



The Aging Transit Workforce

Investing in Human Capital



Group Two

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Group Two pictured with APTA Chairman and JTA CEO Nathaniel P. Ford Sr., during a project work session in Jacksonville, December 2017.

Presentation Overview

- ≡ Introduction
- ≡ Problem Statement
- ≡ Problems
- ≡ Data Collection
 - ◇ Survey
 - ◇ Follow-Up Interviews
- ≡ Results
 - ◇ Operations
 - ◇ Maintenance
- ≡ Best Practices
- ≡ Conclusions
- ≡ Questions?

Problem Statement



APTA, We have a problem.

Problem #1

A large number of transit employees are due to retire in next 3-5 years



Problem #2

Transit is not the only field recruiting workers

- ≡ Trucking Industry
- ≡ Commercial Driver's License (CDL)



Truck driver shortage

- ≡ **50,000** – end of 2017
- ≡ **174,000** – by 2026 (estimated)

Problem #3

There is a need to find a way to attract and retain new recruits to transit profession.

Millennials

- ≡ Least loyal
- ≡ Least interested in private sector benefits
- ≡ More willing to leave jobs

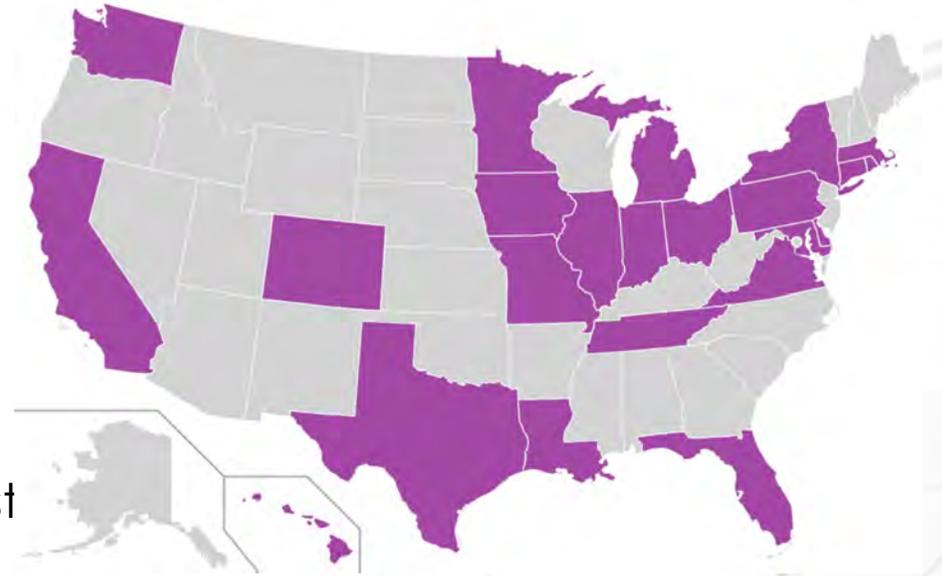


Effects of Baby Boomers retiring

- ≡ 31 Million jobs available by 2020
- ≡ 24 Million new jobs created

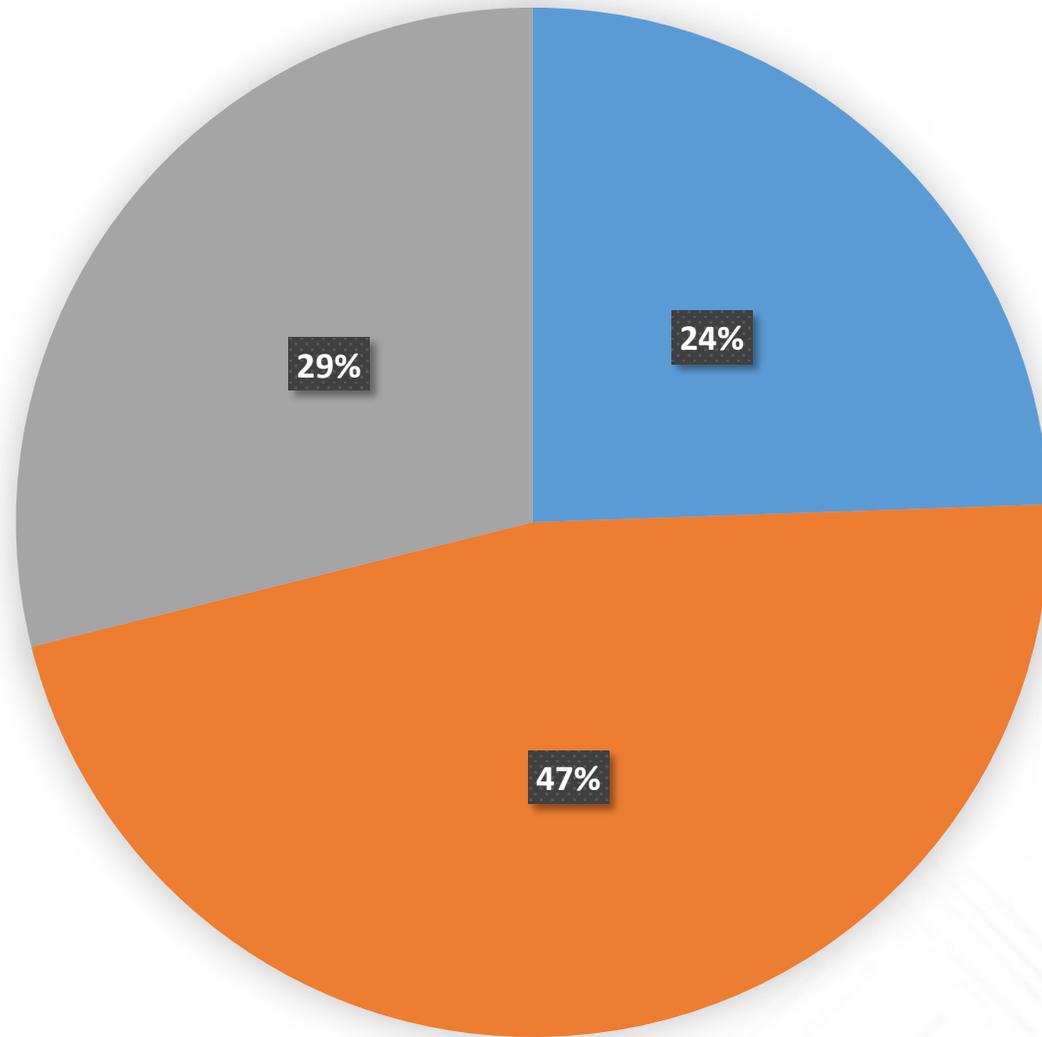
Survey Deployment

- ≡ Survey Method: Online
- ≡ Method of Contact: E-mail & Phone
- ≡ Survey Population:
 - ◇ APTA Workforce Development Committee List
 - ◇ ELP Program Participant Agencies
 - ◇ Supplemented with personal contacts to seek geographic balance and agency size distribution balance
- ≡ Agencies Contacted: **125**
- ≡ Transit Agency Responses: **44**
- ≡ Response Rate: **35.20%**
- ≡ US States Represented in Responses: **23**
- ≡ Areas of Focus: Bus Operations & Maintenance



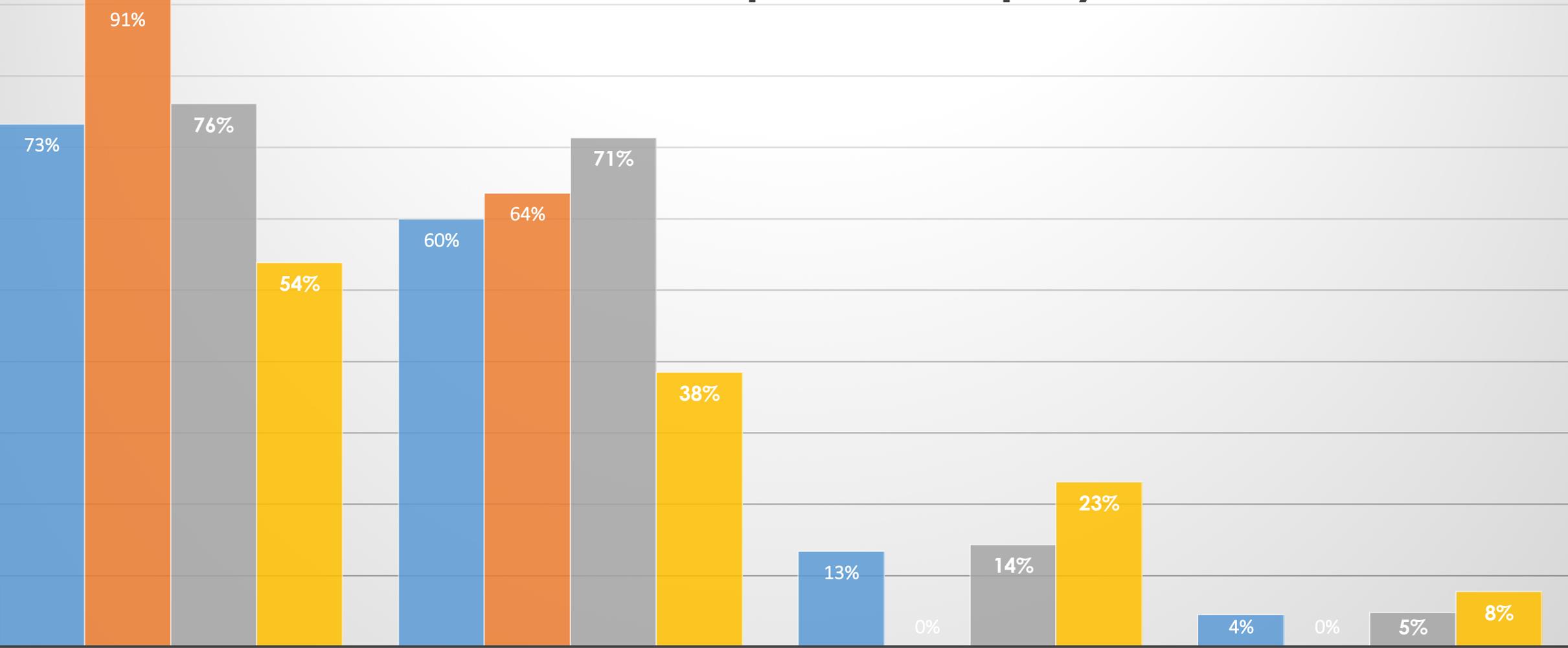
** Survey response from TTC not shown on map.**

Agency Size for Survey Responses



- Large: More than 20 million annual passenger trips.
- Medium: More than 4 million, but fewer than 20 million annual passenger trips.
- Small: 4 million or fewer annual passenger trips.

Status of Bus Operator Employees



CONTRACTUAL / UNION EMPLOYEES

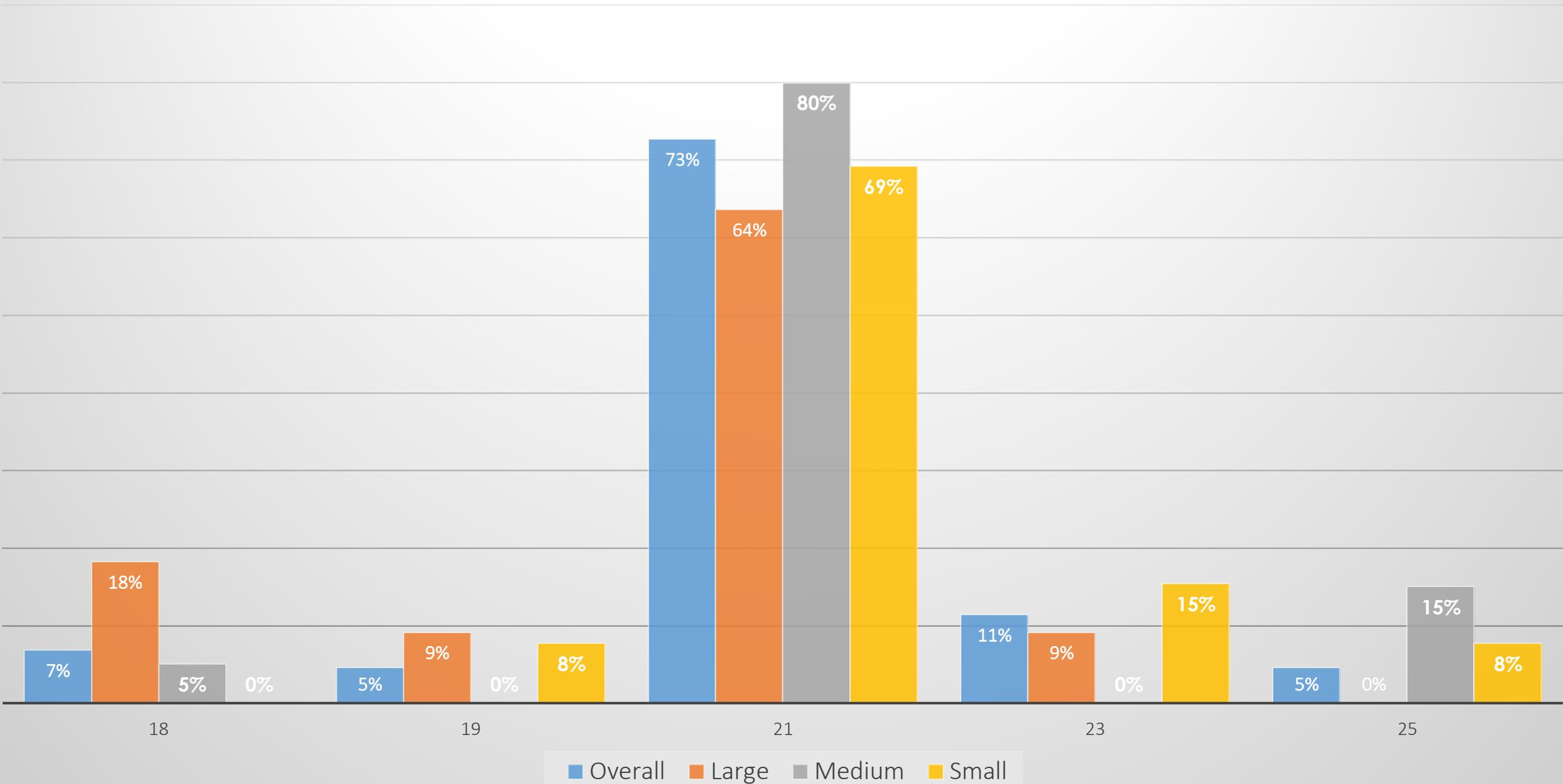
FULL-TIME EMPLOYEES OF THE AUTHORITY/AGENCY

PART-TIME EMPLOYEES OF THE AUTHORITY/AGENCY

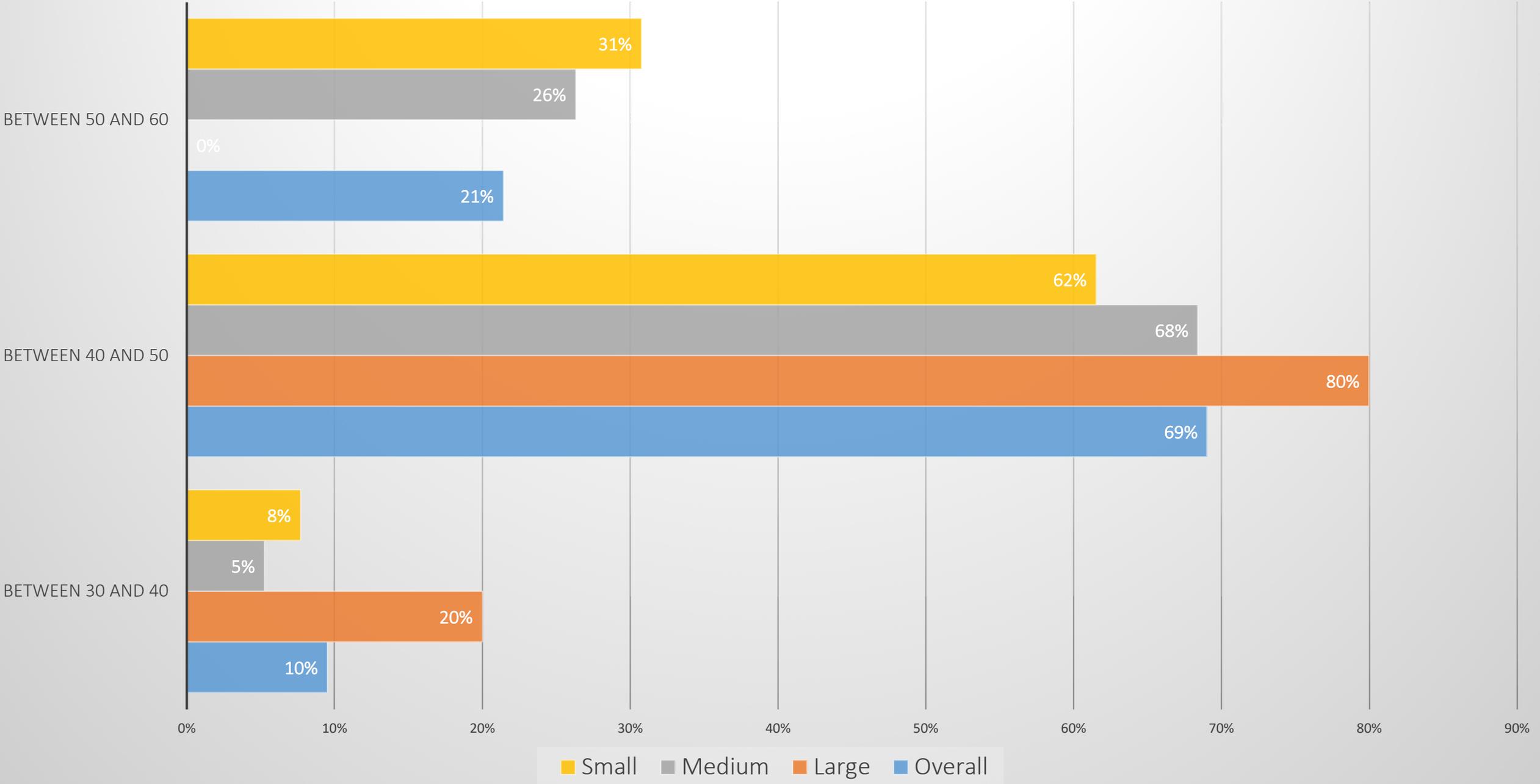
THIRD-PARTY EMPLOYEES (HIRED THROUGH AN AGENCY)

Overall Large Medium Small

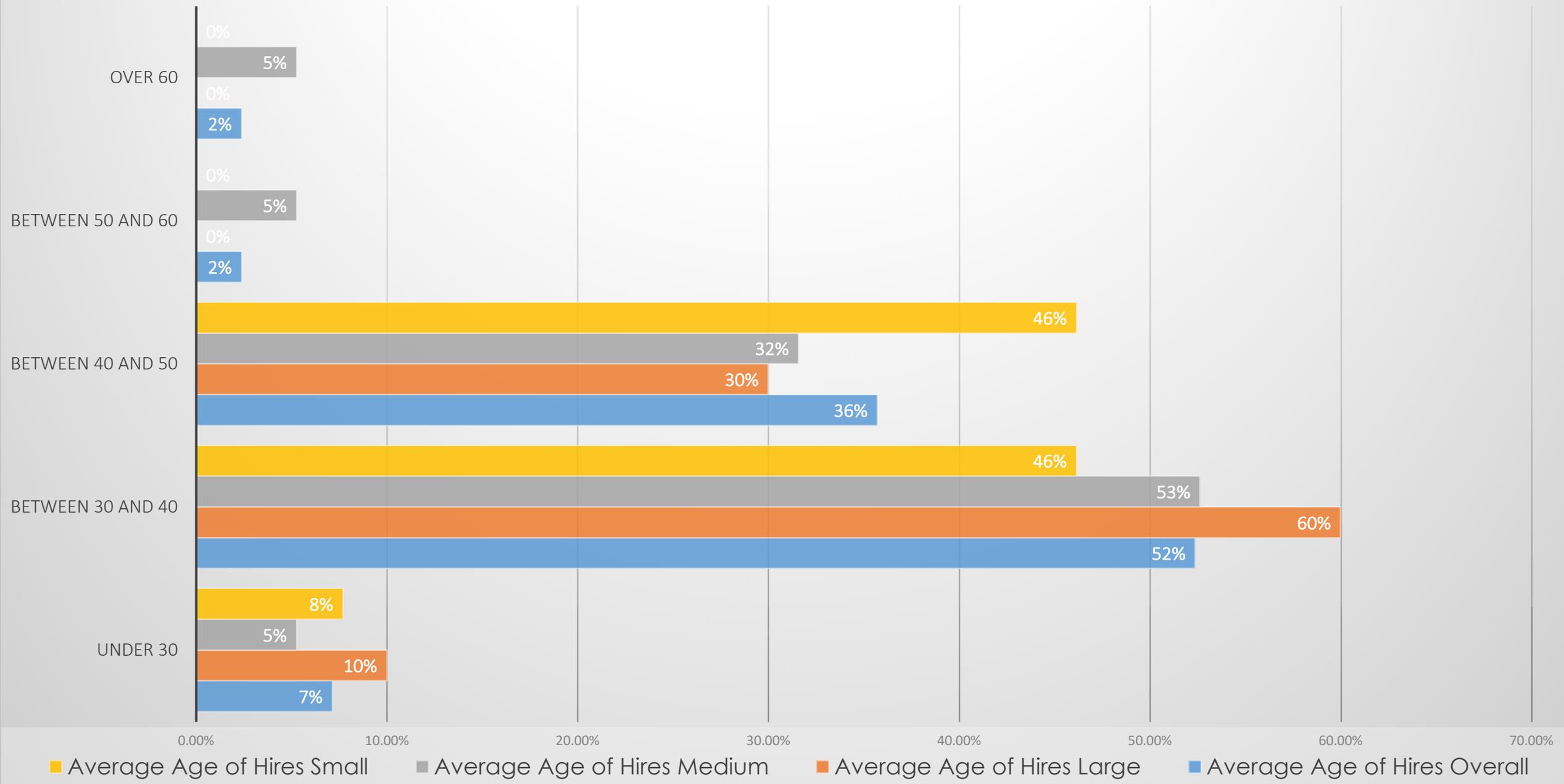
Bus Operator Minimum Age



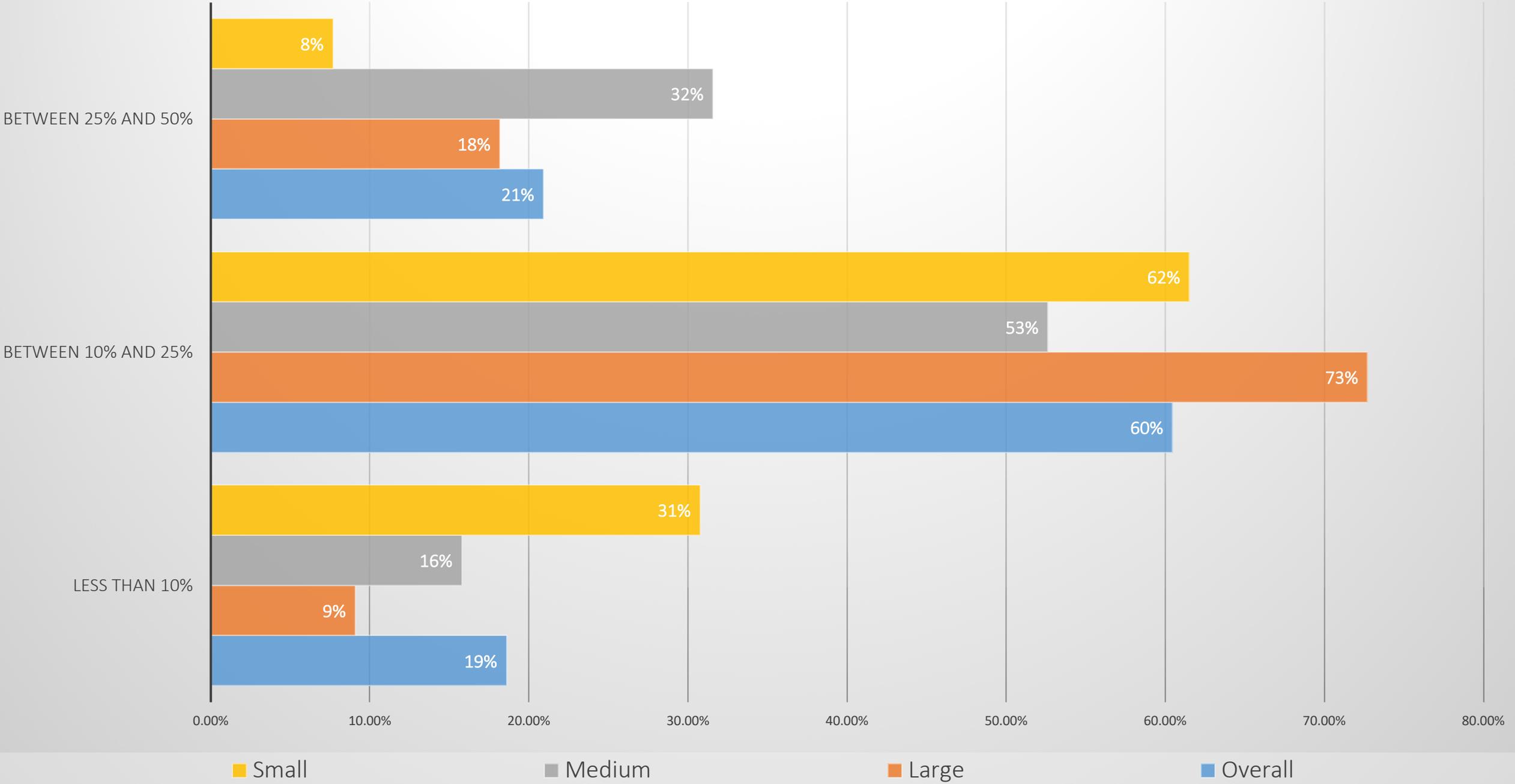
Average Age - Transit Agency Size



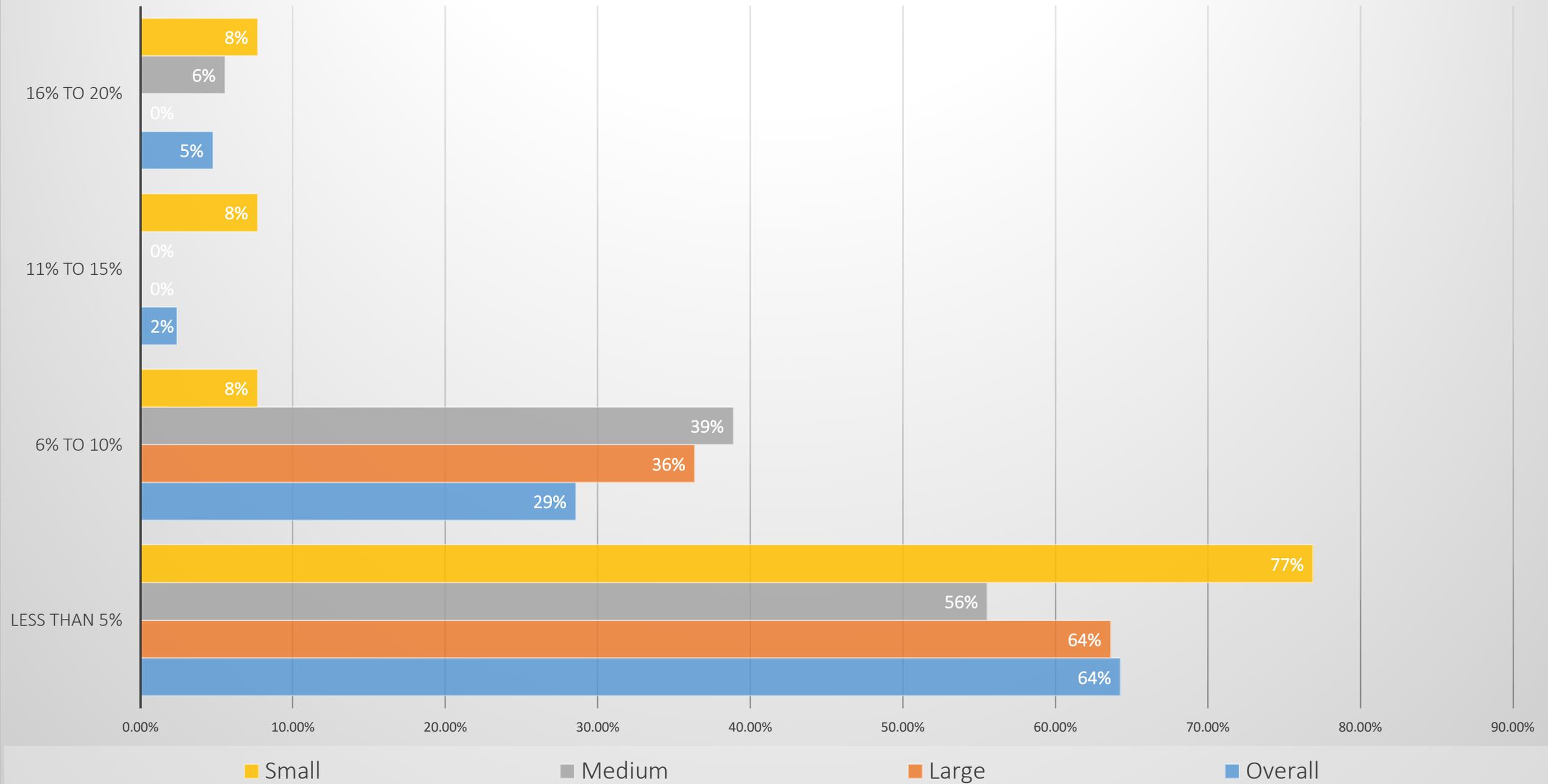
Bus Operators: Average Age of 2017 Hires - Agency Size



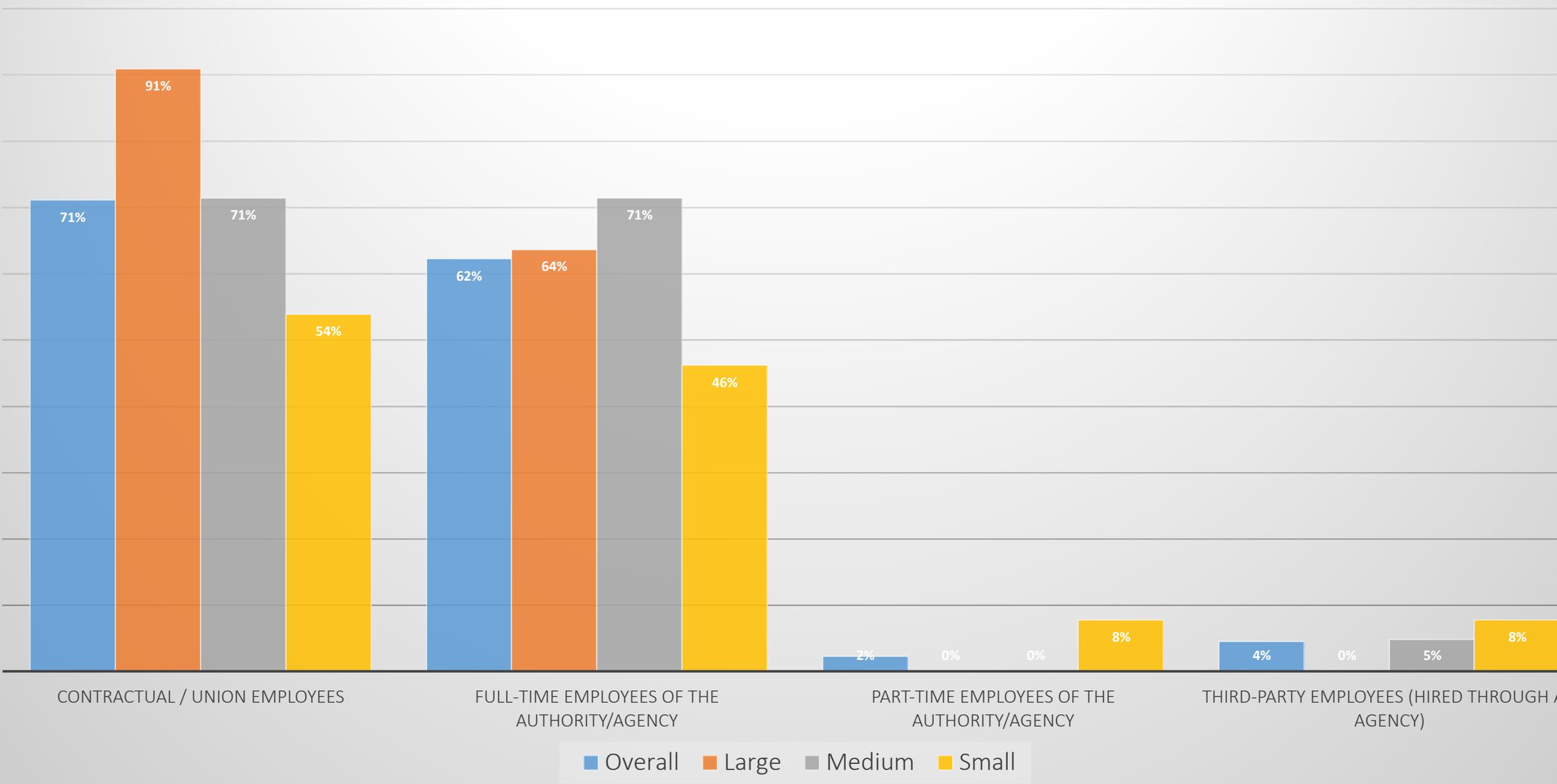
Percentage of Bus Operators Eligible to Retire in 3-5 Years - Agency Size



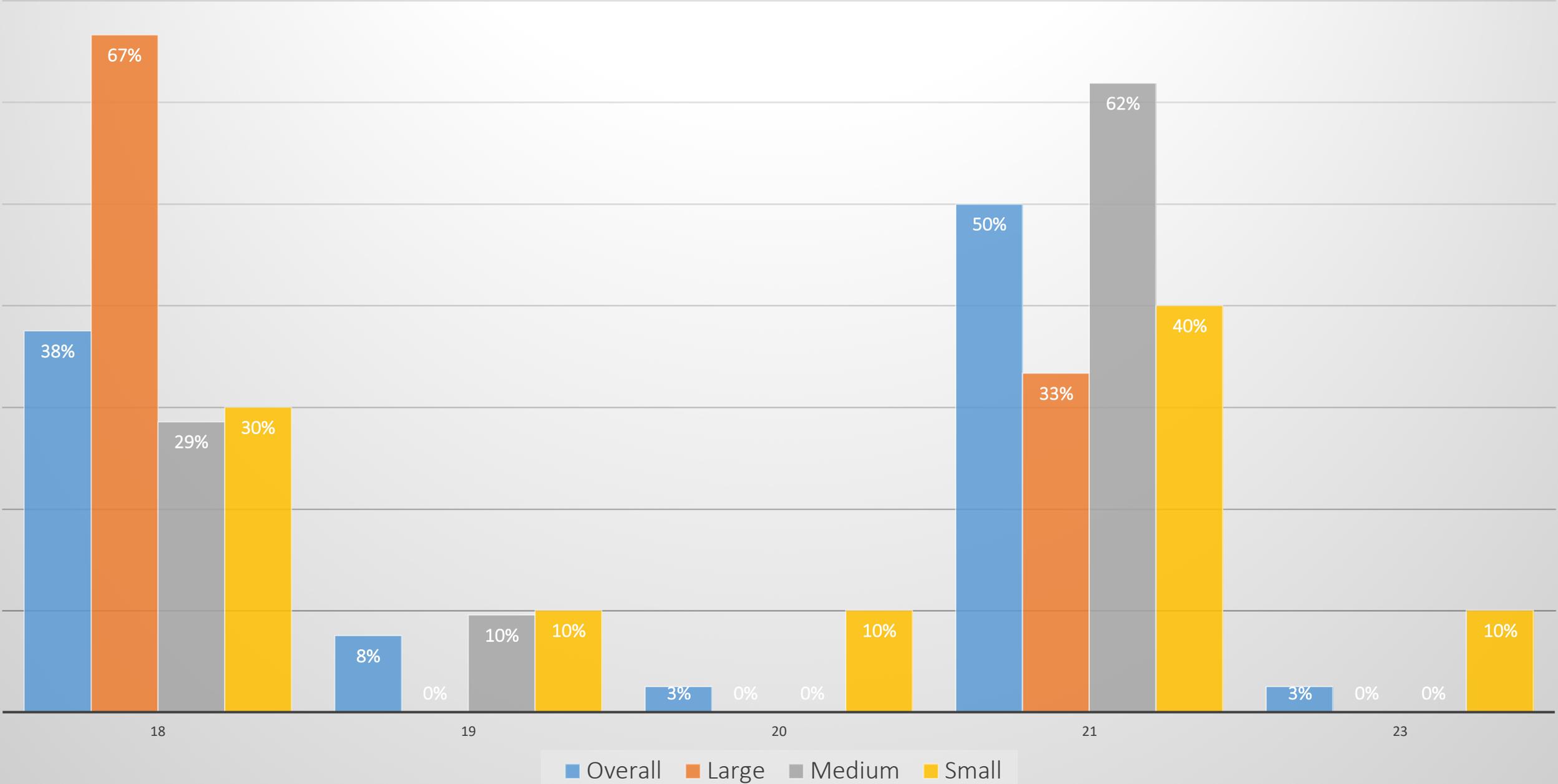
Percentage of Bus Operator Positions Vacant - Agency Size



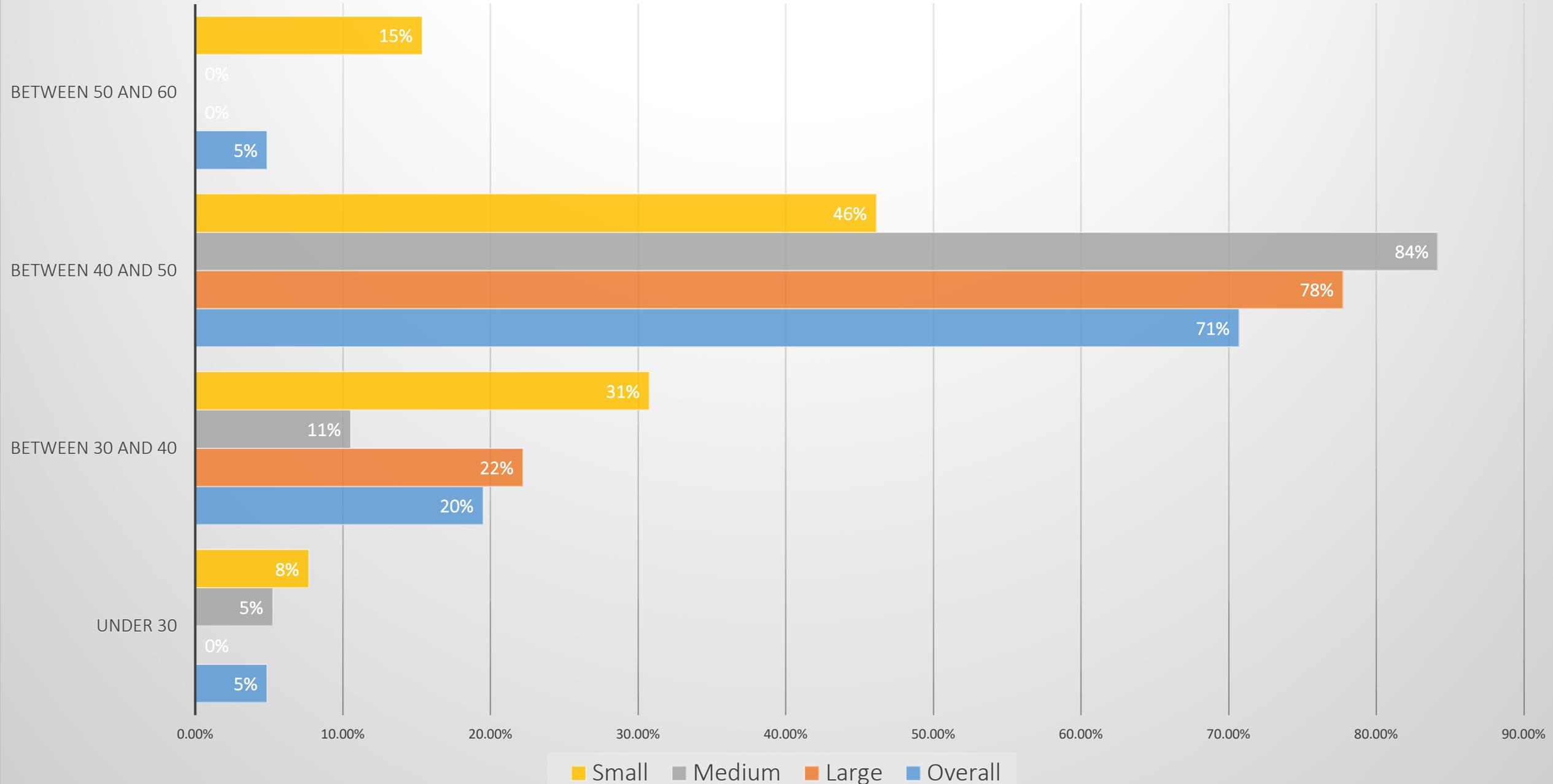
Status of Bus Maintenance Employees



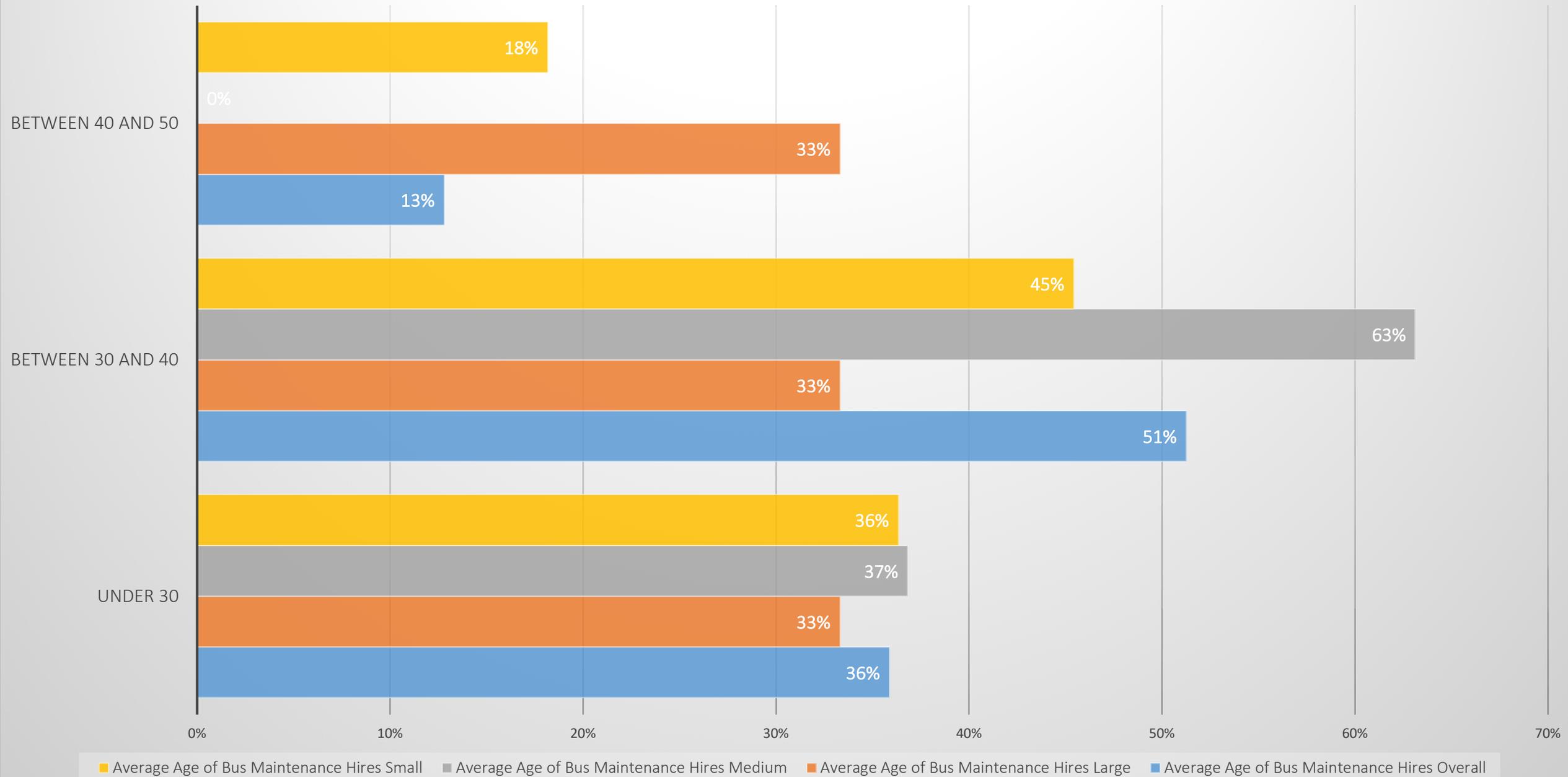
Minimum Age Required - Bus Maintenance Employees



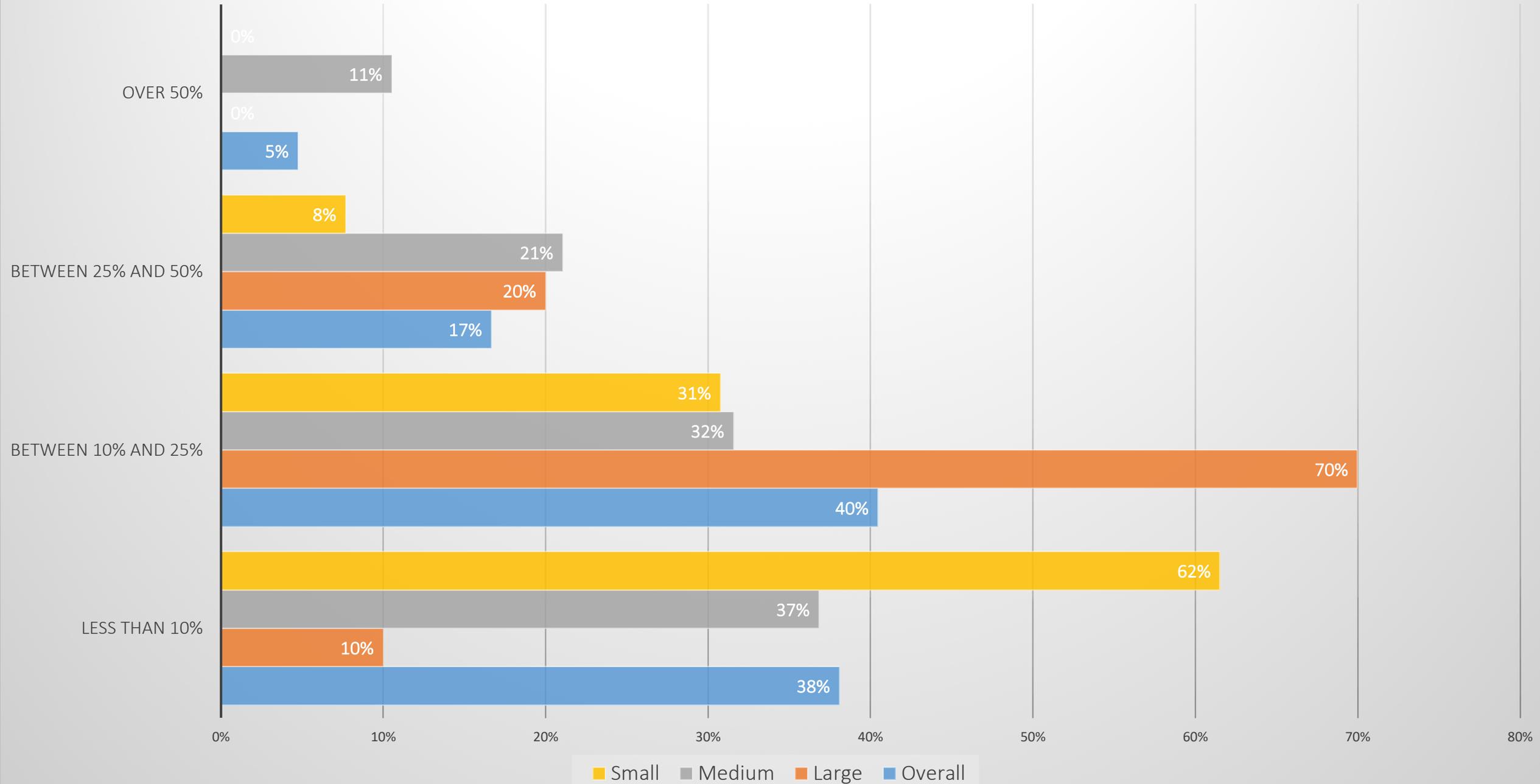
Average Age Maintenance Employees x Transit Agency Size



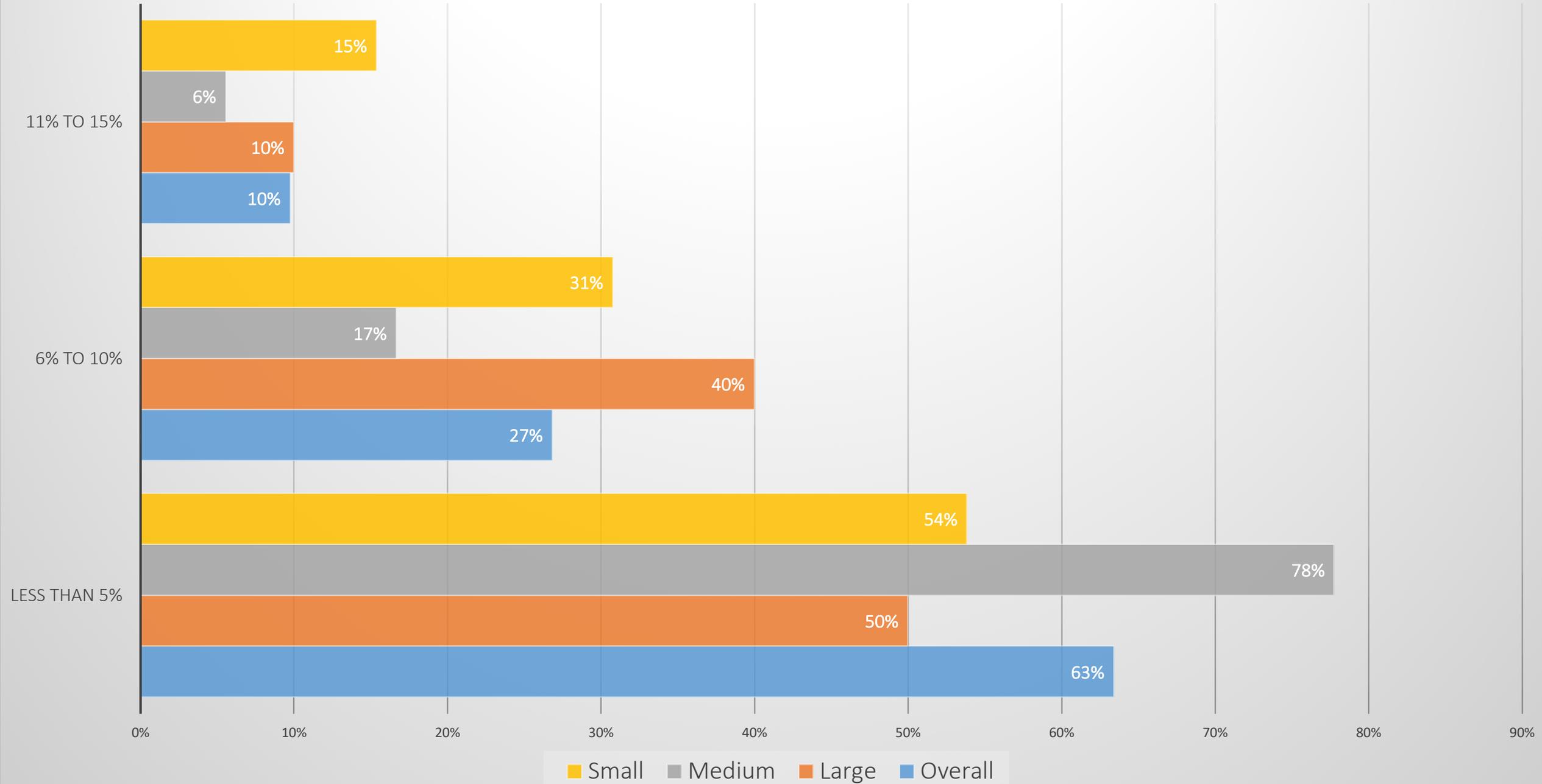
Bus Maintenance: Average Age of 2017 Hires x Agency Size



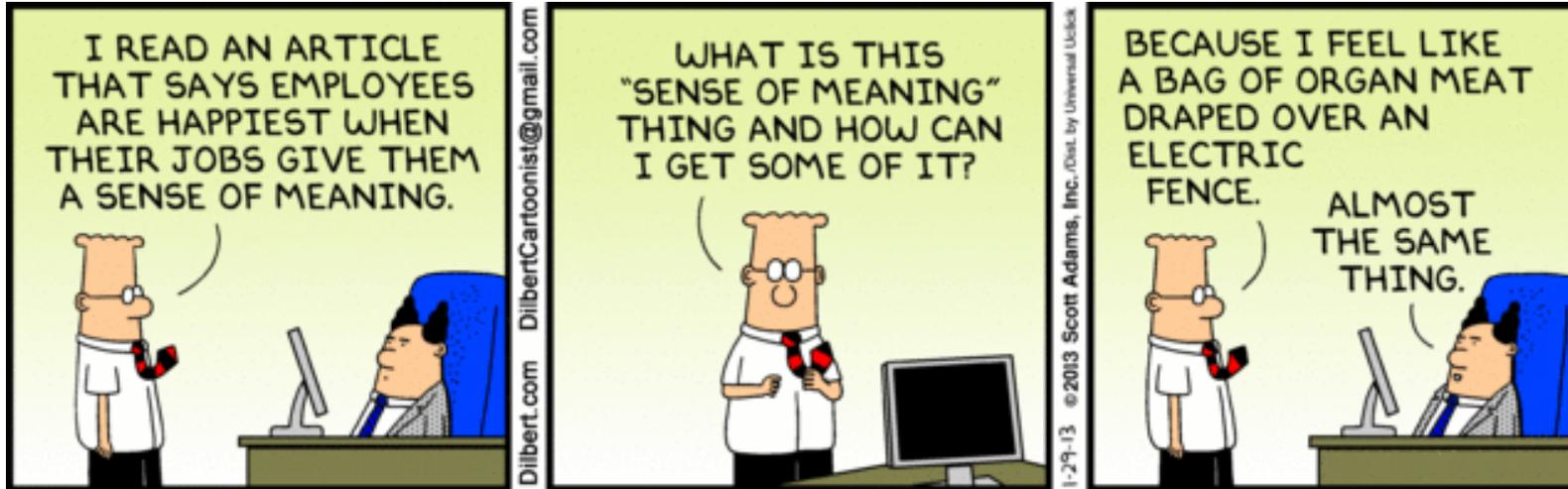
Percentage of Bus Maintenance Employees Eligible Retire in 3-5 Years



Percentage of Bus Maintenance Positions Vacant - Agency Size



Recruitment and Retention



“Of course, we would love to keep the experienced workers here with us as long as possible,” Japhet said. ‘There is immense value in the knowledge they bring to the job.’”

- Lynn, Adam. (2016, February 11). *Aging workforce a Concern for Pierce Transit*

Recruitment and Retention

According to our survey **most** agencies surveyed offer:

≡ Paid Time Off

- ◇ **91%** - paid sick days
- ◇ **94%** - paid vacation time
 - **89%** - vacation time increases with seniority

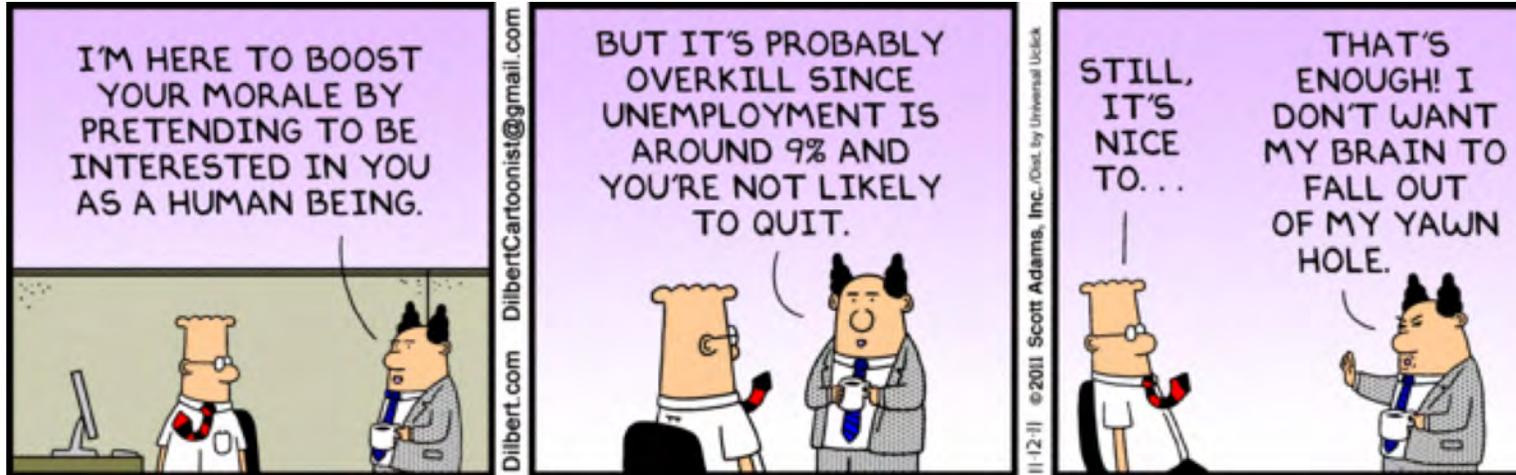
≡ Healthcare Options

- ◇ **96%** - healthcare benefits

≡ Other Benefits

- ◇ **89%** - employee life insurance benefits
- ◇ **76%** - employee wellness / well-being programs

Retaining Employees – Boosting Morale



Most Appropriate Offens Include

- ≡ Employee/Family Holiday Banquet
- ≡ Bus Rodeos
- ≡ Annual Gifts
- ≡ Award Ceremonies
- ≡ Safety Bonuses and Gifts
- ≡ Additional Time off to Events
- ≡ Birthdays Gift Cards
- ≡ Work Anniversary Celebration

Innovative Best Practices

Transportation Industry Workforce Recruitment



Arlington Transit

- ≡ Sign-on bonuses



Baltimore Maryland Transit Administration

- ≡ Apprenticeship and Operability Program



Blacksburg Transit

- ≡ Targeted social media recruitment campaign



Innovative Best Practices

Transportation Industry Workforce Recruitment



Capital Metro

- ≡ Full-time Recruiter



Centre Area Transportation Authority (CATABUS)

- ≡ "Done in a Day"



Greater Cleveland RTA

- ≡ Quarterly open houses - operators
- ≡ Trade School partnerships



Innovative Best Practices

Transportation Industry Workforce Recruitment



Lebanon transit

Lebanon Transit

- ≡ Career opportunity signage at Park-n-Rides



Lehigh and Northampton Transportation Authority (LAN'ta)

- ≡ Master mechanic shadow program



LA County Metro

- ≡ 1-day recruitment; Same day process/hire
- ≡ LA Valley College partnership – operator training academy



Innovative Best Practices

Transportation Industry Workforce Recruitment



Orange County Transit

- ≡ Cash bonuses for referrals
- ≡ Mechanic apprenticeship program
- ≡ College students as bus operators
- ≡ College tuition reimbursement



Southern California Regional Transit Training Consortium (SCRTTC)

- ≡ Master Partnership – Hartnell JC Diesel Mechanic School



Toronto Transit Commission

- ≡ Apprenticeships/Maintenance employees schools

What's the Takeaway?

- ≡ Retirements = Skill gaps and workforce development needs
- ≡ APTA Blue Ribbon Panel on Workforce Development – Post-secondary educational options:
 - ◇ Universities
 - ◇ Transportation research centers
 - ◇ Community colleges
 - ◇ Technical schools
- ≡ New generations and talent pools
- ≡ Creative adaptations -- internships and apprentice programs
- ≡ “Innovative” recruitment practices



Thank You to all our Survey Respondents

Baltimore MTA

Chicago Transit Authority

CT Transit

Greater Cleveland Regional Transit

Los Angeles County Metro

Metro Transit (MN)

New Orleans Regional Transit Authority

Pierce Transit

San Diego Metropolitan Transit System

City and County of Honolulu

Toronto Transit Commission

Ann Arbor Area Transportation Authority

Capital Metro Transit Authority (TX)

Capital District Transportation Authority (NY)

Champaign Urbana Mass Transit District

City of Santa Monica

Delaware Transit Corporation

Des Moines Area Regional Transportation Authority

Foothill Transit

Intercity Transit

Jacksonville Transportation Authority

Lehigh and Northampton Transportation Authority

Memphis Area Transit Authority

Metropolitan Transit Authority of Harris County

Monterey-Salinas Transit District

Orange County Transportation Authority

Roaring Fork Transportation Authority

San Joaquin Regional Transit District

Stark Area Regional Transit Authority

Rhode Island Public Transit Authority

Altoona Metro Transit

Arlington Transit

Blacksburg Transit

Capital Area Transit

Centre Area Transportation Authority

Connect Transit

Crawford Area Transportation Authority

Fort Wayne Public Transportation

Greater New Haven Transit District

Greater Richmond Transit Company

Lebanon Transit

Mountain Metro Transit

Norwalk Transit District

Southeastern Regional
Transit Authority

Special Thanks

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Joe Alexander, Transportation Consultant, The Alexander Group

Our local mentors:

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Brendan Cotter, Director of Planning & Development, LANTA

Lisa Darnall, VP-Operations, JTA

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