Mighty METRO Pass program.

Participating children, youths and caregivers took 16,792 passenger trips to meal sites in June and July, supporting record attendance at these sites.

Launched in February, Be Mighty Little Rock is a city-wide after-school, weekend and summer meal program funded by the National League of Cities and the Food Research and Action Center. Arkansas’ capital city was one of six U.S. cities awarded this grant to create meal sites at locations where enrichment programs are also offered to children.

METRO Executive Director Charles D. Frazier said, “Having already been plugged into the social services community through the TAP program, we knew of the Be Mighty Little Rock program, which is why, when we learned of an Access to Healthy Foods grant being offered through the National Parks and Recreation Association, we thought it was a perfect opportunity to strengthen our relationships with local hunger relief organizations and the Central Arkansas Library System, to pursue the NPRA grant. We pulled the grant together in nine days and, less than three weeks after the application was submitted, we were notified of the award.”

Community Engagement and Lessons Learned

Both TAP and the Be Mighty METRO Pass program required extensive relationship-building with key partners and training for frontline volunteers. Non-profit leaders from area churches, shelters and youth organizations—whose typical interaction with the public transit agency was a monthly bulk pass purchase or caseworker plea for free transit passes—engaged in listening sessions with METRO leadership to learn about the agency’s challenges and needs. In turn, the METRO team helped identify public transit routes serving existing homeless service organizations and Be Mighty Little Rock meal sites, 96 per-

cent of which were served by METRO. The AHC formed a plan to raise money for heavily discounted TAP transit passes and intensive transit training sessions were arranged for shelter staff and meal site volunteers.

The short launch timelines and lean staffing at all participating agencies

presented the biggest challenge. Allowing more time for transit training, as well as for tasks such as physical pass programming, would have strengthened the programs. And, as plans for program extensions and renewals are discussed, having a “neutral” partner to operate the TAP program among organizations with similar missions is a recurring stated desire. More funding for outreach efforts is also needed.

Still, the programs’ results lessen the challenges facing these communities.

One single mother of three boys, ages 9 to 13, noted the convenience of not only having a transit pass for herself, but also having free passes available to her children so they could accompany her to the grocery store: “Traveling together with the Be Mighty bus passes, we can afford healthy snacks and meals, the children get to choose what they would like to eat, and we can carry more bags on board the bus more often. This summer is the first time our cabinets and refrigerator have remained replenished with fresh, healthy foods,” she said.



The National Parks and Recreation Association selected the Be Mighty METRO Pass program for a national, third-party grant evaluation team visit to Little Rock in mid-July.



Bites of the Big Apple: Yankee Stadium

What it signifies: Excellence

Why: The Yankees are one of the most successful teams in the history of professional sports. As their fans will tell you, unbidden, the Bronx Bombers have claimed an astounding 27 World Series championships. Their ballpark, opened in 2009 in almost the same spot as the original, is saturated with reminders of the team’s extraordinary accomplishments, including Monument Park—which has plaques honoring team greats like Babe Ruth, Reggie Jackson and Lou Gehrig—and an on-site museum. See a game in the warmer months or take a tour during the off-season.

Where else you can find excellence in the city: Madison Square Garden, in addition to being home of the Knicks and Rangers, often represents the pinnacle of a career in music or comedy. The USTA National Tennis Center is where the world’s best tennis players compete in the U.S. Open. And in the arts, Carnegie Hall is so synonymous with high achievement that the joke about how to get there has become a cliché. The city is also the top of the pyramid in business and publishing.

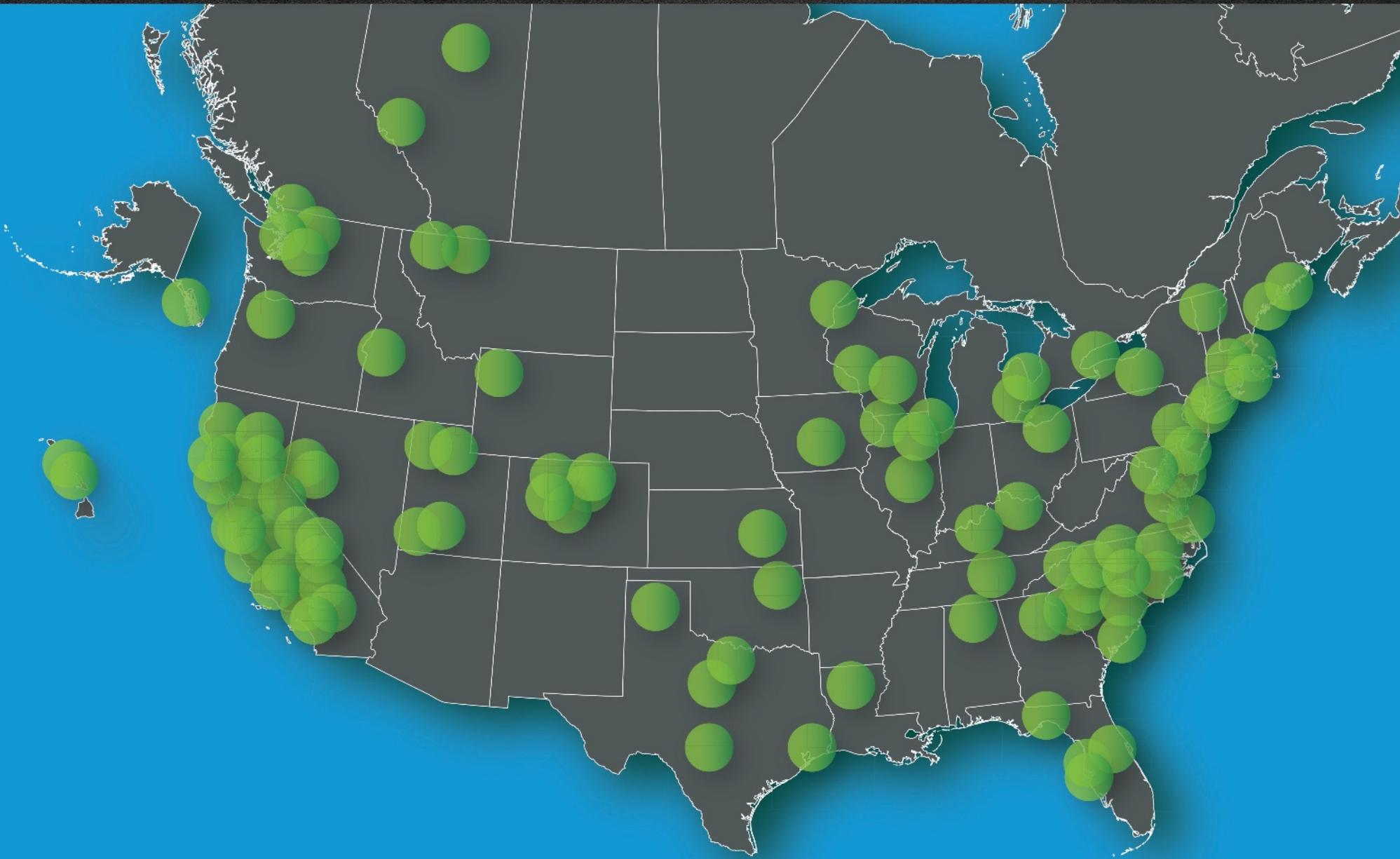
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WMATA's Extensive Project To Improve Safety and the Customer Experience

BY KYLE ANDERSON

Communications Writer/Editor
Washington Metropolitan Area
Transit Authority

WORKING AROUND THE CLOCK for 107 days this summer, the Washington Metropolitan Area Transit Authority (Metro) executed its largest and most complex capital project since the system's construction: the first phase of a three-year program to demolish and rebuild concrete platforms, each weighing more than 1.5 million pounds, at 20 above-ground stations.

Due to exposure to the elements, vibration and other factors, many of the platforms had become structurally unsound and required temporary metal braces to provide support. Left unaddressed, the platforms would pose an immediate safety concern.

With the launch of this mega project, Metro adopted a "24/7 shutdown" strategy to reduce construction time and minimize the impact on customers. The system analyzed several options for conducting the work and reviewed the experience of other public transit systems that opted to close rail segments for rebuilding. Metro concluded that a full closure would enhance safety for customers and workers while cutting the duration of degraded rail service and station construction activity from several years to a matter of months.

The project's first phase kicked off Memorial Day weekend this year on Metro's Blue and Yellow lines with the closure of the six stations south of Reagan National Airport, affecting 8 percent of Metro's daily rail customers.

Metro worked with its regional partners, including state and local DOTs, local bus providers and federal agencies, to establish a robust network of travel alternatives. This included five free shuttle bus routes to connect

customers to the Metrorail system, enhanced bus service on existing routes, commuter rail incentives and a reduced-fare water taxi option.

Metro first announced the project more than a year in advance and, thanks to a massive public outreach and communications effort, achieved 98 percent awareness of the project among impacted riders by day one of the shutdown. Moreover, eight in 10 riders said they believed that a shutdown of this magnitude was necessary.

The shuttle buses and local bus networks that operated over the summer carried up to 60 percent of normal rail ridership, using these alternatives to navigate the rail shutdown. The shuttles quickly became Metro's highest ridership bus service, providing more than two million passenger trips during the project. When the six stations reopened Sept. 9 as scheduled, 90 percent of customers returned within the first week.

Metro took full advantage of the unfettered access to the tracks to perform critical track renewal and switch replacement work, upgrade traction power equipment and complete major improvements to the Alexandria Rail Yard, which closed during the shutdown. Metro also used the project to improve the customer experience with the installation of new slip-resistant tiles, stainless-steel platform shelters with charging outlets/USB ports, larger digital next-train signs, energy-efficient LED lighting and clearer public address systems.

Following the reopening, customers have benefitted not only from safer infrastructure, but a more modern and convenient station experience. Metro will continue the work at eight new stations next summer. Learn more about the project at www.wmata.com/platforms.



During the summer 2019 WMATA Platform Improvement Project, DASH stepped in to carry passengers along the disrupted route, including employing more than 50 ambassadors to assist riders.

Alexandria's DASH Rises To a Regional Challenge

"THE ALEXANDRIA TRANSIT Company will rise to any challenge," said Raymond Mui, assistant general manager of the Alexandria (VA) Transit Company, which operates as DASH.

This statement was affirmed during the recent Washington Metropolitan Area Transit Authority (WMATA) Platform Improvement Project. This unprecedented project closed all six Metrorail stations in Alexandria from May 25-Sept. 8, 2019, to reconstruct deteriorated platforms that had become unsafe over time.

During the period of construction along WMATA's Blue and Yellow Metrorail lines, travelers throughout Alexandria and surrounding jurisdictions would need to find alternative ways to travel. Seeing the need for regional partners, WMATA contacted DASH.

While DASH has always been involved with regional transportation planning efforts, the decision to carry passengers closely along the route of the Blue Line during construction was not made lightly by its leadership. The agreement to focus DASH staff attention to a bus shuttle would mean significant changes to staffing levels and bus fleet size and would test the physical capacity of the agency's garage facility.

With approximately a year to prepare for the shuttle service, DASH worked at a level of rapid growth and development it had never before accomplished. The agency boosted its employment from 200 to 330 employees, including more than 50 ambassadors who assisted riders along the route, and the

bus fleet grew from 85 to 137.

The fleet expansion included a dozen articulated buses, or "bendy buses" as they are commonly called because of the pivoting joint connecting the two rigid sections of the bus. These vehicles hold twice the number of passengers as a traditional DASH bus and were the backbone of the DASH Blue Line shuttle service.

While increasing the size of the fleet was no small feat, the bigger challenge for DASH was storing and maintaining the additional buses. To accomplish this, the maintenance team added several workers, formed a night shift and went into overdrive to get these "new" buses—some of which were more than 17 years old—up and running. They also used every inch of available bus storage space within the facility, even working with the City of Alexandria to use a portion of a city storage lot for additional space.

Members of the DASH team were required to step outside their comfort zone and accept unfamiliar challenges for which there was no scripted solution. The results were commendable: DASH was able to move an average of 5,200 riders per day on the Blue Line shuttle for a total of nearly 485,000 riders over the three-month project.

In the words of DASH Chief Executive Officer/General Manager Josh Baker, "The dedication, enthusiasm and support throughout the DASH team and our regional partners made the project not only possible, but a success."



Metro took advantage of the shutdown to also improve the customer experience with the installation of new slip-resistant tiles, platform shelters with charging outlets/USB ports, larger digital next-train signs, energy-efficient LED lighting and clearer public address systems.



Bites of the Big Apple: Central Park

What it signifies: Contrasts

Why: More than eight million people live in New York City—it's America's most densely populated major city—and Central Park is the city's 843-acre backyard. As historian Valerie Paley said, the green space is "a paradoxical study in contrasts. It is a bit of country in the city: nature amidst concrete—a pastoral break from the city's dense concentration of people and buildings."

Where else you can find contrasts in the city: In a five-star restaurant where the staff will fold your napkin every time you leave the table and a hole-in-the-wall where there's nowhere to sit but the falafel is amazing. In brand-new glass towers next to century-old townhouses. Downtown in the evenings, where people in business attire hurrying to the subway cross paths with pink-haired bohemians on their way to concerts.

A new day is on the horizon



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Trinity Metro Opens A Medical Clinic For Employees

BY BOB BAULSIR
President and CEO
Trinity Metro
Fort Worth, TX

TRINITY METRO IN FORT WORTH, TX, has an exciting new benefit to help employees stay healthy: an on-site medical clinic.

Offering everything from flu shots to DOT physicals to urgent care, the Trinity Metro Medical Clinic provides services to help its employees and their families lead healthy lives.

Bus operators are the backbone of any public transportation agency, but the majority of our drivers do not have a primary care physician. With the nature of their profession, it can be challenging for employees to schedule a quick appointment when something arises. Our hope is that having a medical staff at our maintenance and operations facility will make a big impact on lifestyles and wellness.

The location of the clinic couldn't be better. In our main operations building, we previously used a large area on the ground floor as a print shop. When the printing was outsourced, the area primarily became a storage area. Now it has been transformed into a pristine medical clinic with three exam rooms, a reception area, a lab room, offices and an ADA-compliant restroom.

The clinic is open Monday through Friday and Premise Health medical professionals provide all medical services and maintain patient records. All Trinity Metro employees and their eligible dependents are able to use the clinic. Employees who are on the agency's insurance plan do not have a co-pay for office visits.

Services include annual physicals, preventive exams, biometric screenings, lab draws and immunizations, acute and urgent care, women's health,



wellness coaching, DOT physicals and pediatric care for children ages 2 and older.

An overarching objective for Trinity Metro is to promote wellness and encourage employees to take good care of themselves. Our operators spend their days and nights taking care of passengers, so we want to help take care of them.

The initiative ties in well with Trinity Metro's Wellness Center, a gym that is open 24/7 for employees. The center is staffed with a wellness professional who can provide fitness and health coaching as well as offering classes and training for employees.

Trinity Metro celebrated the clinic's opening with tours, prize drawings and information about how to download an app for making appointments. More than 200 employees stopped by during the open house to see the clinic firsthand and learn more about the services offered.



One of three exam rooms. Offering everything from flu shots to DOT physicals to urgent care, the Trinity Metro Medical Clinic provides services to help its employees and their families lead healthy lives.

The Evolution of TriMet's Hop Fastpass Fare System

THE TRI-COUNTY Metropolitan Transportation District of Oregon's (TriMet) Hop Fastpass® has transformed fare payment in the Portland metro area.

In less than a decade, Oregon's largest public transportation agency moved from flimsy paper fares to an account-based, regional fare collection system that incorporates best-in-class features such as stored value, fare capping, open payments and industry-revolutionizing virtual farecards in Google and Apple devices.

Analysis and Development

How did TriMet reach the cutting edge of public transit fare collection and a future that could include mobility management?

It started in 2010, when the agency conducted a thorough analysis of its fare collection system. Then came the mandate: design an easy-to-use electronic fare payment system that will reduce cash and allow for seamless trips and transfers across the regional, multimodal transit system.

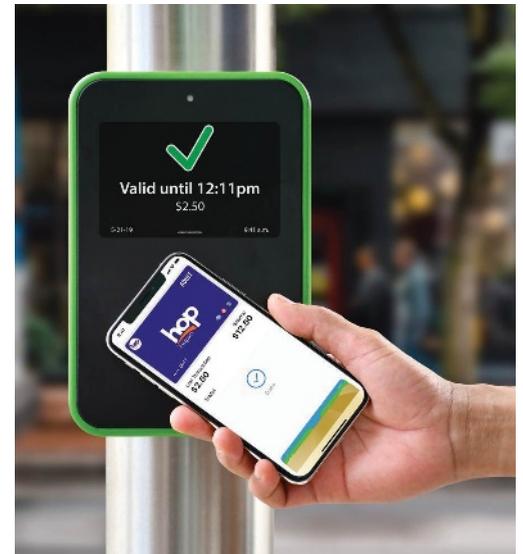
Deployment of the system came in waves. First, TriMet simplified its fare structure, moving from a model with rates determined by distance to one with rates determined by travel time. Mobile ticketing came next. In 2013, TriMet became one of the first U.S. public transit agencies to offer a smartphone app for fare purchases.

Behind the scenes, TriMet development teams were deepening their technical understanding of electronic fares and designing the Hop Fastpass system. Key to their success was the adoption of an open architecture approach. By using open API, which allows public access to a proprietary application, TriMet could integrate with multiple third-party vendors and collaborate with industry leaders in each vendor's specialty.

Hop Is Launched

Hop launched across three public transit systems in Portland and neighboring Vancouver, WA, in July of 2017. It delivered on the benefits developers had promised: fast, easy to use, account-based and a 21 percent reduction in cash processing for the agency in the first two years of adoption.

Hop quickly evolved to accept open payments from Apple, Google and Samsung Pay and the virtual Hop card began to come into view. Late in 2017, TriMet partnered with Google to make Hop



the first virtual transit farecard available globally. Six months later, Hop became the first public transit farecard in North America on iPhone.

With Hop, riders earn passes as they ride, avoiding the upfront cost of purchasing a day or month pass and always get the best price for their trip. Riders enjoy lost-card protection and easy money-loading options including auto reloads.

In the Plans

The system-wide transition to Hop continues in 2019 with the elimination of alternative fare media. Earlier this year, TriMet converted nearly 250 ticket vending machines to distribute disposable tickets embedded with Hop technology. The agency also announced plans to phase out nearly all non-Hop paper and mobile tickets by the end of the year.

When TriMet adopted Hop, it built the foundation for Mobility as a Service (MaaS), the seamless integration of transportation options into one accessible on-demand resource. Already, users can access secure Bike & Ride facilities and undock bikeshare bicycles using the Hop card.

As its evolution continues, TriMet will seize opportunities to maximize options for the consumer, charting the way toward a friction-less experience across multiple modes of travel.



Operating Light Rail on a Floating Bridge

Sound Transit Creates First-Ever Solutions

WHEN THE FIRST SOUND TRANSIT Link light rail vehicle carries passengers across Washington State's Lake Washington in 2023, it will be the culmination of decades of planning and collaboration and hundreds of thousands of hours of innovative work by dozens of the world's best engineers and craftspeople.

To achieve a world's first—light rail on a floating bridge—Sound Transit engineers had to create solutions for a combination of issues no one had encountered before.

"The fun of engineering is taking a challenge and developing something unique to make it work," said John Sleavin, PE, Sound Transit executive technical advisor. "In this case, the solutions our team developed will result in high-capacity rail that will serve the Puget Sound region for years to come."

Sound Transit worked closely with Washington State DOT to design a system that will both preserve the Homer M. Hadley Memorial Bridge for its entire lifespan and enable Blue Line riders to travel safely and reliably between

Seattle and Mercer Island, Bellevue and Redmond.

Preserving the Bridge

During the East Link design process, engineers determined through wind and wave analyses that the bridge pontoons are susceptible to damage during strong north wind events. They incorporated post-tensioning, a method of reinforcing concrete with high-strength tensioned steel strands, into the project as a result.

Sound Transit contractors placed 10 steel reaction frames, each weighing 17,500 pounds, into pontoons E and P at either end of the flat portion of the floating bridge. They then installed approximately 3,600 feet of high-strength steel strands that attached to these anchor frames to compress the pontoons and strengthen the concrete.

To prevent damage to the bridge's steel structure, engineers had to find a way to attach the tracks to the bridge without making holes in the deck or allowing stray current from the power system to enter the bridge, which could cause corrosion.

They addressed both of these issues, as well as minimizing weight added to the bridge, by designing an innovative track attachment. Specially designed and manufactured lightweight concrete blocks are topped with a drip cap to break the continuous flow of water that could cause electricity to travel into the bridge. The blocks sit on a layer of special shock-absorbing material called corkelast, which also helps isolate current from the bridge.



Specially designed and manufactured lightweight concrete blocks support the tracks on the I-90 bridge. The blocks are attached to the bridge deck using a high-strength epoxy. A drip cap on top of the blocks, and a layer of corkelast on the bottom, isolate stray current from the electrical system that powers the light rail vehicles and protects the bridge structure from corrosion.

A special polymer called Dex-G holds it all in place and further isolates stray current.

A Smooth, Safe Trip Across The Lake

One of the biggest challenges Sound Transit engineers had to address was finding a way for trains to travel safely and smoothly from land to the floating bridge.

To meet this unique challenge, the engineers came up with a solution called the Curved Element Supported Rail system, or track bridge for short. Eight track bridges incorporate high-strength bearings commonly used in seismic retrofitting to compensate for six ranges of motion on the lake: up and down as water levels change; back and forth as waves and wind push on the bridge; and twisting as traffic levels fluctuate. The track bridges spread the bridge movement uniformly across a larger area, ensuring a smooth transition for trains.



Engineers designed a structure called a track bridge to enable light rail vehicles to travel smoothly from land onto a moving, floating bridge. While it is a completely new solution, the track bridge is constructed with materials commonly used in seismic retrofits.

Extensive testing of the track bridges through computer models, models in a laboratory and a full-size prototype proved the system was effective in providing a smooth ride for trains traveling at Link's maximum speed of 55 mph.

Moving Ahead

East Link construction is continuing, with train testing scheduled for 2022. When the Blue Line opens, it will serve 14 miles with 10 new stations in Seattle and on the east side of Lake Washington.



Bites of the Big Apple: Brooklyn Bridge

What it signifies: Connection

Why: Manhattan and Brooklyn are physically connected by this span, whose 1883 construction—a miraculous engineering feat—was one of many steps that eased the city's move toward consolidation into five boroughs (also including the Bronx, Queens and Staten Island). Walking across the postcard-perfect landmark, designed by John Roebling, is a favorite activity for many visitors.

Where else you can find connection in the city: Surrounded by water, New York City is linked by bridges and tunnels all around. From Staten Island, you can take a free ferry to Manhattan. There are more ferries to transport people around the waterfront, not to mention the most comprehensive subway system in the world. And the 8.5 million people who live there—and 65 million more who visit—are all connected by their interests, diverse backgrounds and shared history.

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SunLine: Successes in Hydrogen Fuel Cell Technology

SUNLINE TRANSIT AGENCY, Thousand Palms, CA, is a joint powers authority formed in 1977 to operate the Coachella Valley's public transportation system. Since 1993, SunLine has pursued an aggressive strategy for implementing clean technologies into its fleet.

In that year, the agency replaced its entire fleet overnight from diesel engines to cleaner-burning CNG. This was a huge investment that exemplified SunLine's commitment to clean air and greenhouse gas emission reduction.

As an agency that has developed a reputation for taking on "firsts" in the industry, SunLine deployed the first Buy America-compliant fuel cell bus in the nation and has since added 14 hydrogen fuel cell buses to its fleet. Currently, SunLine produces its own hydrogen onsite with a hydrogen reformer and has invested in and operates a public fueling station that dispenses CNG.



An aerial shot of the hydrogen electrolyzer/station under construction. Commissioning is scheduled for November.

The agency continues to find new ways to create and provide clean renewable fuels.

The most recent addition to the agency is the SunLine PEM Hydrogen Electrolyzer, funded—along with five

of the fuel cell buses cited above—through a California Air Resources Board grant in July 2016. According to the agency, with this award SunLine will operate the largest public transit-related hydrogen fueling station in the U.S.

using electricity and renewable energy to generate clean hydrogen when it is commissioned in November.

One goal of the electrolyzer project is for SunLine to demonstrate a "bundled fleet and electrolyzer-based fueling solution" that will encourage and accelerate widespread adoption of fuel cell buses and trucks by fleet operators, driving down the total cost of ownership of these fleets. Deployment of this project will accelerate fuel cell bus adoption by providing other fleet operators a one-stop-shop solution that eliminates the adoption barrier caused by lack of availability of heavy-duty hydrogen refueling stations.

The electrolyzer is capable of producing 900 kilograms of hydrogen daily, sufficient for the 600-kilogram fuel requirement of the current SunLine fleet. It will also accommodate additional fuel cell buses that SunLine is expected to receive and to purchase after the project, as well as light duty and public use.

Utah Valley Express—UTA's Overnight Sensation

Utah County Communities Embrace BRT

BY CARL ARKY

Senior Media Relations Specialist
Utah Transit Authority
Salt Lake City

FAST, FREQUENT AND FREE: those are the keys to success for the Utah Valley Express (UVX), the Utah Transit Authority's (UTA) newest BRT service.

On Aug. 13, 2018, the first rider boarded the first UVX bus at 4:45 a.m. for the maiden voyage. Many more Brigham Young University and Utah Valley University students, employees, dependents and community members in the Orem-Provo area quickly followed

suit, filling UTA's fleet of articulated buses running the high-frequency 830X route.

A mere five months later, UTA recorded the millionth boarding on UVX. With free fares for UVX funded by a federal Congestion Mitigation and Air Quality Improvement Grant, the new route now enjoys 12,000-14,000 boardings on an average weekday.

UVX reached a new benchmark of 16,000 boardings at the start of the football season, when thousands of fans chose to take UVX and Front-Runner (UTA's commuter rail line) to and from Lavell Edwards Stadium in Provo

for the battle between in-state rivals Utah and BYU.

These numbers far surpass the 2,100 average weekday boardings on the



buses UVX replaced. With six-minute headways increasing frequency, there's no longer a need for riders to consult schedules. And that's just one of the factors in the meteoric rise in ridership on this route.

UVX demonstrates a paradigm shift regarding public transportation across Utah County. According to Natalie Ipson, BYU's manager of campus news and media relations, "UVX has been a game changer. I hadn't ever been a mass transit person before UVX, but the free fare and frequent service changed my commute from Salt Lake County."

UVX has also been a game changer for Utah Valley University, which has seen 1,200 fewer requests for parking

passes since the line entered service. University officials believe this trend will reduce the need to build additional parking facilities, saving money, preserving land for other uses and reducing campus congestion.

Mary De La Mare-Schaefer, the regional general manager of UTA's Utah County bus operations, points to close collaboration with community partners (BYU, UVU, Provo, Orem, Utah County, Mountainland Association of Governments and Utah DOT) as a critical component to planning and implementing the routes UVX currently serves.

UTA now hopes to introduce BRT routes in several other service areas in Ogden, Davis County and Salt Lake Valley, improving air quality as well as the health and safety of riders who will be able to leave their cars at home more often and save money traveling to their destinations.

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Rolling with the Changes in Las Vegas

BY MJ MAYNARD

Deputy Chief Executive Officer
Regional Transportation Commission
of Southern Nevada
Las Vegas

AS LEADERS IN THE PUBLIC transit industry, we are acutely aware of how quickly transportation choices and consumer preferences are evolving.

TNCs such as Lyft and Uber continue to impact public transit ridership nationally by offering flexible, on-demand, point-to-point service. In Southern Nevada, their impact is greatest on the Las Vegas Strip. For public transit to remain a viable transportation option, agencies must adapt and adjust or fall to the tidal wave of change.

In this region, we at the Regional Transportation Commission of Southern Nevada (RTC) are thinking outside the box regarding the types of transit services we provide. For example, millions of visitors come to Las Vegas in groups for conventions, business meetings and bachelor(ette) parties or weddings. However, affordable and comfortable transportation options for small groups traveling together are limited.

As a response, this summer the RTC launched "Trip to Strip," a new microtransit rideshare pilot program, as an extension of our regular service. Developed in partnership with our transit operator, Keolis, and global rideshare app leader Via, Trip to Strip is designed specifically for small groups looking for an on-demand option to travel together



"Trip to Strip," RTC's new microtransit rideshare pilot program, is designed for small groups looking for an on-demand option to travel together to popular tourist destinations in and around the Las Vegas Strip.

affordably and comfortably to popular tourist destinations in and around the Las Vegas Strip. This includes downtown Las Vegas, the Las Vegas Convention Center and McCarran International Airport.

Able to carry up to 11 passengers, Trip to Strip service transports riders in upgraded shuttles with limousine-style interiors, outfitted with popular amenities such as complimentary Wi-Fi, USB charging ports, ample luggage space and the option to travel with beverages in closed containers. It provides a Vegas-style premium ride—but not at a premium price. That's because Trip to Strip never charges surge pricing and

ride costs start at just \$6.

This affordability, paired with quality

vehicles and an easy-to-use app that is also integrated into the globally popular Transit app, has led Trip to Strip to early success. In just its first three months of operation, the service has received high customer ratings (4.9 out of 5 stars) and transported more than 25,000 passengers, with most of the rides booked for three or more passengers during the busy evening hours.

The future of transportation demands interconnected multimodal options to move people in a safer and more efficient manner. Public transit can no longer operate at status quo. We need to implement innovative services that leverage advanced technologies and best practices to meet changing consumer needs and preferences.

New services like Trip to Strip hold the key to how public transit agencies across the country can address mobility challenges and roll with the changes to transportation in the digital age.

Pickup App Helps Address Public Transit Needs in Austin Region

THE CAPITAL METROPOLITAN Transportation Authority in Austin, TX, has added ridehailing to its public transportation services. With the Pickup app, customers can arrange on-demand service from their home to an appointment, shopping trip or anywhere within the service zone for a cost of just \$1.25, the same as the system's MetroBus and MetroRapid.

In 2018, Capital Metro implemented significant changes to its bus network by realigning routes to operate on major corridors and concentrating service in parts of Austin that demonstrated ridership demand. While this initiative was warranted and successful, it also removed service from some areas where traditional fixed-route buses weren't an ideal option. The agency realized that 40-foot buses aren't always the best option for every neighborhood or customer.

Capital Metro developed Pickup to fill the void when the fixed routes were removed. It is now live in five service zones in Austin and fulfills several different roles.

In June 2019, Pickup launched in Manor, replacing an underperforming circulator route in the small but growing city east of Austin. In the first weeks of service, Pickup tripled the number of daily rides the eliminated routes served. After two

months, that increase hit 600 percent.

Pickup then launched in four additional services zones in August: East Austin, Northeast Austin, Walnut Creek and Exposition. Each of these service zones has a need for public transit, but it needs to be flexible enough to fit the needs of each zone in ways that traditional fixed-route buses might not.

There are two ways to use Pickup and book a trip. The Pickup by CapMetro app allows customers to request a ride anywhere within a particular service zone. Those without access to a smartphone may book a trip with a phone call. Once a trip is booked, the Pickup van will be there within 15 minutes.

Pickup is expected in Leander in the fall of 2019 and Capital Metro has plans to extend the service to other areas in the future. Public transit agencies everywhere must serve a wide and diverse customer base and a service like Pickup is one step to addressing the community's transit needs.



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The employees of Siemens Mobility would like to congratulate **Henry Li, General Manager and CEO of Sacramento Regional Transit**, for receiving American Public Transportation Association's (APTA) 2019 Outstanding Public Transportation Manager Award.

STM Launches Historic Development Phase with \$16 Billion Investment

BY FRANÇOIS CHAMBERLAND, ENG.

Executive Director, Engineering and Major Projects
Société de transport de Montréal

THE NEXT 10 YEARS WILL SEE strong growth for the Société de transport de Montréal (STM). With investments of \$16 billion (Cdn.) earmarked for infrastructure development, modernization and maintenance projects between 2019 and 2028, the STM is



The Côte-Vertu garage will add essential track space for parking AZUR trains and allow improved service on the Montreal Métro's busiest line.

embarking on its largest development phase since the metro construction of the 1960s. The projects will bring added value to the STM's service offering while helping to improve the customer experience.

After a record year in 2017, ridership climbed by nearly 5 percent in 2018. STM now needs major investments to meet this growth and, especially, to offset the asset maintenance deficit. Its Metro and bus networks are undergoing a transformation, both behind the scenes and right before customers' eyes, in an aim to improve service quality.

Moving Forward with Metro Network

Following STM's initial planned order of 54 AZUR trains, an additional order was confirmed for 17 more trains, representing a further investment of \$580 million. These new trains will be commissioned progressively on the Green Line starting in the spring of 2020; the AZUR trains already serve the Orange Line in its entirety.

The STM has begun construction of an underground garage adjacent to Côte-Vertu Station. This giant construction site has called for a 650-meter



With a unique and innovative design, the Bellechasse transportation center will be a key piece for the transformation of the STM's bus network.

tunnel to be dug 25 meters below street level. Valued at \$440 million, the project will make it possible to park 10 more trains and will provide the necessary facilities for carrying out maintenance work on two trains. The garage location will play a role in boosting network operations by adding a departure point for extra trains during peak periods.

Along with these large-scale projects, the STM will invest \$1.5 billion for network maintenance in 2019. Since last year, the agency has tripled its investments to maintain or upgrade infrastructure and equipment. This network rejuvenation is being achieved through the replacement of escalators, construction of new ventilation stations and refurbishment of entrance buildings—

not to mention various major works underway at a number of stations.

Increased accessibility is a further goal of these upgrades. The STM has accelerated the pace of work for equipping its stations with elevators. Fifteen stations will be accessible by the end of 2019, with plans to have elevators installed in 41 of the 68 stations by 2025. This transformation entails a high degree of complexity as it takes place in an existing environment with numerous inherent constraints, including the requirement to minimize impact on users.

The mobile network rollout also owes

MONTREAL'S INVESTMENT

CONTINUED ON PAGE 29

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MONTREAL'S INVESTMENT CONTINUED FROM PAGE 28

its success to the technology partnership with the Bell, Rogers, TELUS and Videotron telecommunications firms. While cutting-edge 4G LTE technology is currently available at 54 of the 68 stations, the entire metro system should be connected in 2020.

Blue Line Extension

The Blue Line Extension project entered its planning phase in 2018. As project manager for this, the STM set up a project office where experts were tasked with carrying out the plans and specifications.

This massive project will make it possible to extend the Blue Line 5.8 km to the east, including five new accessible metro stations. The construction work is set to begin in 2021, with commissioning in 2026.

Expansion, Electrification on Bus Network

STM has undertaken investments in excess of \$1 billion to renew its bus network.

The cornerstone of this effort is the acquisition of more than 300 hybrid buses, increasing the fleet size by 15 percent and allowing the STM to offer greater frequency and punctuality. To house and maintain these vehicles, the STM will expand three bus garages and build two new ones.

The Bellechasse bus garage will be the first multi-level bus garage in Canada and the first underground bus garage in North America. All activities will be located

inside the building to minimize impact on the neighborhood. This facility will also be able to house electric buses. Work began this summer on the project and the bus garage will be up and running by January 2022 for a budget of \$254 million.

A second new bus garage, to house a fleet of electric buses, will be built in the eastern part of the city. Work on this \$370 million project will start in 2020, with commissioning planned for 2023.

The STM's electrification strategy was accelerated by last year's order of 38 electric buses that incorporate a variety of technologies. These buses join the three fast-charging electric buses already in service.

With this shift, substantial changes are in store for STM's facilities. This is a major step for the STM, which has set itself a goal of purchasing only electric buses for its fleet by no later than 2025. At that point, the organization will have

brought in more than 800 air-conditioned hybrid buses, scheduled to be delivered between 2020 and 2024.

Province's First BRT Line

Construction began last year for Quebec's first BRT service and should be completed by 2022. This service will cover 11 km of dedicated lanes with 17 stations, offering north-south access along Pie-IX Boulevard, at a cost of \$395 million.

Technology to Benefit Paratransit Service

As part of a booming sector that has seen more than four million trips in 2018, STM's paratransit service is planning significant improvements. Requiring a total investment of \$24 million, the flagship EXTRA Connecte project aims to implement a real-time trip management system offering users improved information while optimizing the use of financial and vehicle resources.

The paratransit service achieved some key milestones in 2018 with the commissioning of a



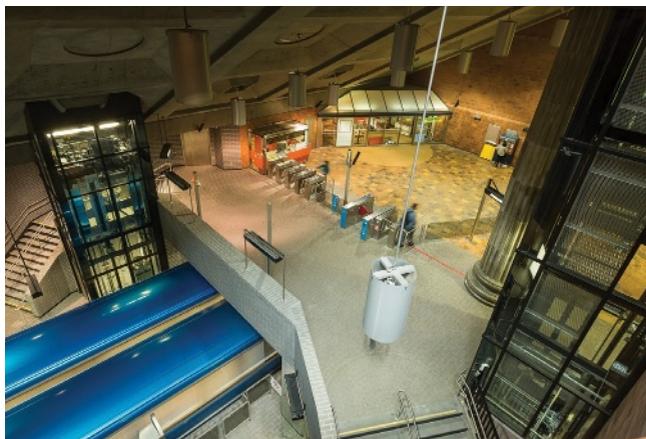
Three fast-charging electric buses entered operation in May 2017 and 38 other electric buses using various technologies will hit Montreal's roads in 2020.

new control room and the connection of 86 STM minibuses to the system. Connection of the fleet of vehicles with 14 taxi service providers is ongoing.

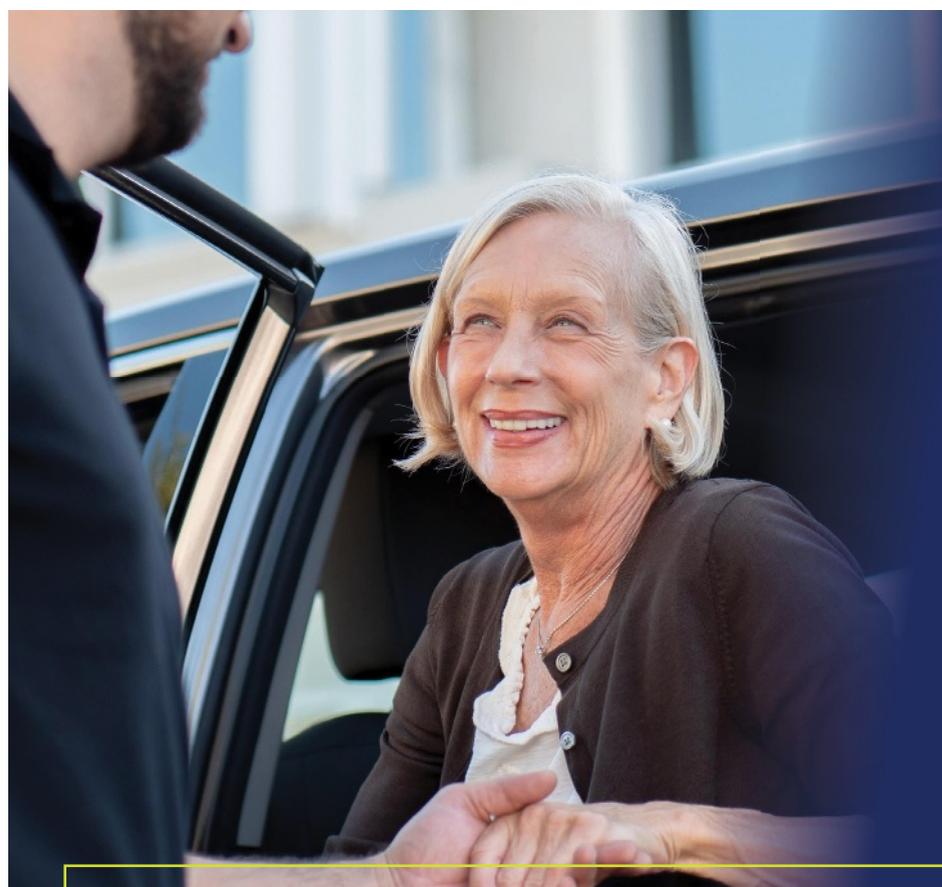
Mobility Excellence

Montreal's public transit agency is entering a new era—one driven by new technologies and, especially, by massive investments made possible with the support of the city of Montreal, the Autorité régionale de transport métropolitain and the Quebec and Canadian governments. This creates a favorable climate for the STM to pursue its vision of excellence in mobility.

With \$16 billion in investments over 10 years, including \$8 billion for asset maintenance, the STM will be able to strengthen its service quality, while major development projects will bring new mobility solutions.



Adding elevators to older Métro stations is a complex ordeal: at Du Collège station, the project notably required enlarging one of the entrances.



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The Debate Is Over: Light Rail Moves Ahead In Phoenix

BY SUSAN TIERNEY
Communications Manager
Valley Metro
Phoenix

ON AUG. 27, 2019, PHOENIX voters reaffirmed their commitment to light rail, defeating Proposition (Prop.) 105—a ballot initiative that would have stopped light rail in its tracks—by a margin of 63 percent opposed to 37 percent in favor. Valley Metro plans to add at least 22 more miles to the current 28-mile light rail system.

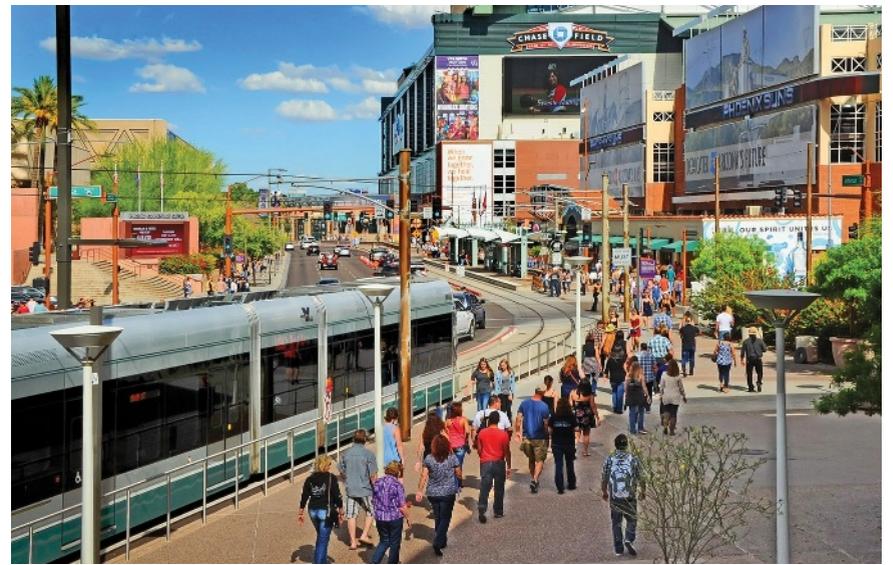
Even though voters in Phoenix had overwhelmingly approved light rail three separate times in 2000, 2004 and 2015, the expansion was being targeted by a local anti-light rail group as well as outside influences.

In November 2018, an initiative was filed with the city of Phoenix to amend the city charter to terminate light rail extensions or any other fixed rail line transit system in Phoenix. In doing so, the ballot initiative stated that light rail funds would be redirected to repair streets.

Ending light rail expansion would have had serious impacts on the regional public transit system that covers 523 square miles in the fastest-growing county in the nation. Maricopa County, which includes Phoenix, is home to more than four million people, is Arizona's state capital and the county seat. Predictions assert that the state's population is expected to double over the next 20 years.

In January 2019, the Arizona chapter of the Associated General Contractors of America filed a lawsuit to challenge the legality of Prop. 105 and how the 40,000 signatures were obtained to get the initiative on the ballot. The suit also alleged that the language of the ballot initiative was misleading to voters. The legal challenge failed, as did a subsequent appeal. The fight to end light rail expansion was on.

Had the initiative passed, it would have terminated construction of all Phoenix light rail extensions, including work that had already begun on a 5.5-mile line in the city's most culturally



Valley Metro Rail serves 48,000 riders daily. The 28-mile light rail system supports job growth and community-wide health benefits while also generating investment, including an estimated \$11 billion in development around the system.

historic area.

In the past, South Central Phoenix has felt marginalized, if not ignored, in the city's development. Light rail is viewed by some as finally giving this often-neglected community its fair share of investment. Besides providing access to higher education and jobs, light rail brings new infrastructure investment to the area including streets, underground utilities and landscaping.

While the anti-light rail group realistically feared loss of business during

construction, had Prop. 105 passed the region would have lost billions in federal and regional rail dollars. The anti-light rail proponents also stated that, by approving the initiative, dollars to fund light rail would be transitioned to repair city streets. However, funds from a 2015 voter-approved transportation initiative in Phoenix were sufficient to pave streets and expand public transit.

Months before the August vote, misinformation about Prop. 105 and light rail expansion proliferated through media and social platforms. News coverage of the anti-light rail position gave added exposure and momentum to their message. Adding to the confusion, a "yes" vote meant an end to light rail expansion while a "no" vote meant light rail expansion would continue as planned.

As part of its 10-year anniversary, Valley Metro Rail developed a multi-pronged education campaign targeting key demographics, hugely supportive to correcting misinformation and sharing light rail benefits in late 2018 through 2019. Recapping rail's 10-year impact, the Quality of Life report (valleymetro.life) was the foundation for developing content to demonstrate the positive impact of this investment.

The agency's tactics included:

- **Media buy:** Digital, radio and print ads targeting Hispanic and African-American audiences; social ads that focused on the impact of "what if" light rail didn't exist; organic social video testimonials from leaders, students, teachers, business owners.
- **Workforce development initiative:** High school STEM internship program near future light rail extensions; Engineers of the Future program for middle school students near future extensions; construction career exploration sessions by light rail contractors.
- **Community engagement:** Sponsored a summer-long community campaign to raise funds and food donations for a local food bank; gave more than 70 informational sessions to local clubs and organizations; placed a Quality of Life

Weighing In on Employer Anchors

BY JENNA REEDY
Business Development Manager
Central Pennsylvania Transportation Authority
York, PA

THE CENTRAL PENNSYLVANIA Transportation Authority, doing business as rabbitransit, launched two partnerships last year that were critical in the area of workforce development.

Beginning in February 2018, rabbitransit was approached by ES3 to explore transportation opportunities to address employee vacancies. ES3 is a logistics and supply chain leader with its flagship facility in York. During collaboration meetings, rabbitransit discovered that ES3 operated four shifts in three departments, all of which

struggled to satisfy staffing needs. Shift times varied among eight-, 10- and 12-hour days, with some departments and shifts experiencing mandatory overtime.

In an effort to address these challenges, the department managers agreed to a few basic principles. First, they acknowledged the need for a stabilized workforce. Second, each department would accommodate unified standard work shifts for public transit riders. Finally, transit riders would be exempt from mandatory overtime. To meet these basic principles, ES3 would offer a subset of 12-hour shifts in each department.

In July of that same year, another partnership began to form as the ES3 transportation solution took shape. FedEx Ground faced similar staffing

shortages and agreed to the principles identified with ES3. Approximately nine miles and 15 minutes separated the two employers.

With the commitment and flexibility of two anchor employers in place, rabbitransit began the formation of Route 33 by expanding the existing fixed route to the two locations in northern York County. Operating Monday through Saturday, the route was developed and the costs shared among the two employers as the bus connected the city of York to the industrial park housing these major employment hubs along the I-83 corridor.

Additionally, the employers further engaged in the process, investing in exterior and interior bus advertising and offering discounted fares to employees and, for one location, bus passes in vending machines onsite. FedEx Ground also hosted the first-ever job fair at the rabbitransit downtown Transfer Center to connect directly with riders as potential job candidates.

At first glance, this workforce dilemma was a grim one, involving businesses situated miles off the fixed route without funding to support an extension. However, the firm foundation of two major employer anchors allowed the creation of a solution with contributions to operating assistance.

Ridership on the route has soared from early single digits to 1,500 trips a month. Collaboration, adaptability and creativity have steered this workforce development initiative to success.



With the commitment of two anchor employers, rabbitransit began the formation of Route 33 by expanding the existing fixed route to two locations in northern York County.

PHOENIX LIGHT RAIL

CONTINUED ON PAGE 31

Bus Shelter Artwork In Milwaukee County

THE MILWAUKEE COUNTY TRANSIT System (MCTS) is brightening up neighborhoods across Milwaukee County thanks to the expansion of its popular Bus Shelter Art Project.

The project, which kicked off its second season in June, has facilitated the installation of murals on two dozen already existing bus shelters, while additional locations are currently in the works.

The effort is an innovative collaboration between MCTS and The Bus Art Project MKE, a nonprofit organization founded by Libby Olbrantz. She works with local artists and raises money to pay for the production and installation of the art. MCTS then picks bus shelter locations, provides the space at no cost

and helps promote the project to the public and media.

One of the most recent additions features artwork by Tyler "Tystarr" Copes. "Seasons 414" is a colorful illustration that depicts a diverse group of individuals enjoying Wisconsin's spring, summer, fall and winter months.

"Growing up in Brooklyn, I was basically raised on public transportation and I loved seeing people from all walks of life trying to get to their destinations," Copes said. "Milwaukee is no different. This is my love letter to the city that adopted me and to all the passengers who rely on the bus every

MILWAUKEE ARTWORK
CONTINUED ON PAGE 33



"Seasons 414" by Tyler "Tystarr" Copes adorns an MCTS bus shelter.

MATA Distributes Free Bus Passes

THE MEMPHIS AREA (TN) TRANSIT Authority (MATA) is partnering with Shelby County Schools (SCS) to provide 3,000 free bus passes to eligible high school students. All passes are active for one year and can be used on any MATA fixed-route bus.

Registration for the passes began in August and students can pick them up at their schools on the assigned date.

"Shelby County Schools is proud to partner with MATA as we strive to provide equitable opportunities for all students," said Shelby County Schools Superintendent Joris Ray. "We are a district of choice where parents and students have the option to choose the school that best fits their needs. Our goal is to expand this program to increase transportation access for more families."

During a recent community forum, some Shelby County high school students expressed the need for increased access to public transit, saying it could

help address such challenges as poverty, absenteeism and academic performance. After listening to the students, the Shelby County Board of Education voted to purchase 3,000 bus passes at a cost of \$100 per student.

"We see this as not only a transportation issue, but it's a workforce

MEMPHIS FREE BUS PASSES
CONTINUED ON PAGE 33



From left: SCS Board Commissioner Kevin Woods, MATA CEO Gary Rosenfeld and SCS Superintendent Joris Ray with a Kingsbury high school student who recently received a free MATA bus pass.



OmniRide's rebranding efforts included updating its logo and transferring the new look to its bus exteriors.

OmniRide is Reimagining its Role

THE EMPHASIS OF APTA'S 2019 TRANSform Conference is on reimagining the association's annual meeting. Similarly, the Potomac and Rappahannock Transportation Commission in Woodbridge, VA, which operates as OmniRide, is transitioning from the old way of doing business, with a narrow focus on public transit, to today's reality where people demand a broad range of mobility options.

OmniRide began its transition several years ago with a desire to be seen as more than a provider of bus services. OmniRide's Northern Virginia service area was growing and becoming more diverse and the organization needed to adjust how it had been doing business for the previous 30 years.

The result was the creation of a Strategic Plan: a document that identified potential future funding strategies as well as the types of public transit and Transportation Demand Management (TDM) services that likely would be needed in the next decade.

One important recommendation from the Strategic Plan was for OmniRide to become more involved in its community. By demonstrating its commitment to the neighborhoods it serves, the system would naturally gain increased visibility and credibility and establish itself as the local authority on area mobility issues.

OmniRide stepped up its level of community participation in part by becoming much more active in the area Chamber of Commerce. Partnerships forged through the business community

also have the benefit of reminding area leaders of a region's evolving mobility options and the importance of continually encouraging alternatives to driving.

Once the Strategic Plan was in place, OmniRide initiated a rebranding effort that included updating the organization's logo, transferring that bold new look to its bus exteriors, revamping its website and designing new signage. These highly visible changes demonstrated to passengers and the general public that something new was happening at OmniRide.

The agency anticipates that soon, more area residents will have an opportunity to transition away from driving alone. Thanks to funding from area toll road revenues, OmniRide expects to gain approval to launch two new commuter bus routes later this year serving I-95 in Stafford County. This would mark OmniRide's first service in the county and would extend its park-and-ride commuter service area southward by 13 miles, making public transit more accessible to residents who now must drive into Prince William County to catch a bus.

Also this fall, a large commuter parking lot is scheduled to open along I-66 in OmniRide's service area and tolls eventually will be instituted along that stretch of roadway. The agency is making preparations now in anticipation that transit and ridesharing will increase in popularity once tolling begins.

Is it time to take a fresh look at your operations? Reimagine the possibilities!

PHOENIX LIGHT RAIL

CONTINUED FROM PAGE 30

exhibit at the largest Phoenix public library; blitz for local restaurants along the South Central extension.

- **Reference communications:** Web page contained facts about light rail and impacts from ballot initiative.

Endorsements of light rail were instrumental in solidifying support. Those included AARP Arizona, United Phoenix Firefighters Association, Greater Phoenix Chamber, Arizona Hispanic Chamber of Commerce and Rep. Greg Stanton (D-AZ), a former Phoenix mayor.

In an official statement on Aug. 28, Phoenix Mayor Kate Gallego summed up her support of public transit and light rail in the nation's fifth largest city:

We are a global city where students, families, visitors and people of all ages and abilities can have assured access to a multimodal transportation system that connects every corner of our community. Light rail expansion is not stopping—not today, not tomorrow. This campaign was never about one track of rail. It was about equity for our entire city and voters delivered on that promise.

SacRT: Free Service For Sacramento Youth

THE SACRAMENTO (CA) REGIONAL Transit District (SacRT) has partnered with local jurisdictions and school districts to offer a free-fare program for all youth in its service area, which began Oct. 1, through its RydeFreeRT initiative.

Among other goals, the program aims to decrease truancy and eliminate obstacles for young people to get to school, after-school activities, internships, sports, clubs and jobs.

“What we’re doing here is filling an important transportation gap,” said Henry Li, SacRT general manager/chief executive officer. “We hope to create lifelong transit riders by instilling the habit at a young age, which will have a positive impact on the environment in the long run. It is another way SacRT works to deliver clean, safe and accessible transportation to all Sacramento residents.”

Numerous cities across California and the nation have instituted affordable student public transit programs, including Stockton, CA; Baltimore; Minneapolis; Portland, OR; and Tempe, AZ. Based on success stories from similar programs, SacRT anticipates promising results with the potential of providing nearly one million new trips to area youth during the year.

According to the agency, the RydeFreeRT program is unique as it provides the most comprehensive, wide reaching and unrestricted public transit

access all day, every day to youth and students living or attending a school in SacRT’s service area.

“This new policy sets the tone for how we as elected leaders should continue to invest in our young people,” said Jay Schenirer, Sacramento City Council member and SacRT board director. “This breaks equity barriers—by providing free access to transit, we’re increasing the chances for more young people to succeed in school, career and life.”

RydeFreeRT waives youth fares on bus, light rail and SmART Ride on-demand microtransit service across the SacRT service area, which includes the cities of Sacramento, Folsom, Citrus Heights and Rancho Cordova, covering Sacramento County. Approximately 220,000 students in grades TK through 12, homeschooled students, and foster and homeless youth are eligible.

The fare-free transit option for youth is signified by a special sticker on a student ID. For schools that don’t offer a student ID, SacRT is providing a special RydeFreeRT card. Most students will automatically receive a sticker with their valid student ID. Local libraries are also distributing stickers and cards to area youth.

Funding for the RydeFreeRT program is provided by participating cities and school districts. The program is in effect for one year, from Oct. 1 through Sept. 30, 2020.



SacRT provides a special RydeFreeRT card for students of schools that don't offer a student ID.

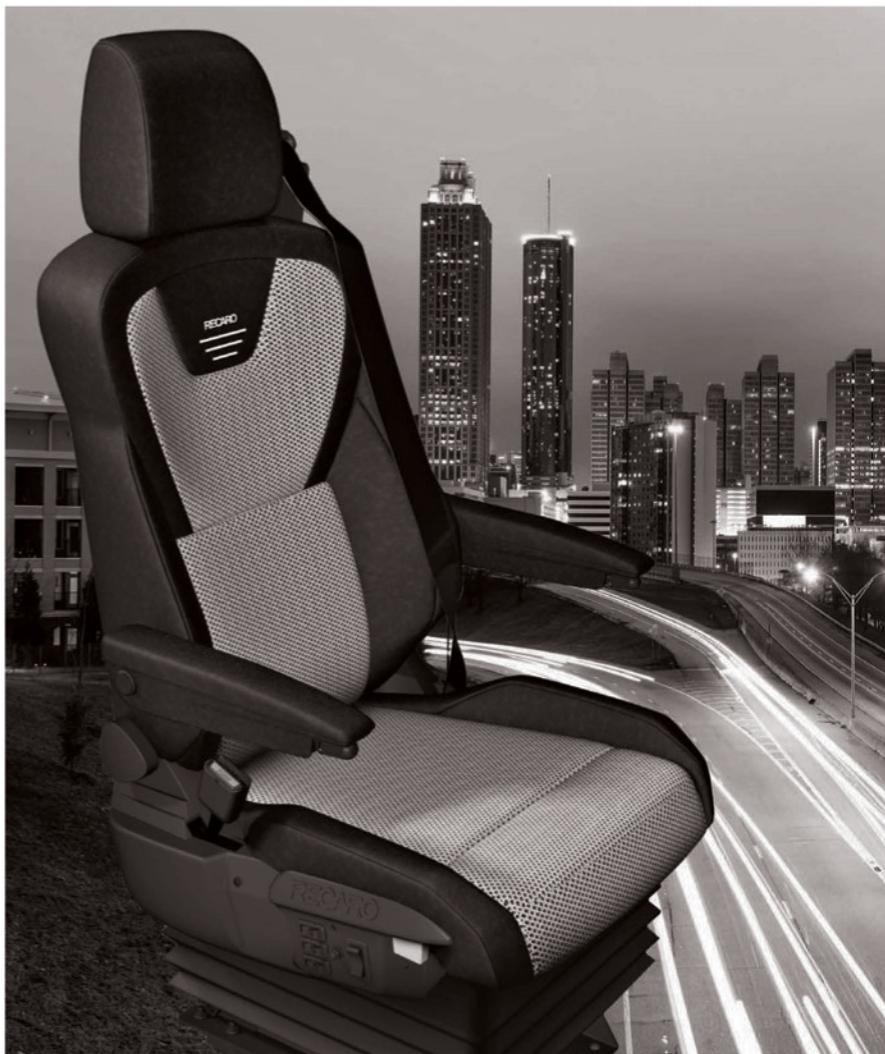


Bites of the Big Apple: The Met Fifth Avenue

What it signifies: High culture

Why: The Met’s massive collection—and stunning Upper East Side campus—has made it among the most famous museums on the planet. Visitors can take in exhibits from the museum’s trove of two million artworks, which covers 5,000 years of human history. Said historian Valerie Paley, “During the era of great American cultural institution building in the late 1800s, the Met’s quick ascension as the nation’s incomparable art museum helped cement the city’s lock on its important claims to high culture.”

Where else you can find high culture in the city: The Museum of Modern Art (MoMA), the Guggenheim and the Brooklyn Museum—any of these would be the preeminent institution in most other cities. There’s also the Metropolitan Opera, the New York City Ballet, the New York Philharmonic and other cultural staples that make the city the best place to experience artists’ work up close.



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Pittsburgh's 'Wristy Proposition'

BY ADAM BRANDOLPH

Port Authority of Allegheny County Pittsburgh

IN JUNE, 150 LOYAL Port Authority of Allegheny County customers visited our Downtown Service Center to take part in a 60-day pilot program for a wearable fare product.

Dubbed the ConnectBand, the blue silicon bracelets were a simple alternative to the ConnectCard, the card-based fare product that Port Authority has offered for nearly a decade.

The ConnectBand was equipped with the same embedded chip technology as

the ConnectCard, only in a different form: a bracelet worn on the wrist instead of a card kept in a wallet or purse.

"The purpose of the band never was to replace the card," said Port Authority Chief Executive Officer Katharine Kelleman. "The idea for the ConnectBand simply was to provide more options to our customers. I thought it could be really popular for people who didn't want to take their gloves off in the winter to fish through their bag for their card or even for individuals with mobility issues in their hands or fingers."

Whether riders would think it was a good idea remained to be seen.

Initial interest in the ConnectBand was mixed when Port Authority announced the project on social media.

"That's really cool," one Twitter follower said. "I can't wait to get mine."

"That's stupid. Who's going to wear that?" proclaimed another.

On the morning of the distribution, there was a line down the street before the service center even opened.

"The interest really surprised us all," said Joseph Maritato, Port Authority's manager of revenue collections. "We really couldn't give them out fast enough."

By providing the agency with their email address, agreeing to use their ConnectBand and to take a short survey after a few weeks, each person in the pilot group received \$10 pre-loaded onto their new bands.

"I'm not really sure what we expected," Maritato said. "But I'm really glad the customers who used the bands had a positive experience."



Initial feedback showed that 96 percent of the pilot group said they had an "Excellent" or "Very Good" experience and want the ConnectBand to return as a permanent fare instrument.

Port Authority has already headed back to the drawing board to address minor complaints about fit and being able to offer them in a different—or multiple—colors.

"It's our job to make sure they work correctly, and I think this pilot proved that they do," Kelleman said. "But at the end of the day, these are going to be around the wrists of thousands of people, so they certainly should have the opportunity to weigh in on them."

MILWAUKEE ARTWORK CONTINUED FROM PAGE 31

day—no matter the season."

The project's success is thanks, in large part, to the support of Milwaukee County Executive Chris Abele. His personal donations have funded the printing and installation of many of the designs.

"Milwaukee County is home to many talented artists who create public art and add to the cultural fabric of our community," Abele said. "The transformation of bus shelters into art installations is strengthening our legacy of public art and enabling artists to share their work in our neighborhoods."

In a growing number of cases, sponsorships from neighborhood groups and business districts have paid for the bus shelter murals.

"This program is a great way to activate existing bus shelters as engaging 'third spaces,'" said Beth Weirick, chief executive officer of Milwaukee Downtown, BID #21. "We're thrilled to help bring these temporary art galleries to life in the heart of downtown."

Many of the designs chosen as part of the project's first two seasons were picked from a pool of entries submitted through various "Calls for Artists." Some sponsors have even chosen to commission custom designs from specific artists.

Visit www.RideMCTS.com/Art to see more of the designs and read vision statements from all the artists involved in the project.

MEMPHIS FREE BUS PASSES CONTINUED FROM PAGE 31

issue," said Shelby County Schools Board Member Kevin Woods. "It's an economic development issue because, when students have an opportunity to get transportation, they have the option to go to work. They can take advantage of after-school programs. They are able to go to community centers."

In addition to making the bus passes available to high school students, MATA

will also provide free passes for any parent or guardian who is named on the student's registration.

"The entire family approach to providing opportunities to students and parents is a wonderful addition to the community's toolkit for expanding transportation choices for parents and students alike," said MATA Chief Executive Officer Gary Rosenfeld.

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BAE Systems Brings Hybrid Technology To Transit Buses in Nashua, NH

BAE SYSTEMS HOSTED a ribbon-cutting ceremony Oct. 3 at its headquarters in Nashua, NH, in celebration of the Nashua Transit System going green with the deployment of two new buses powered by BAE's electric-hybrid technology.

The new buses are equipped with BAE Systems' Series-E propulsion system, an electrically driven hybrid system designed to save fuel and decrease emissions and maintenance of mechanical parts.

"With just these two buses, every year we will save more than 4,000 gallons of fuel and we will avoid nearly 50 tons of carbon dioxide," said John Hroncich, BAE Systems' Power and Propulsion Solutions regional sales manager. "That's equal to planting a half-acre forest each year."

Nashua, New Hampshire's second largest city, purchased the buses with a \$1.1 million FTA Low-No Emissions grant awarded in 2018. This grant program provides funding to state and

local governments to support the transition of the nation's bus fleet to energy-efficient vehicles through the purchase of zero-emission or low-emission buses.

The addition of these buses to the fleet will continue the city's goal to significantly reduce emissions by 2025 and create a more sustainable future for Nashua.

"To bring this green technology to our

backyard, to collaborate with our partners at Nashua Transit System and to make a tangible difference in the lives of our neighbors—and the world around us—quite simply makes us proud," said Hroncich.

More than 10,000 electric buses powered by BAE Systems technology are in service around the globe, including in such cities as Boston, New York, London and Paris.



Officials gather for a ribbon-cutting ceremony for Nashua's two new hybrid buses. From left: Patrick Herlihy, NH DOT director; John Hroncich, BAE Systems Power & Propulsion Solutions; Camille Pattison, transportation manager, city of Nashua; Ray Brousseau, BAE Systems, Electronic Systems vice president and general manager; U.S. Sen. Maggie Hassan (D-NH); Nashua Mayor Jim Donchess; Rep. Annie Kuster (D-NH); Lisa Aucoin, BAE Systems vice president of engineering; Chris Scott, office of Sen. Jeanne Shaheen (D-NH); New Hampshire State Sen. Cindy Rosenwald; and Diana Martin, BAE Systems vice president of communications.

RTC Washoe Expands Transit Choices

THE REGIONAL TRANSPORTATION Commission (RTC) of Washoe County in Reno, NV, is providing increased travel choices and enhancing the transit experience for its customers, with a number of projects and programs underway to advance public transit and increase transit ridership in the region.

The agency is currently working on the Virginia Street Bus RAPID Transit Extension Project, an \$87 million investment in the community to better connect Midtown Reno to Downtown Reno and the University of Nevada, Reno (UNR). In September 2019, the RTC received a \$40.4 million grant through FTA's Capital Investment Grant (CIG)

Program. The project features new wide sidewalks, street lighting, landscaping, substantial transit improvements and critical safety infrastructure for pedestrians, drivers and transit passengers.

To date, the CIG program has executed 17 grants nationwide for ongoing public transit investments totaling more than \$3.94 billion. RTC expects to complete the Virginia Street project in winter 2020, with the RAPID Virginia Line BRT extension launching in 2021.

In 2018, the RTC added 17 new Proterra electric buses to its fleet, bringing

RTC OF WASHOE COUNTY
CONTINUED ON PAGE 40



Historic Transformation

The American Public Transportation Association (APTA) honored SacRT General Manager/CEO, **Henry Li**, as the 2019 Outstanding Public Transportation Manager in North America.



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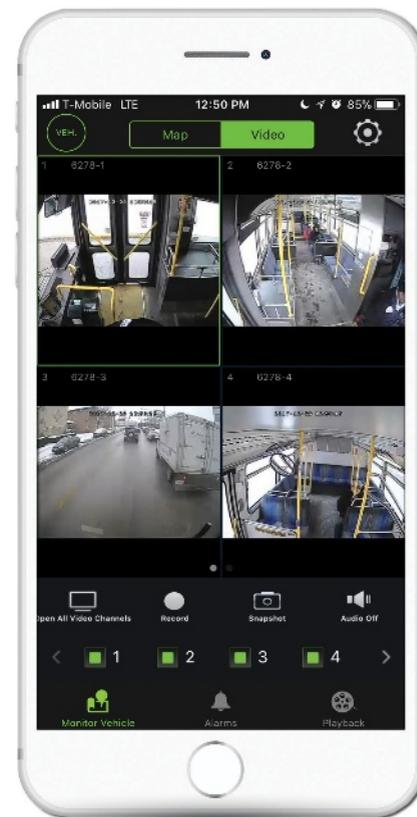
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Charlevoix County Transit is working toward operating 90 percent of its demand-response bus fleet on propane autogas.

Propane Engine Technology Reaches Near-Zero Emissions

BY RYAN ZIC

Vice President, School and Transit Bus
ROUSH CleanTech

PROPANE AUTOGAS-FUELED vehicles have been on the scene for more than 100 years, but the modern liquid propane systems in use today were developed during the past decade. During that short time, even further advancements are taking these propane vehicles to near-zero emission levels, making a strong case for adoption among smaller vehicles.

Charlevoix County Transit in Michigan operates a propane autogas-powered fleet of 10 shuttle buses, with an additional three cutaway buses on order. Each of these buses emits fewer tailpipe emissions than allowed under the strict standards of the California Air Resources Board (CARB). In fact, these buses are lower in all eight measured outputs by an average of 64 percent.

Clean air is a major focus of operating low-emission vehicles, but another is clean water in the Great Lakes State and throughout the U.S. Unlike diesel and gasoline, propane autogas is non-toxic, non-carcinogenic and cannot contaminate groundwater. This makes bulk storage of propane autogas for fleet vehicles a safe choice for the environment and freshwater aquifers.

“One of the biggest benefits of having alternative-fueled buses is the positive effect on our environment,” said Jill Drury, Charlevoix County Transit’s director. “Our service area sits along Lake Michigan’s shoreline and has several large lakes in the heart of the county that drives the vacationing appeal of Charlevoix County. We are mindful of the environment and happy that, by switching buses from diesel and gas to propane autogas, we are helping the air, land and waters where we live and vacation.”

ROUSH CleanTech propane-powered buses, for example, produce considerably lower nitrogen oxide (NOx) emissions than equivalent buses that run on diesel or gasoline. According to the Environmental Protection Agency, expo-

sure to NOx exhaust can trigger health problems such as asthma, bronchitis and other respiratory issues.

Each of Charlevoix County Transit’s buses comes equipped with a Ford engine and ROUSH CleanTech propane fuel system, certified to meet CARB’s optional low NOx emissions standard for heavy-duty engines with both 0.05 and 0.02 grams per brake horsepower-hour. These engines are 75 to 90 percent cleaner respectively than EPA’s current most stringent 0.2g heavy-duty engine standard.

NOx emissions are regulated under federal air quality standards because they are known to be harmful to both human health and the environment, contributing to regional ozone attainment challenges, smog and other air-quality issues. Heavy-duty diesel trucks are the single largest source of NOx emissions, contributing to smog in a majority of the nation’s most populated urban regions.

The 0.02g engine, which can also operate on renewable propane, brings emission levels with that fuel to “near-zero” as defined by CARB.

“In Southern California, the development and deployment of near-zero emission vehicle technologies are critical to meeting clean air standards,” said Wayne Nastri, executive officer for the South Coast Air Quality Management District.

Renewable propane is a non-fossil fuel produced from 100-percent renewable raw materials, such as waste, residue and sustainably produced vegetable oils. There is growing interest in this fuel type due to its near-zero emission levels, reduced greenhouse gases and ability to help meet growing demand for cleaner products. It can be used as a “drop-in” replacement fuel because it’s chemically nearly identical to conventional propane.

“Being relevant as an alternative fuel means constant innovation in technology for the equipment and the fuel,”

PROPANE ENGINE TECHNOLOGY
CONTINUED ON PAGE 40

Community Transit Prepares for Light Rail Integration

REGIONAL LIGHT RAIL IS expanding in the greater Seattle area. For the region’s local bus operators, this development presents challenges and opportunities to connect existing and new riders to the rail system.

Seattle-based Sound Transit is building out its very successful Link light rail system throughout the Puget Sound region. That includes extensions north to Northgate (2021), Lynnwood (2024) and Everett (2036), the latter two locations in Snohomish County.

Community Transit currently operates 19 bus routes from Snohomish County south to the University of Washington and downtown Seattle, carrying more than 12,000 riders each weekday. Under contract, the agency also operates four Sound Transit Express bus routes between Snohomish County and Seattle, transporting thousands more daily riders.

Both agencies plan to redirect their Seattle bus routes in 2024 to connect riders to light rail, which will provide a more consistent and faster trip.

All these options may sound like win-win opportunities for the agencies and their riders, but one major challenge is that commuters are not keen on transfers and really love their one-seat ride.

To address this challenge and promote the benefits and opportunities of the bus-rail connection, Community Transit is partnering with Sound Tran-

sit this fall to engage their unique and shared riders—and potential future riders—with a series of questions and scenarios and a novel online open house.

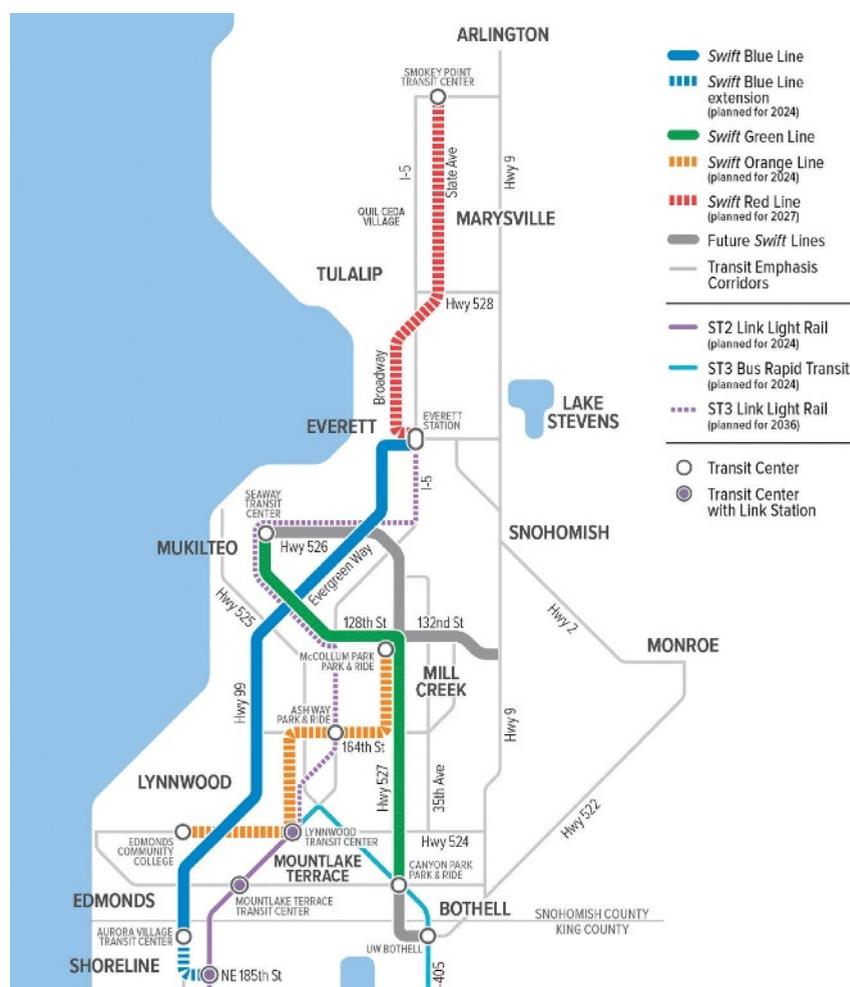
Part of this outreach strategy is to inform people about the opportunities of the pending bus-rail connection, such as faster and more reliable trips as rail is not dependent on fluctuating Interstate 5 traffic delays. Also, the light rail line will connect riders to more destinations than the two places the bus now takes them.

Community Transit will also ask the people it surveys what it would take for them to change their current habits, whether a one-seat bus ride or driving their own vehicle every day.

Both agencies will offer a big carrot to a public eager for transportation choices: the possibility of running some Snohomish County buses to Northgate in 2021 while continuing one-seat bus rides all the way to Seattle until 2024.

This scenario would give people a choice for those three years to try out the bus-rail connection, keep their one-seat ride (for now) or alternate back and forth on any given day to meet their needs.

It would also offer an opportunity for public transit riders to vote with their feet. If more people choose the bus-rail connection, the agencies could incrementally link more bus routes to rail as the 2024 deadline approaches.



Community Transit is planning a future transit network where its Swift BRT and other bus service will integrate with the coming Sound Transit Link light rail system.

King County Metro: Guided by Community

Community-driven engagement requires sharing power and building trust with those that have been historically un(der)served.

BY ROB GANNON

General Manager
King County Metro
Seattle

KING COUNTY METRO WOULD have to change course under the glare of the public spotlight.

I realized that when deciding to halt the agency's procurement process for a new Access paratransit contract. It would cost additional money and extend the timeline, but it was clear we needed to start over with a new Request for Proposal process to address the community's priorities.

To do that, we worked closely with our newly formed Access Task Force of riders, family members, caregivers, advocates and King County councilmembers to incorporate their feedback into the new contract and the program we have today.

That moment signaled a significant shift in how Metro facilitates community engagement.

We recognize that expertise lives in the communities we serve and aspire to serve, not just in our agency. And, to tap into that expertise, we need to actively recruit—and compensate—members from communities that haven't historically been included in the decision-making process.

Instead of scoping a process or new service and *then* engaging with the community, we want the community to scope it with us *from the beginning*. We need to create mobility solutions together.

King County Metro's recent work with an Equity Cabinet—to develop a

mobility framework that will inform how Metro allocates transit service, invests resources and updates its existing policies—demonstrates our commitment to community engagement on an even larger scale. Cabinet members represent low-income populations, communities of color, immigrants and refugees, limited-English-speaking populations and people with disabilities.

Metro aspires to create an integrated public transportation network that is equitable and sustainable. We define equity as a system of fairness, providing full and equal access to opportunities, power and resources.

In order to create mobility that truly achieves healthy, connected communities and a thriving economy, we must bring our resources to bear in service to the needs, assets, hopes and dreams of populations experiencing the greatest disparities.

Instead of Metro staff setting the Equity Cabinet's agenda and facilitating their time together, as we would have done in the past, we asked the cabinet to do that. We are also asking its members to co-create a more effective process to engage with their communities that, we hope, will build long-lasting relationships.

We know we have many more lessons to learn. Sharing power and building trust with communities that have been historically un(der)served can be slow and uncomfortable. Authentic partnerships will help us correct the course of history and achieve our mobility vision, connecting communities and individuals to the opportunities they need to thrive. The foundation of our strategy for community engagement is to respect, engage and empower—and that's what we mean by our motto, Moving Forward Together.



MTS Sees Solid Ridership Gains—Will the Trend Continue?

IN 2014, THE SAN DIEGO Metropolitan Transit System (MTS) was peaking with back-to-back years of record ridership—while a number of other public transit agencies around the nation were seeing their ridership declining.

Unfortunately, MTS was soon to experience the same decline; monthly ridership gains of 10 percent during the good times turned into many consecutive months of losses hovering between 5-10 percent. That trend continued for years. Until now.

Over the past five months (April–August), MTS has posted consecutive ridership increases month-over-month compared to 2018: 3 percent growth in light rail ridership and 1.5 percent on

buses.

Additionally, over a longer duration, the trend also appears positive. MTS light rail ridership has improved in 10 of the past 12 months compared to the same months last year. In fact, light rail ridership was 5.2 percent higher in July and August 2019 compared to the same months in 2018. Light rail hasn't experienced that large a ridership increase since April 2016.

On the bus side, MTS saw a 5 percent ridership spike in July, the largest year-over-year increase since October 2014.

Many factors can lead to ridership

SAN DIEGO MTS CONTINUED ON PAGE 38



King County Metro's Equity Cabinet, shown here with General Manager Rob Gannon and other Metro staff, represents low-income populations, communities of color, immigrants and refugees, limited-English-speaking populations and people with disabilities.

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Virginia Railway Express Implements PTC

AMONG THE FIRST COMMUTER rail systems to operate its fleet under positive train control (PTC), Virginia Railway Express (VRE) in Alexandria, VA, has been sharing its experiences and lessons learned with railroads across the country.

VRE, which connects nine Virginia jurisdictions with Washington, DC, achieved the safety milestone in April 2019 when all 32 inbound and outbound trains on its two lines operated under PTC.

"Safety is always our top priority at VRE," said Chief Executive Officer Doug Allen. "The implementation of PTC takes system safety to the next level and continues our commitment to providing the safest environment for riders, railroad workers and the general public."

VRE's implementation of PTC required close coordination with its host railroads, CSX Transportation and Norfolk Southern Railway. While VRE was responsible for installing PTC technology on its 20 locomotives and 21 cab control cars, training employees and integrating a back-office system, the two host railroads placed compatible equipment throughout their systems, including the 82 miles of track upon which VRE operates.

Industry estimates put PTC installation costs at more than \$14 billion nationwide. PTC implementation is expected to cost VRE \$15 million.

VRE's experience in implementing PTC largely parallels that of other railroads. But several issues the commuter rail system faced, such as delays due to issues with interoperability as Manassas Line trains transitioned between CSX Transportation and Norfolk Southern tracks, were unique at the time. The host railroads deserve credit for establishing dedicated help desks and working to identify and resolve issues.

While VRE's on-time performance suffered during the first few months of implementation, the number of delays related to PTC significantly decreased as train operators and dispatchers became familiar with the technology. That familiarity was especially helpful in reducing delays on the Manassas Line, where engineers switch PTC controls from one end of the train to the other end to make a return trip. Initially reinitialization took more than 10 minutes; today it takes less than three.

As train travel times have stabilized, VRE is looking at whether schedule adjustments are necessary. PTC has added a few minutes to some trips and that may need to be reflected in the schedule so passengers can plan their commutes and the railroad's on-time performance is not adversely affected.

Moving forward, VRE will work with its host railroads to ensure that PTC hardware and software perform optimally and to look for opportunities to further bolster safety on its rail lines.



VRE connects nine Virginia jurisdictions with Washington, DC. The agency achieved a safety milestone in April 2019 when all 32 inbound and outbound trains on its two lines operated under PTC.

SAN DIEGO MTS CONTINUED FROM PAGE 37

gains. MTS conducted a large ridership campaign last year, culminating with its first Free Ride Day. That day saw a 17 percent increase in ridership compared with the same day a year before and ridership continued to climb for all of October 2018.

MTS just held its second annual Free Ride Day on Oct. 2, and ridership results are still being tallied. Gas prices

in California just shot up to more than \$4.25 per gallon, which may get people out of their cars and onto public transit. And MTS completed its \$2 million Transit Optimization Plan, which streamlined and added frequency to many of its routes.

The question now facing MTS is: Will the uptick in ridership continue?



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Salem, OR, Celebrates Expanded Weekend Service

EVEN OREGON'S FAMILIAR GRAY skies could not cast a shadow on this historic day. On Sept. 7, 2019, the Salem Area Mass Transit District celebrated its largest service expansion ever with a grand party at its Downtown Transit Center. The agency is known locally as Cherriots in recognition of Salem's nickname, Cherry City.

"The elimination of Saturday service was the most arduous decision the district's board of directors had to make," said Oregon state Senate President Peter Courtney, "and the most painful consequence the community has had to endure."

Courtney was one of the state legislators who spearheaded efforts to secure a dedicated funding source to enhance public transportation service throughout the state. Cherriots had had to eliminate Saturday service earlier in 2019 because of budgetary constraints.

"Thanks to the stalwart actions of our legislators and our governor, we now have the funds to offer not only Saturday, but Sunday, later evening and holiday service," said Ian Davidson, president of the district's board of directors. "Our state leadership is making a significant investment in transportation

to help further the things that Oregonians value—a vibrant economy with good jobs, strong communities with a good quality of life, a clean environment, and safe, healthy people."

Cherriots has been serving the greater Salem community since 1979 and will celebrate its 40th anniversary in November. The district provides local and regional service to 19 towns and cities in Oregon's Mid-Willamette Valley.

"While transportation is our business, serving our community is our mission," said General Manager Allan Pollock. "This restoration and expansion of service is life-changing for members of our community who need to get to work or a class, run errands, access medical appointments and socialize with family and friends. Our community continues to thank us, but we thank them for their patience and for valuing public transportation."

As the Saturday event began to wind down and the gray skies gave way to rain, a woman using a mobility device approached and spoke to several members of the district's outreach team, who were dismantling canopies and tables: "Thank you, Cherriots. You gave me my life back."



BART Eyes Second Transbay Crossing

THE SAN FRANCISCO BAY AREA

Rapid Transit District (BART) is beginning evaluation of a new transbay rail crossing between Oakland and San Francisco that would serve the Bay Area and the growing demands of the Northern California region.

BART is partnering now with the Capitol Corridor Joint Powers Authority (CCJPA) to advance planning for a "new tube." This coalition will expand in the future to include other rail operators such as Caltrain, Altamont Commuter Express and possibly California High-Speed Rail.

"This will be our biggest project since the construction of the original system," said BART General Manager Bob Powers, an APTA board member. "It will double our capacity in this critical corridor and provide an opportunity to share a crossing with other rail systems by including both BART and standard-gauge rail."

The need for a new transbay crossing is great as high-capacity public transit is essential to an urban environment. During the morning peak travel period, twice as many people cross the San Francisco Bay on BART as in cars and all transbay modes are at or beyond their capacity.

According to BART, investment in a new crossing is necessary to preserve the Bay Area quality of life, manage greenhouse gases, support the regional economy and bring rail service to new markets. A new crossing will enhance service to riders by increasing resiliency

and reducing delays. It will also offer the opportunity for 24-hour service. By partnering with other rail operators, BART can leverage its investment to bring seamless connections to riders and access among San Francisco, Sacramento and Silicon Valley.

In June, the BART Board of Directors approved a \$50 million contract with HNTB to provide advice on advancing the effort. Planning will include analyses of future travel markets, study of integrated land use and transportation futures, network functionality, equity issues, project delivery methods and governance. A future contract will focus on evaluation of alternative projects. The rail agencies will define project goals, then sift through a large number of options to the two to four that will be carried through environmental review.

BART has put \$110 million toward project planning from its Measure RR bond, approved by voters in 2016. Roughly \$50 million in Metropolitan Transportation Commission-managed Regional Measure 3 funds are also committed, in addition to \$1 million annually from CCJPA.

The project will involve significant engagement with many partners including the public, public transit agencies, funding agencies, jurisdictions, technical experts and advocates—all with the single goal of defining the best possible transportation investment to meet the concerns of Northern California communities.

RTC OF WASHOE COUNTY CONTINUED FROM PAGE 34

the total to 21. The agency anticipates the fleet becoming all-electric by 2035.

The RTC welcomed its new transit operator, Keolis, on July 1. Keolis is working with the agency to improve ridership and implement service improvements, including the launch of a new, on-demand microtransit service called FlexRIDE scheduled for November. This service will use a mobile app offered by Transloc and is already generating buzz throughout the community.

A new temporary route, the UNR-Midtown Direct, entered service in August on the Virginia Street corridor. The route was made possible by repurposing the Downtown Reno circulator route to extend service into Midtown, which will bring more people to Midtown and support businesses during construction of the Virginia Street Project.

RTC began offering the new ED-Pass to all students, faculty and staff at UNR and Truckee Meadows Community College on July 1; since then, the higher-education community has accounted for a 50 percent increase in ridership.

The recent addition of all-electric RAPID Lincoln Line service on 4th Street in Reno and Prater Way in Sparks has boosted ridership by 54 percent along this busy transit corridor. The 4th Street/Prater Way project was completed in December 2018. It honors the corridor's rich history as part of the historic Lincoln Highway with images on the bus exteriors and at the eight new BRT stations along the route. This project has revitalized and transformed the corridor, adding wider sidewalks, bike lanes, landscaping, ADA improvements and energy-efficient LED lighting.



The UNR-Midtown Direct serves Midtown from the University of Nevada, Reno campus, to bring more people into Midtown to support small businesses during construction of the Virginia Street Bus RAPID Transit Extension Project.

PROPANE ENGINE TECHNOLOGY

CONTINUED FROM PAGE 36

said Tucker Perkins, president and CEO of the Propane Education & Research Council. "Renewable propane is just one example of that innovation, along with increasing engine efficiency with near zero emissions."

Charlevoix County Transit is working toward operating 90 percent of its

demand-response bus fleet on propane autogas. Because a public transit agency's vehicles are highly visible assets, they can demonstrate to the communities they serve the agency's commitment to environmental sustainability and technological advancements.

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RideKC Opportunity Pass Continues Zero Fare Transit Conversation

THE KANSAS CITY AREA (MO) Transportation Authority (KCATA) announced its third zero-fare pass program in July. The innovative Opportunity Pass provides safety net providers 90-day transit passes that allow their clients to access RideKC public transit service on both sides of the Missouri-Kansas state line of the Kansas City region.

The RideKC Opportunity Pass program was developed in partnership with KCATA and the Health Forward Foundation. The foundation assisted KCATA in identifying organizations that are front-line providers of vital support services to some of the region's most vulnerable populations.

"It's about partnerships," said KCATA President & Chief Executive Officer Robbie Makinen. "We are not going to run away from the people that need us most; we are going to run toward them."

The 10 partners in the pilot include domestic violence shelters, drug and alcohol rehabilitation centers, healthcare services and more. Across the board, all these organizations name transportation as a top hurdle to their clients' success in accessing healthcare, jobs and educational opportunities.

"To have that free bus pass for someone who doesn't have income is helpful to someone who's motivated to improve their health," said Dominique Lucas, a community health worker with KC Cares Health Center.

Nonprofit agencies give their clients the Opportunity Pass at their discretion. The agencies and KCATA work together

to evaluate the one-year pilot. The cost is shared by the partner agency transit budgets and KCATA. As the program evolves, KCATA will work with partner agencies to find sustainable funding streams.

The Opportunity Pass program is just KCATA's latest venture into targeting niche markets to improve safety, increase ridership and provide more opportunities to customers. The agency introduced the Veterans Pass in 2017 and 2.2 million veteran trips have been taken. KCATA teamed up with the KC Veterans Administration to direct funds already allocated to public transit passes and the KC-AFL-CIO agreed to sponsor the program. The Veterans Community Project, which builds tiny houses and provides other services for homeless veterans, issues the passes.

In 2018, KCATA kicked off a pilot program with four public school districts offering high school students access to after-school internships, jobs, activities and more by using their photo ID swipe pass. The agency is gathering valuable data and plans to expand the program are moving forward. The Student Pass program provides increased ridership among the high school demographic, creating a new generation of riders.

"It all happened when KCATA started thinking outside of the farebox," said Makinen. "That \$1.50 fare is worth more outside the farebox than inside. We are now discussing the true value of zero-fare transit and who truly benefits when the farebox is no longer an obstacle to access."

PATCO Celebrates Golden Anniversary

THE PORT AUTHORITY TRANSIT Corporation (PATCO) in Lindenwold, NJ, celebrated the 50th anniversary of its rapid transit line, which transports riders between Philadelphia and Southern New Jersey, on Feb. 15, 2019. To mark the golden anniversary, PATCO offered "Flashback Fares" from 1969 during morning rush hours that day, with one-way fares ranging from 30 to 60 cents compared to 2019 fares of \$1.20 to \$3.

For the remainder of the anniversary year, PATCO is hosting monthly customer appreciation events.

"In 1969, PATCO was one of the new and modern generations of mass transportation, with automatic train control and automatic fare collection," said General Manager John D. Rink. "PATCO's innovation continues today with items such as a solar energy project that is expected to provide more

than 50 percent of PATCO's energy consumption through solar energy."

PATCO remains steadfast to setting the bar high for the next 50 years. Earlier this year, it completed a \$194 million car overhaul project—the largest rolling stock capital expenditure since the system's inception—that refurbished all 120 railcars in its fleet. The work included new train car interiors, better communications and security and mechanical improvements. In April, the first of eight new elevators began operation as part of a \$31 million project to make all 13 stations fully accessible by 2022.

In the next few years, PATCO will work to reopen its Franklin Square Station, which has been shuttered since 1979. The project will allow the station to become fully functional and in-line with the existing PATCO stations.



Neal Hemenover, expert in autonomous vehicles.

Neal works with clients to launch autonomous vehicle operations that blend with existing mobility solutions and expand the footprint of public transit. At Babcock Ranch, in Florida, Neal helped establish the first private, commercial AV network in the U.S. that enables residents to travel around a new, solar-powered eco-town.

Transdev offers turnkey autonomous vehicle solutions: from helping choose the right vehicle manufacturer, to planning routes and operating vehicles, including permit management and tracking customer satisfaction. We work closely with our customers every step of the way.

Transdev has the right experts to help you solve your transportation challenges.

A Frequent Visitor's Guide to the Theater District

BY SUSAN BERLIN

Senior Editor
Passenger Transport

I AM AN AVID THEATERGOER who has spent a lot of time at Broadway theaters over the years, seeing the changes in the Times Square area. APTA's 2019 TRANSform Conference will be my last: after 25 years with APTA, I am retiring in December.

I'd like to offer some advice to conference attendees about what to look for at the Marriott Marquis and the surrounding area.

Don't leave your belongings unattended while in the eighth-floor lobby of the Marriott Marquis. The restrooms on the eighth floor are open to the public and are about the only such facilities available for people walking around the area.

Lots of shops sell New York-themed souvenirs, including one in the hotel. If you'd like something more specifically Broadway-related, Theatre Circle, on 44th Street next to the St. James Theatre (home of *Frozen*), sells play-scripts, cast recordings, books on theatre-related topics and vocal selections from musicals in addition to show-branded T-shirts, mugs and so forth.



Photo by Matthew Penrod/NYC & Company

The 42nd Street-Times Square subway station, illuminated to match the area.

The stretch of Broadway in front of the hotel, from 42nd to 47th Street, has been closed to vehicular traffic and opened to pedestrians as part of the Times Square Transformation project. In nice weather, you'll find comfortable seating outside at tables, on benches, or on the red steps attached to the rear of the TKTS discount ticket booth at 47th. Signs at the TKTS booth display information on what show tickets it has available, both on and off-Broadway, and at how much of a discount.

You'll see people in this area wearing full-body costumes as Muppets, Disney characters, superheroes, etc. They offer to pose for photos with visitors in exchange for tips.

Take off your conference badge before leaving the hotel. Be aware of your surroundings.

If you plan to meet someone at a Starbucks, verify the address. Times Square is crammed with Starbucks locations, including one attached to the Marriott Marquis street-level side lobby (entrance on 45th Street). Some of the shops are only a block apart.

Restaurants in the theater district tend to be pricey because they cater to tourists and people with money to see Broadway shows. For more affordable meals, head west to Eighth Avenue or walk another long block to Ninth Avenue. These are residential areas and most of the restaurants there are more reasonably priced and less pretentious. (5 Napkin Burger, at the corner of Ninth Avenue and 45th Street, is a standby for more than just burgers.)

All Broadway theaters are within easy walking distance from the hotel; the Marquis Theatre, home of *Tootsie*, is inside the hotel, on the third floor.

How does there happen to be a Broadway theater located inside a hotel? Construction of the Marriott Marquis necessitated the razing of three existing, historic Broadway houses: the Morosco, the Helen Hayes (another theater is now named for her) and the smaller Bijou. The inclusion of the Marquis Theatre was part of the deal for construction.

If you're looking for a large-scale candy fix, Hershey's Chocolate World Times Square is at the corner of Seventh Avenue and 47th Street and M&M's World is at 1600 Broadway, at 49th Street.

Bites of the Big Apple: Coney Island



Brittany Petronella/NYC & Company

What it signifies: Chutzpah

Why: Coney Island still features its noisy, terrifying Cyclone Roller Coaster (not to mention the Circus Sideshow). On July 4, the neighborhood hosts the Nathan's Famous Hot Dog Eating Contest. And every year, some very hardy individuals swim in the ocean off Coney Island on Jan. 1 (generally, the area is best enjoyed in the warmer months when Luna Park is open). This entire endeavor—a residential neighborhood primarily identified with an amusement park, which has spent more than a century as NYC's amusement district—is a bit nutty. That, as Yiddish speakers would tell you, is chutzpah.

Where else you can find chutzpah in the city: Some randomly selected examples: John Varvatos' move into the space formerly occupied by CBGB, which was itself a living act of chutzpah for much of its existence; the bold improvisation at the UCB Theatre, which now has classy digs but originated in a former adult movie theatre; the people who perform on *Amateur Night* at the Apollo Theater and risk the wrath of a very discerning crowd; and anyone who dares to live in or visit New York City, a wonderful place where the challenges are part of the charm.

Bites of the Big Apple: Empire State Building



Julienne Schaefer/NYC & Company

What it signifies: Ambition

Why: To build the world's tallest building is an ambitious endeavor, period. To do it in one year and 45 days, bolder still. To move forward with such a plan in the middle of the Great Depression reflects a level of drive rarely matched. The tallest building in the world from its completion in 1931 until 1970 (when the north tower of the World Trade Center topped out and surpassed it), the Empire State Building might be the best-known skyscraper anywhere.

Where else you can find ambition in the city: In other tall skyscrapers, like the Chrysler Building. At Flushing Meadows Corona Park, where remnants of the 1964-65 World's Fair remind us of New Yorkers reaching for a better future. And on every sidewalk, where New Yorkers move with a sense of purpose toward achieving their goals.

People On The Move

SAN DIEGO—**Jannet Walker Ford**, vice president of government relations at Cubic Corporation, was honored Oct. 4 as a “Technology All-Star” at the 24th Annual Women of Color (WOC) Magazine STEM Conference in Detroit. The award recognizes women of color who have demonstrated excellence in the workplace and in their communities.



Walker Ford

Walker Ford has more than two decades of public and private sector experience, focusing on information technology and transportation industries. She is an executive member of Cubic’s Diversity and Inclusion (D&I) Committee.

She is a graduate of the Leadership APTA Class of 2005 and a member of numerous APTA committees.

PHOENIX—Eberle Design Inc. announced the promotion of **John Shearer**

to vice president-business development and the hiring of **Kevin Dye** as vice president-finance.



Shearer

20 years of industry experience and joined the company as sales director in 2016.

Dye’s experience includes tenures as chief financial officer with The Mahoney Group, North American Interconnect, Metron Technology N.V., Medtronic and Flip Chip Technologies LLC.



Dye

SAN BERNARDINO, CA—**Art Torres**



Torres

has joined Omnitrans as director of procurement. He comes to the agency with more than 20 years of procurement management experience, most recently as a senior manager in contracts administration at Los Angeles Metro. Earlier he held procurement management positions at the cities of San Bernardino and Riverside as well as at California State University, San Marcos.

CLEVELAND—**Nick Davidson** has joined the Greater Cleveland Regional Transit Authority as director of paratransit. He began his public transit career

in 2012 as customer service supervisor for the Stark Area Regional Transit Authority, Canton, OH, and was promoted to transportation planning manager in 2016. He is a member of the APTA Emerging Leaders Program Class of 2018.



Davidson

PITTSBURGH—HDR has promoted **Nugent Laing** to East Region systems lead for rail and transit, based in Pittsburgh. Laing, who has 29 years of experience on rail projects, also recently became the firm’s automated people mover practice group lead.



Laing

CINCINNATI—**Dave Van Fossen**, a 40-year employee of First Transit, will retire from the company Dec. 31. Van Fossen joined the company in 1980 as an assistant general manager in



Van Fossen

Lynchburg, VA; has held several leadership roles across North America, including 13 years as a general manager for fixed routes in Houston; and is retiring as a regional vice president in the east region.

COLUMBUS, OH—The Central Ohio Transit Authority announced the appointment of **Kumi Walker** to the Board of Trustees, appointed by the city of Bexley to a three-year term. He is chief business development



Walker

and strategy officer at an insurance company in Columbus and earlier held leadership roles in consumer and technology companies, including leading global platform business development at Twitter.

STATE COLLEGE, PA—**Patrick Sullivan** has joined the Centre Area Transportation Authority as director of information technology. He has worked in the field for more than 20 years.



Sullivan

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NOTICES

PUBLIC NOTICE

HYUNDAI-ROTEM USA FORT WASHINGTON, PENNSYLVANIA

Hyundai-Rotem USA hereby notifies the public that is proposing the following Disadvantaged Business Enterprise (“DBE”) goal for the Fiscal Year 2020 for eligible professional services and procurement contracts. The overall proposed goal for the Fiscal Year 2020 commencing October 1, 2019 and ending September 30, 2020 is 6.8% and it is set in accordance with the requirements of the U.S. Department of Transportation, set forth in 49 C.F.R. Part 26. Information regarding the methodology used to develop the goal and background information on how it was determined is available for review on Hyundai-Rotem website’s at <https://www.hyundai-rotem.co.kr/Eng>. Please send written feedback on this goal to Rocky Chong, via email at rhchong@hyundai-rotem.co.kr and in writing to: 1300 Virginia Drive, Suite 103, Fort Washington, PA 19034. Thank you in advance for your anticipated input.

BIDS/PROPOSALS

REQUEST FOR PROPOSALS

The **Central Midlands Regional Transit Authority (The COMET)** will accept proposals from qualified manufacturers for the **delivery of a new low floor medium or heavy duty trolley bus**. This is a joint procurement between The COMET and Pee Dee Regional Transportation Authority (PDRTA). The COMET at the minimum would require one (1) trolley bus and PDRTA would require one (1) trolley bus. Total maximum trolley vehicles for the duration of the five (5) year contract timeframe is 10 between the two agencies.

All proposals must be submitted by **October 25, 2019, by 10 a.m., EDT**. 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.

All proposal responses should be mailed or delivered to, in accordance with the requirements in the RFP to:

The COMET
ATTN: John Andoh, Contracting Officer
3613 Lucius Road
Columbia, SC 29201

A copy of the RFP is posted on The COMET website at www.CatchTheCOMET.org/procurement

PUBLIC NOTICE

REQUEST FOR PROPOSALS (RFP)

The **Central Midlands Regional Transit Authority (The COMET)** will accept proposals from qualified vendors with requisite experience to **provide bus stop amenities installation services**. The Contract to resulting from this RFP shall be known as the “Bus Stop Amenities Installation Services” Contract. This is a three (3) year contract with two (2) one year options.

All proposals must be submitted by **Friday, November 8, 2019, by 10 a.m., EDT**. Please reference the RFP document(s) for submission requirements. There will not be a pre-proposal conference for this RFP.

All proposal responses should be mailed or delivered to, in accordance with the requirements in the RFP to:

The COMET
ATTN: John Andoh, Contracting Officer
3613 Lucius Road
Columbia, SC 29201

For a copy of the RFP, please visit The COMET website at www.CatchTheCOMET.org.

LEGAL NOTICE

Notice is hereby given that **Delaware County Transit Board (DCTB), Ohio** is requesting proposals for: **Modified High Roof Vans** (as used in this RFP “Buses” or “Vehicles” or “Vans”)

Detailed specifications are available by contacting Ed Pierson, Facilities, Assets and Technology Manager at 740-368-9033. A request may also be

made by emailing BidsProposals@DelCoTransit.com

All proposals must be submitted electronically in PDF format in accordance with requirements set forth in the RFP, and must be received by email sent to BidsProposals@DelCoTransit.com **on or before Thursday, October 31, 2019 by 2:00 PM EST**. There will be NO public bid opening.

DCTB reserves the right to solicit or to waive a new solicitation, for new proposals if sufficient effort, as determined by DCTB, in its sole discretion, has not been made to comply with the DBE goals and requirements.

All bidders are certifying that they are not on the Comptroller General’s list of ineligible Contractors by signing the proposal page.

DCTB reserves the right to reject any and/or all proposals, to readvertise for proposals and to waive any informality in any proposal and to determine the most responsive proposal by its own criteria, as described within the specification.

DCTB further advises prospective bidders that all proposals must be filed on the forms provided by DCTB and that all proposals must be submitted electronically in PDF Format to BidsProposals@DelCoTransit.com with a Subject Line: RFP VANS 2019.

PUBLIC NOTICE

REQUEST FOR PROPOSALS (RFP)

The **Central Midlands Regional Transit Authority (The COMET)** will accept proposals from qualified vendors with requisite experience to **provide armored truck services**. This is a three (3) year contract with two (2) one year options.

All proposals must be submitted by **Friday, November 8, 2019, by 10 a.m., EDT**. Please reference the RFP document(s) for submission requirements. There will not be a pre-proposal conference for this RFP.

All proposal responses should be mailed or delivered to, in accordance with the requirements in the RFP to:

The COMET
ATTN: John Andoh, Contracting Officer
3613 Lucius Road
Columbia, SC 29201

For a copy of the RFP, please visit The COMET website at www.CatchTheCOMET.org.

CITY OF GAINESVILLE - ITB

Notice is hereby given that the City of Gainesville, Florida will receive sealed bids for “**Replacement of Cummins Diesel Engines in up to Twenty Eight (28) Transit Buses**”, ITB #RTSX-200007-DS.

A pre-bid meeting will not be held. Sealed bids will be received by the City of Gainesville **until 3:00 p.m. (local time), on November 6, 2019** at which time bids will be publicly opened.

The City utilizes Demandstar.com to perform bid notification and document fulfillment. They can be reached at 1-800-711-1712 or www.demandstar.com. For additional information please contact the Procurement Division at (352) 334-5021.

The City of Gainesville reserves the right to reject any and all bids received in response to the Invitation to Bid as determined to be in the best interest of the City of Gainesville.

REQUEST FOR PROPOSALS (RFP)

On September 13, 2019 the New Orleans Regional Transit Authority (RTA) will release a Request for Proposals (RFP) for the provision of **Ferry Service Operations and Maintenance (O&M)**. The RTA is seeking to engage a qualified firm, or a joint venture of qualified firms, to provide the day-to-day O&M for the passenger and vehicular ferry services crossing the Mississippi River in New Orleans and the vicinity. The **deadline for submissions is November 7, 2019**. Visit driveRTAforward.com for more information and instructions to proposers.

HELP WANTED

SENIOR MECHANICAL ENGINEER (PS101424)

GOLDEN GATE BRIDGE HIGHWAY & TRANSPORTATION DISTRICT

Location: San Francisco, CA – Golden Gate Bridge
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Employee pays up to 7% of salary/wage toward CalPERS retirement plan
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difficulty in the field and office. May supervise subordinate engineering personnel engaged in design and construction work. May act as resident engineer on construction projects. Interpret, explain and carry out existing engineering construction, design and inspection methods and procedures. Responsibilities include regular contact with mechanical suppliers, contractors and their representatives, the general public and other professional engineering personnel obtaining and providing technical engineering data and information, preparing, checking and reviewing detailed and complex engineering plans, specifications and related reports. Perform related duties as required.

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

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RESEARCH SCIENTIST

Join a team of innovative researchers creating knowledge to support and transform public transportation, shared mobility, and multi-modal access for the benefit of society. The **Transit Mobility Program** in the **Texas A&M Transportation Institute (TTI)** is seeking a **Research Scientist** to help grow and develop TTI's transit research and technology transfer activities—especially in the areas of technological innovation and on-demand transit (including ADA paratransit).

Preferred job location is at TTI's Headquarters in Bryan, TX; however, other TTI urban offices will be considered for qualified candidates.

To apply for this position please visit our career website, https://tamus.wd1.myworkdayjobs.com/TTI_External/Job/Bryan-TTI/TTI-Research-Scientist_R-023705

For questions, please contact Michael Walk, the Transit Mobility Program Manager at 512-799-1319 or at m-walk@tti.tamu.edu.

RIDESHARE COORDINATOR

Applications are now being accepted for a Rideshare Coordinator at Ada County Highway District's Commuteride in Boise, Idaho. This position is non-exempt, with a starting wage of \$26.11 - \$30.02 per hour, DOQ.

ACHD offers an excellent benefit package with medical, vision and dental insurance, paid vacation, holidays, and membership in the Public Employee Retirement System of Idaho (PERSI).

Primary Responsibilities:

- The Rideshare Coordinator is responsible for all Transportation Demand Management TDM related operational strategies for the Commuteride program including the vanpool and park/ride programs.
- Directs the activities of the rideshare support staff and provides technical supervision.
- Establishes cooperative working relationships with staff, volunteer drivers, contractors/ vendors, stakeholder organizations/agencies, the general public and District employees.

Qualifications:

- Must have 3-years of experience in program management, transportation operations, and/or public transportation.
- Considerable knowledge of volunteer recruitment, training, and oversight; stakeholder facilitation techniques; program management and public relations techniques; Federal Transit Administration and Federal Highway Administration regulations; Transportation Demand Management planning.
- Good knowledge of transit operations and service planning.
- Supervisory principles and practices.
- Computer operation with desk top publishing and database knowledge.
- Ability to obtain an Idaho Driver's License within 14 days of employment.
- College degree with major coursework in transportation planning, business administration or public administration; or any equivalent combination of education, experience and training which provides the required knowledge, skills and abilities, is acceptable.

A completed ACHD application is required and must be submitted to Human Resources **no later than 4:30 p.m., October 22, 2019**. Applications are available at 3775 Adams St.; Garden City, ID 83714 or visit our website at www.achdidaho.org.

An AA/EEO/ADA Employer

Preference may be given to veterans who qualify under state and federal laws and regulations

CHIEF INFORMATION/ TECHNOLOGY OFFICER

Hampton Roads Transit is seeking an innovative and experienced professional to serve as Chief Information Officer/Chief Technology Officer to support the advancement of mobility in the region by expanding into new areas of IT and incorporating new technology areas in support of the vision and mission of HRT. The CIO/CTO's primary role is to make sure that technology is working throughout the agency and serve as a consultant and advisor to all departments of HRT in order to assure collaborative efforts are made towards the common goals of the agency's technology objectives. Provide leadership in the successful implementation of transit-specific and all other information technology throughout all modes of the organization's transit. Establish governance and regulatory compliance processes of direction and control to ensure that agency and departmental technology objectives are achieved. Establish Technology policies, standards, practices and security measures to ensure effective and consistent information processing operations and to safeguard information resources. Build an IT strategy that tightly aligns/connects with the agency business strategy. Develop, implement and maintain a long-range staffing, hardware, operating systems, data networking and security plans that meet the strategic and growth needs of the business and ensure regulatory compliance. Oversees all technology of the agency as it pertains to resources, funding, capital and expense budgeting, development, implementation, maintenance and training.

Knowledge, Abilities and Skills:

- Decision-making, follow-up, follow-through, priority setting and attention to detail skills.
- Strategic planning, leadership, interpersonal and change management skills.
- Knowledge of networking, communications, application administration, development, emerging technologies, database management and enterprise system implementation.
- Writing and presentation skills.

Education and Experience: Bachelor's degree in Computer Science, Management Information Systems or related field. Master's degree, PMP and Technology Certifications a plus. 10-15 years' experience in managing one or more IT processing functions. Transit technology experience.

Apply online at www.gohrt.com/transitcareers/HRT is an EOE.

LOSSAN MANAGING DIRECTOR ORANGE COUNTY TRANSPORTATION AUTHORITY

How would you like to work for a progressive passenger rail agency, alongside a committed staff, in one of the most beautiful areas of the country? KL2 Connects LLC has been retained by Orange County Transportation Authority (OCTA) to recruit its next Los Angeles – San Diego – San Luis Obispo Rail Corridor Agency (LOSSAN Agency) Managing Director. OCTA is the managing agency for the LOSSAN Agency. The LOSSAN Agency is a joint powers authority that works to increase ridership, revenue, capacity, reliability, coordination, and safety on the coastal rail line between San Diego, Los Angeles, and San Luis Obispo. The Managing Director will lead the LOSSAN Agency, establishing objectives, strategic plans, and policies. He or she will be directly accountable to the LOSSAN Board of Directors and the OCTA Executive Office for fulfillment of agency objectives and will represent the agency to government officials, agencies, financial communities, and the public. He or she will be: a "hands on" leader with basic technical knowledge of transportation and railroad issues; able to work with small-to-large public agencies; able to make convincing arguments in high profile political environments; able to present to and work with boards, the public, and federal, state, and local elected officials; able to negotiate complex agreements with agencies, businesses, freight railroads, and AMTRAK; able to relate to operations personnel; and able to oversee compliance for complex multi-million dollar construction projects. OCTA and the LOSSAN Agency seek a dynamic professional with strong leadership and interpersonal skills; a demonstrated capacity to lead multi-disciplinary teams in a complex organizational setting; and the ability to work independently on multiple program objectives. The winning candidate will hit the ground running, bring a great deal of political savvy to the role, and have a talent for building consensus among parties with divergent priorities. This position requires a combination of education and experience equivalent to a Master's in business (or a related area) plus a minimum of ten years of executive management experience (five in the transportation field at the executive level). This is an excellent executive oppor-

tunity that offers attractive compensation, benefits, and relocation. OCTA values equal opportunity at all levels — diverse candidates are encouraged to apply. To be considered, go to www.KL2connects.com/ openings, select the appropriate listing, and upload a letter of interest, resume, and 4-5 professional references (preferably supervisory and including name, title, relationship to you, phone, and email address). For additional information, contact John Bartosiewicz at John@KL2connects.com. An initial review of resumes will be completed by October 25, 2019, so please submit your credentials at the earliest opportunity. Thank you for your interest in Orange County Transportation Authority!

FULL-TIME OPPORTUNITY FOR A TRANSPORTATION PLANNER I

Where: 100 Leibert Road, Hartford, Connecticut

Hours: Monday – Friday 8:00 am – 4:30 pm.

Compensation: Competitive Salary with Excellent Benefits! Employees ride for free on CTtransit buses.

CTtransit, New England's second-largest bus transit system, is seeking a highly motivated and public-spirited individual to join our team. As a member of the Planning & Scheduling Department, you will play an important role in ensuring that the CTtransit/CTfastrak system meets the present and future travel needs of 27 million annual bus riders. Duties include all facets of operational planning, including: route design, scheduling, service monitoring, evaluating service requests, public outreach and more. Candidates should have excellent written and verbal communication skills, be comfortable working with large volumes of data, and enjoy working in a fast-paced work environment.

Apply Now: Please visit our website at <http://www.cttransit.com/Careers/> to view the full job description and apply.

CTtransit is an Equal Opportunity/Affirmative Action Employer

CTtransit is the brand name of the eight bus transit systems owned by the Connecticut Department of Transportation and operated by various contractors. HNS Management Company operates the Hartford, New Haven, and Stamford Divisions of CTtransit, and, in 2015 assumed responsibility for operating most of the service on CTfastrak, the State-owned bus rapid transit line serving Central Connecticut. HNS employs over 1,200 bus operators, maintenance employees, and administrative personnel. HNS management reports to the Connecticut Department of Transportation's Bureau of Public Transportation.

SENIOR CIVIL ENGINEER (PS101423)

GOLDEN GATE BRIDGE HIGHWAY & TRANSPORTATION DISTRICT

Position is affiliated with the International Federation of Professional and Technical Engineers, Local #21
Location: San Francisco, CA - Golden Gate Bridge Toll Plaza

Salary Range: \$125,153.60 - \$151,257.60 + Benefits (40-Hour Workweek)

Employee pays up to 7% of salary/wage toward CalPERS retirement plan

Minimum Job Requirements:

Education And Work Experience Requirements

- Bachelor's degree in Civil Engineering or closely related field
- Five years' progressively responsible experience in design, estimating, specification preparation, contract preparation, related phases of engineering and inspection of construction projects, including one year supervisory experience.

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:

1. GGBHTD Online Employment Application
2. Resume (Attach as PDF copy to your online application)

3. Registration (P.E. license) as an Civil Engineer in the state of California (Attach as PDF copy to your online application)

The Selection Process For This Position May Include: (**)

- Oral Panel Interview
- Department interview for final candidates
- Medical Examination (post offer of employment)
- Drug Testing (post offer of employment)
- Background, Employment and Security Investigation

*The District is a drug free workplace. Applicants under consideration will be required to undergo and pass drug testing prior to District employment.

**The District will invite Only those candidates whose qualifications Most Closely Match the position requirements to continue in the selection process. The District may convene the panel for interview process as needed to establish a reasonable pool of candidates to consider for final rounds of interviews and selection.

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; 10/2/2019

CITY OF GREENSBORO TRANSPORTATION DIRECTOR

The City of Greensboro is seeking a **Transportation Director** who will increase public safety and mobility through the effective planning, construction and maintenance of transportation infrastructure and operation of municipal transit. The Transportation Director plans, directs, manages, oversees, and is responsible for all activities and operations of the Transportation Department. **Greensboro Department of Transportation Overview:** The new Transportation Director will report to one of four Assistant City Managers. The Transportation Department is a major operating department with an annual budget of \$38.1 million with 79 full time employees and 256 contracted employees. The Department identifies local transportation needs, develops plans to make improvements to the transportation system, and secures funding (through local Bonds, State, and Federal sources) to implement improvements. In addition to Transportation Engineering and Planning functions which identify transportation improvement needs, develop transportation improvement projects, and secures funding for implementation, the Transportation Department is also responsible for the transit, parking, and signal operations, street lighting and traffic signs and pavement markings. **Minimum Qualifications:** Bachelor's Degree and 10 or more years of progressively responsible transportation experience that includes Managing operations, services, and activities of a comprehensive transportation program that includes engineering and planning functions which identify transportation improvement needs, 2 years working with boards and commissions, 6 years supervisory experience and budget management skills. A bachelor's degree in engineering or planning, a PE license and local government experience are preferred. **The hiring range is \$107,474.00 - \$143,298.00** plus Executive Compensation Supplement (beginning salary will be commensurate with experience). The City offers a highly competitive benefits package. Additional information about the benefits package can be found at <https://www.greensboro-nc.gov/departments/human-resources/benefits>. There is a residency requirement to live within thirty miles of the city limits of Greensboro or move within these boundaries within 12 months of appointment to the position. **To apply**, please go to <http://www.developmentalassociates.com>, and **click on the Greensboro – Transportation Director** link on the home page. All applications must be submitted online via the Developmental Associates application portal – NOT the City portal, nor any other external website; it is not sufficient to send only a resume. Resumes and cover letters should be upload through the application site. Application review begins November 7, 2019. Semi-finalists will participate in on-site assessments in Greensboro on December 11-12, 2019. We recommend that all applicants reserve these dates should you be invited to participate. All inquiries should be emailed to hring@developmentalassociates.com. EOE.

Developmental Associates, LLC is managing the recruitment and selection process for this position.

HELP WANTED

MANAGER OF ADA AND ACCESSIBLE SERVICES

VIA Metropolitan Transit is seeking a Manager of Americans with Disabilities Act (ADA) and Accessible Services. Directs the ADA paratransit eligibility determination process and related activities, identifies federal, state and local statutory and regulatory requirements pertaining to transit service for persons with disabilities. Identifies and interprets Americans with Disabilities Act (ADA) requirements related to the design and delivery of transit service, including programs and facilities, and to the employment of persons who are disabled; identifies and interprets similar requirements derived from state and local legislation. Collaborates in the development and analyses of service options and opportunities for persons with disabilities and related populations. Participates in the development of agendas and presentations for internal and public VIA meetings concerning transit services for persons with disabilities and related populations. Serves as VIA's designated ADA Coordinator. Represents VIA on external committees as directed. Bachelor's degree and three (3) years of experience with programs or services targeted to persons who are disabled, two (2) years in a supervisory role, or an equivalent combination. Salary commensurate with experience. For the complete job description and to apply please visit our website at www.viainfo.net.

Equal Opportunity Employer

VIA Values Diversity and Inclusion.

CHIEF HUMAN RESOURCES OFFICER

Supervisor: Chief Executive Officer
Closing Date: October 21, 2019
Salary Range: \$130,000 - \$175,000

The New Orleans Regional Transit Authority (RTA) is seeking a human resources director to join the Executive Team. The RTA is responsible for operating transit services bringing commuters to their jobs, students to their schools, and people to entertainment, shopping, and restaurants. The RTA system currently includes five streetcar lines, 34 bus routes, and two ferry routes, plus paratransit services. The RTA moves more than 19 million passengers throughout the system every year. This includes the St. Charles Streetcar Line, our system's most highly traveled line and the longest continually operating streetcar in the country, founded in 1835.

Position Description

The human resources director leads all human resource services, policies, and programs for the organization. As a member of the executive team, the human resources director is also charged with the strategic leadership and day-to-day management of the Human Resources department to ensure all employees and HR programs uphold RTA's mission and policies as well as any local, state, and federal regulations.

- Directs human resources strategies and establishes departmental objectives, to include talent acquisition, onboarding, compensation, employee benefits, training and development, records management, wellness, safety and health, succession planning, employee relations and retention, employee engagement, equal employment opportunity (EEO) compliance, and labor relations.
- Ensures strict compliance with all applicable local, state and federal regulations as well as RTA policies and procedures, including but not limited to Department of Labor, Civil Rights Act, Americans with Disabilities Act, and Department of Transportation regulations, collective bargaining agreement, etc.
- Oversees the employee lifecycle to include the recruitment and application process, selection, onboarding and orientation, development, leaves of absence, discipline, and separation.
- Supports the fostering and administration of diversity and inclusion and employment opportunity programs.
- Ensures effective employee engagement and performance by communicating job expectations; evaluating job results, ensuring performance evaluations are tied to established goals; provides coaching, counseling, and disciplining of employees with a focus on enforcing consistency and quality work.
- Leads and supports compensation program including job evaluations, creation and review of job descriptions, and ensures competitive position by collecting and analyzing pay data.
- Provides recommendations related to performance management, employee conduct, corrective actions, policy interpretations, and separations; minimizes legal exposure and ensures employment actions are appropriately documented and consistent with policies and laws.
- Develops organizational strategies by identifying and researching human resources issues and

best practices.

- Provides employee-related information, analysis, and recommendations to lead organization's strategic thinking and direction.
- Ensures organizational compliance by recommending and developing new or updated policies and procedures as needed based on regulatory or organizational changes.
- Leads the organization's benefit program, including annual open enrollment and benefits administration.
- Supports the preparation and completion of payroll, the Designated Employer Representative (DER) for Drug & Alcohol Program and the Compliance Coordinator/EEO Officer.
- Maintains all employment documentation.
- Leads or supports investigation and documentation efforts related to disciplinary matters, grievances, arbitrations, or other non-bargaining unit employee issues; collaborates with the chief executive officer or designees to prepare for grievance meetings, arbitrations, and other legal proceedings.
- Prepares reports and serves as project manager for a variety of special projects by collecting, analyzing, and summarizing information and trends; facilitating project activities and resolving issues; developing and sharing data with General Manager, Board of Directors, and management.

Minimum Qualifications

Bachelor's Degree or equivalent in Human Resources, Business, Business Administration, Organizational Development or a related field. Training and certification in employment law, compensation, employee relations is preferred. Minimum of ten years' executive level experience in human resources in government agencies. HR Certification (SPHR, PHR, SHRM-SCP, SHRM-CP, IPMA-CP) strongly preferred.

Valid Driver's License.

Additional Information

- Knowledge of public sector human resources administration and/or labor union environment.
- Excellent interpersonal and public communication skills.
- Exceptional organizational skills and ability to manage multiple projects simultaneously.
- Team-focused with the ability to interact with diverse colleagues, and facilitate strong working relationships between intra-agency partners.
- High level of detail and procedural skills.
- Ability to maintain strict level of confidentiality and support appropriate response to employee issues.
- Ability to plan, review, assign, evaluate and delegate work.
- Ability to resolve conflicts and problems that arise.
- Ability to implement short- and long-term strategies to meet organization goals.
- Ability to strategically plan ahead to meet future company needs.
- Excellent problem solving and analytical skills.
- Results oriented with a sense of urgency.
- Demonstrated history of anticipating issues and taking proactive action to develop and implement an appropriate response plan.

This posting will remain open until Monday, October 21, 2019.

* To apply, please follow the steps below:

* Go to www.norta.com

* On the top bar, there are seven words: hover over "About".

* Click on "Jobs at RTA" located in the purple banner.

To apply for this position, send your Resume to: humanresources@rtafoward.org

GEORGIA DEPARTMENT OF TRANSPORTATION - OFFICE OF INTERMODAL GRANTS & FISCAL SERVICES MANAGER

Job Specific Duties: Under broad supervision in the Intermodal Division, performs work of considerable difficulty in the administration and management of federal, state, and local funds for the Aviation Program, Rail Program, State Safety Oversight Program, Transit Program, and the Waterways Program. Performs functions in the Intermodal Division as lead budget officer. Identifies and manages the funding needs across the five program areas. Though coordination with the five programs, manage the Fiscal Activities of each of the programs, including federal apportionments, grant awards, grant balances, bond approvals, project funding, contract execution and subsequent fund encumbrance, project and program expenses, and fiscal year end program balances. Budget activities involve multiple federal agencies with different requirements.

For additional information and to apply please go to: https://ga.taleo.net/careersection/ga_external/jobdetail.ft?job=FIN01RZ&tz=GMT-04%3A00&tzname=

OFFICE SPECIALIST - BUS DIVISION (PS101358)

GOLDEN GATE BRIDGE HIGHWAY & TRANSPORTATION DISTRICT

Position is located in San Rafael, CA

Salary Range: \$63,169.60 - \$76,336.00 annually plus benefits (40 hour workweek)

Employee pays 7% of salary/wage toward CalPERS retirement plan.

Position Description:

Under direct supervision, the Office Specialist in the Bus Administration Office exercises the highest level of discretion, initiative and independent judgment within established guidelines. Provides a high level of responsible, varied and confidential administrative and clerical assistance for the Bus Division, including Maintenance, Operations, Scheduling, and Procurement Departments. This position requires strong word processing, organizational, time-management and interpersonal skills and the ability to work effectively in a fast paced environment with frequent interruptions. Must be able to work as a team member with strong internal and external customer service skills to provide varied services to District-wide staff, outside agencies and the public.

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:

1. GGBHT Online Employment Application
2. Resume (Scan and attach as PDF to your online application)
3. Cover letter demonstrating applicable work experience (Scan and attach as PDF to your online application)

The Selection Process For This Position will include:

- Skills Testing
- Oral Panel Interview
- Department interview for final candidates
- Background, Employment and Security Investigation

* The District will only invite those candidates whose qualifications Most Closely Match the position requirements to continue in the selection process.

MGR. ENVIRONMENTAL COMPLIANCE #5621

Yearly Salary Range: \$77,772-97,215

Reporting to the Department Head, Industrial Hygiene, the Manager Environmental Compliance will manage all aspects of environmental compliance on capital construction and rehabilitation projects ensuring compliance with applicable laws and ordinances, Metra quality standards, and industry best practices. Review construction designs and remediation plans for major capital projects and apply subject matter expertise to recommend best practices that ensure compliance with environmental laws and ordinances. Supervise staff, consultants, and teams in conducting environmental inspections of major public works construction projects, lead investigations and consult on incidents, and oversee remediation work ensuring corrective action is taken to contain hazards and minimize impact on the environment. Develop and manage the contract services budget for environmental inspection and remediation work including: developing cost estimates, contract specifications, and scope of services for Request for Proposals; participating in the vendor selection process; managing selected vendors including: reviewing, approving, and tracking work orders; approving expenditures; and assuring project deliverables. Analyze complex environmental issues, identify and evaluate alternative measures, and recommend solutions that are cost-effective, feasible, timely, and comply with hazardous waste management and environmental laws, ordinances, and Metra standards. Develop, implement, and maintain an Environmental Management System similar to ISO 14001 and compliant with Metra's Quality Management Plan that identifies environmental aspects of construction projects; documents deficiencies, corrective action, and follow

up; and includes comprehensive data for generating various management reports. Approve time off, coordinate staff schedules, fill vacancies as necessary, and ensure compliance with departmental and company policies and objectives. Decide/implement staffing decisions, performance evaluations, and performance improvement, disciplinary, and/or termination procedures. Make recommendations regarding hiring, performance evaluations, disciplinary and/or termination procedures. Responsible for the safety objectives, goals, and program of the organization ensuring compliance with applicable safety rules and regulations. Works under both inside and outside environmental conditions under prevailing conditions of heat, cold, rain, and snow.

Apply at <https://www.metrotransit.com/about-metra/careers>



MIAMI-DADE COUNTY

DEPARTMENT OF TRANSPORTATION AND PUBLIC WORKS

ASSISTANT DIRECTOR, DTPW (RAIL SERVICES) (DESIGNEE)

Salary Range \$123,027 - \$208,944

Miami-Dade County, Department of Transportation and Public Works (DTPW) is seeking a progressive, experienced, and results-oriented Assistant Director, DTPW (Rail Services) to lead the County's rail system into the future with enhancements designed to meet the growing needs of the community. Miami-Dade County operates the 15th largest public transit system in the country, and the largest transit agency in the State of Florida. The Department of Transportation and Public Works controls a 25-mile dual track elevated Metrorail rapid transit system which encompasses twenty-three Metrorail stations with 136 rail cars; twenty-two Metromover stations with twenty-nine automated cars on a 4.4-mile electronically powered track that is among the longest in the United States.

The Assistant Director, DTPW (Rail Services) exercises significant autonomy directing rail transportation, operations and maintenance of rail vehicles, metromover system and track and guideway. The incumbent will have oversight of approximately \$61M budget. Rail operations are guided by and must be in compliance with federal and state laws; regulatory agencies; and local policy direction of the Board of County Commissioners. The Assistant Director, Rail Services reports to the Deputy Director, DTPW Operations.

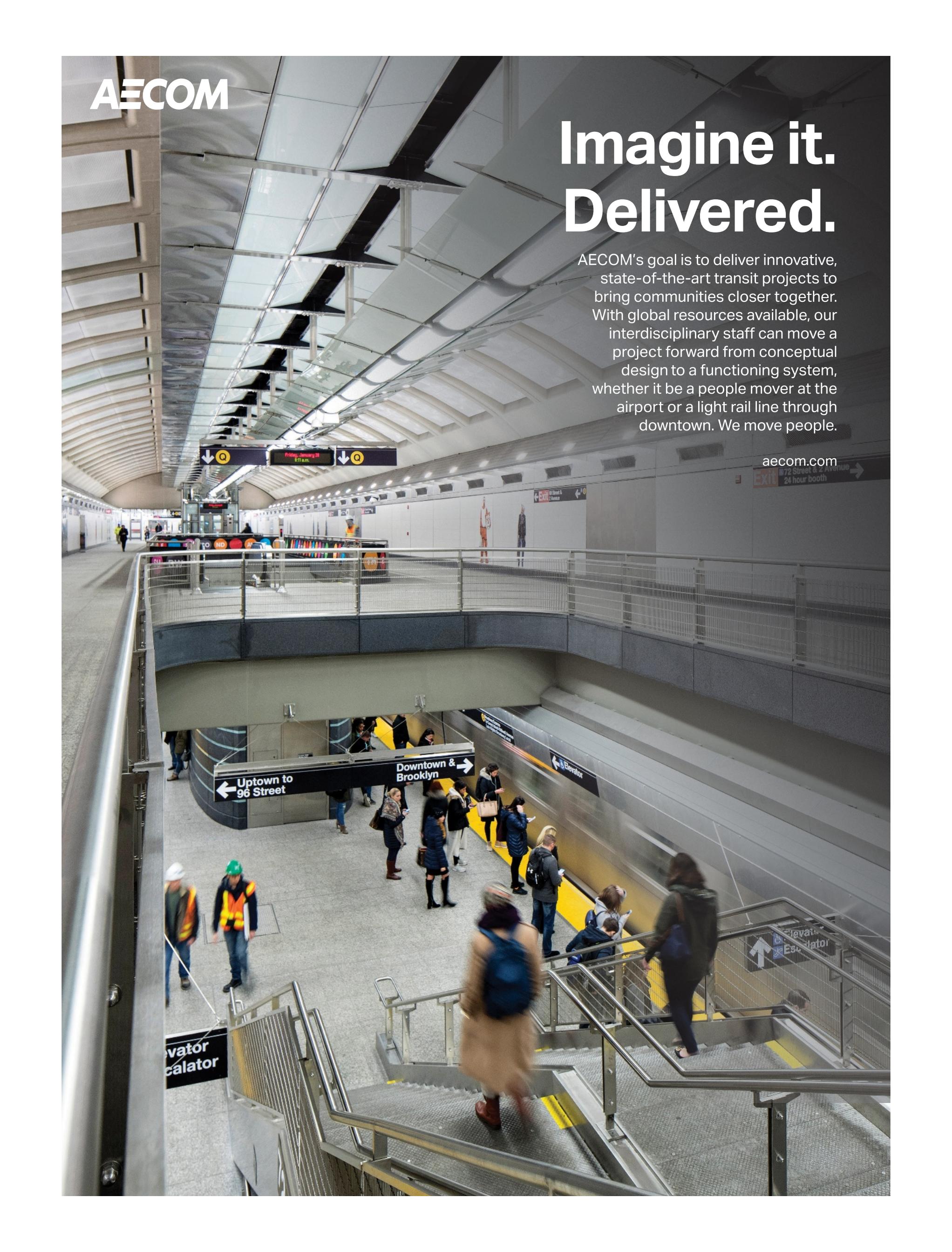
For Fiscal Year 2019-20, the County's adopted budget is \$8.9 billion. Miami-Dade County is internationally recognized for its achievement in implementing a results-oriented government culture. The County's Strategic Business Plans are developed with significant input from the community in setting priorities. Plans are established for all departments outlining projected activities and anticipated results for the fiscal year. The plan and associated budget are adopted by the Board of County Commissioners annually. The annual budget represents appropriations for service levels provided to the citizens and capital investments in the community.

Minimum Qualifications:

The Assistant Director, DTPW (Rail Services) shall possess a Bachelor's degree in Public Administration, Business Administration, Mechanical, Electrical/Electronics, Civil, Industrial Engineering; Engineering Technology or related field. A minimum of six years of progressively responsible experience in mass rail transportation operations or maintenance to include supervisory experience direction, management, planning and oversight of a large workforce of administrative, technical, skilled and operating personnel for executing revenue operations and maintenance of fixed guideway rapid transit systems and rolling stock. Proof of education and work experience to meet minimum qualifications must be presented and will be verified.

Benefits: Miami-Dade County offers outstanding comprehensive benefits that include: full medical, dental, vision and disability insurance; an optional 457 pre-tax savings plan, optional flexible spending accounts, 14 paid holidays; vacation and sick leave; and employee contributory membership in the Florida Retirement System. Applicants qualifying for employment will be subject to an extensive background check including, but not limited to, fingerprint checks, employment verification and other procedures. All resume submittals are subject to State of Florida Public Records Law.

Apply online to Job Opening #54816 at www.miamidade.gov/jobs or send resumes to Jennifer Walker, Department of Transportation and Public Works, 701 NW 1st Court, Suite 1300, Miami, FL 33136 or email to jjw@miamidade.gov no later than October 31, 2019. For additional information contact Jennifer Walker at (786) 469-5089.



AECOM

Imagine it. Delivered.

AECOM's goal is to deliver innovative, state-of-the-art transit projects to bring communities closer together. With global resources available, our interdisciplinary staff can move a project forward from conceptual design to a functioning system, whether it be a people mover at the airport or a light rail line through downtown. We move people.

aecom.com

← Uptown to
96 Street

→ Downtown &
Brooklyn

← Elevator

Elevator
Escalator

Elevator
Escalator

Exit
72 Street & 2 Avenue
24 hour booth