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Commentary

- Rosemary Sheridan**, Publisher
rsheridan@apta.com
- Kathy Golden**, Editor
kgolden@apta.com
- Deborah Bongiorno**, Senior Managing Editor
dbongiorno@apta.com
- Susan Berlin**, Senior Editor
sberlin@apta.com
- Jack Gonzalez**, Director-Marketing and Sales
jgonzalez@apta.com
- Erin Cartwright**, Marketing & Communications Coordinator
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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5 Star Service: A Cultural Transition for DART

Treating every colleague and customer like a VIP

BY GARY THOMAS
President/Executive Director
Dallas Area Rapid Transit

CAROL WISE
Executive Vice President/
Chief Operating Officer

IN 2012, DALLAS AREA RAPID TRANSIT

(DART) launched its 5 Star Service program to encourage employees to strive to create an extraordinary customer experience. Although customer service has always been part of our culture, there is always room for improvement. For us, 5 Star represents a cultural transition—a significant change in how we approach customer service internally and externally.

A customer-oriented culture requires a complete shift in how our employees view what it is we do, and how we as an organization value our employees. 5 Star is our pathway to excellence every day, every time, in every interaction with each other, our riders and community.

When drafting the 5 Star initiative, we sought out those best practice examples like Disney, Starbucks and Southwest Airlines—companies we felt embodied strong values, trust and dependability. Based on our extensive research, we felt the best approach would be to engage employees from the start. We formed a cross-functional team of employees who would help us develop our vision statement and values, as well as define each star level in 5 Star.

In the minds of our employees, to deliver 5 Star service means we are treating every colleague and customer like a VIP. Spectacular service helps ensure our brand is top of mind and held in high regard.

Setting the Parameters

4 Stars is offering top quality service. Employees show great attention to detail, establishing personal and empathetic connections to internal and external customers. Employees helped define 3 Stars as above average service and 2 Stars as routine.

A level we never want to be at is 1 Star. When we asked our employees what 1 Star means to them, they said “embarrassing.” A 1 Star means the customer service we provide is erratic and undependable, and our employees lack knowledge and initiative.

Our program is supported by five pillars, each with its own focus and initiatives:

Culture Change. Our focus with this

first pillar has been on educating and inspiring employees to learn from industry leaders on how a culture change can be a transformative experience.

Center of Excellence. This piece of the program focuses on talent acquisition, skill development, behavior change and succession planning.

Improved Services. This pillar contains several major initiatives, including the creation of cross-functional problem-solving teams, and the development of a two-year training program for customer experience officers (CEOs) that focuses on world-class customer service, team building and leadership.

High-Performance Teams and Recognition. This involves empowering employees, establishing new standards for performance and defining clear metrics for those standards.

Image and Brand. This final pillar focuses on DART’s image, attitude, facilities, equipment, technology, communications and actions being aligned with the primetime criteria for extraordinary performance.

Every pillar in 5 Star has an element that focuses on employee development because we recognize that when employees feel engaged and valued, it builds loyalty and a stronger desire to work harder and smarter for DART and our customers.

Other elements that have been highly effective are customer service events. Representatives from bus, rail, planning, police, marketing and safety go out in the field and interact with customers. To date, they’ve made contact with more than 10,000 customers and have gained valuable feedback. DART’s 5 Star suggestion line has received more than 633 suggestions, 60 percent of which have been implemented.

All Aboard

While some employees were already performing at a 5 Star level, the goal was to get all individuals and departments on board with the new standard for excellence. A strategy we found particularly effective was to assess four departments within the organization that we identified as demonstrating the characteristics of high-performance teams. Upon evaluation of these teams, we were able to create the standards other teams were to follow. Additionally, we were able to develop assessment and training tools.

We’ve rolled out 5 Star training in phases and agency-wide. On the operations side, all 2,900 employees have now gone through 5 Star training. It’s exciting to see how our employees have responded to the program. Employees throughout DART are taking more initiative on how they can improve upon the service they provide not only customers, but also each other. They’re looking for more opportunities to say “yes” to internal and external customers.

Customer experience officers (CEOs) have been true champions of 5 Star. Each operations entity has a CEO, and their primary goals are to motivate their peers and find ways to improve internal and external customer experiences.

Training is continuous. Annually, nearly 400 employees are engaged with 5 Star in some way. Operations employees have had more exposure to the initiative because the program was first rolled out in our customer facing areas. We now are focusing more effort on ensuring administrative employees understand how to incorporate 5 Star values into their work.

Anytime you try and change the culture of an organization, you have to approach it realistically and understand that it is a five- to 10-year endeavor. At just three years in, we are pleased with what we’re seeing. Our latest annual customer survey showed a 3 percent to 4 percent increase in satisfaction compared with last year. We’ve also seen improvement in our key performance indicators.

Today’s customers are concerned with having mobility choices and convenient transportation. Those are the basics. But if we can consistently deliver that “wow” experience, the essence of 5 Star Service, we can convert them from customers to champions.



Metrolink Opens Perris Valley Line

First Commuter Rail Service Extension Since 1994

Officials of Metrolink commuter rail and the Riverside County Transportation Commission (RCTC) gathered June 6 to open the 91/Perris Valley Line—the first extension of Metrolink service since the 1994 opening of the Antelope Valley Line.

“The 91/Perris Valley Line extension is important because we know, almost on a one-to-one basis, a Metrolink rider represents a car off the road,” Metrolink Chief Executive Officer Art Leahy said in advance of the opening. “Metrolink service is the best way to reduce congestion on the region’s freeways, especially when one considers how difficult it is to build freeways in most parts of Southern California.”

Metrolink Board Vice Chair Daryl Busch, mayor of the city of Perris and a member of RCTC, said, “We are very excited the residents of the Perris Valley will soon be able to board Metrolink stations in their community and reach areas throughout Southern California. Metrolink and RCTC staff have worked incredibly hard to make this concept a reality.”

The new 24-mile track segment, with four new stations in Riverside County, is an extension of the previous 91 Line. RCTC owns the new track, now known as the Perris Valley Subdivision and previously called the San Jacinto Branch of the BNSF San Bernardino Subdivision. Part of the track

is on BNSF territory before trains transfer to the 91/Perris Valley Line.

In addition to the new stations, the line extension includes enhancements to 15 at-grade crossings such as flashing warning devices, gates, raised center medians, striping and pavement markings. The project also added pedestrian crosswalks at two railroad crossings.



In advance of opening day on Metrolink’s 91/Perris Valley Line, dignitaries, stakeholders, invited guests and members of the media board an inaugural Metrolink train traveling between the Riverside-Hunter Park/UCR and Perris-Downtown stations.

Foxx, Chinese Minister Kick Off ‘Race to Zero Emissions’

DOT SECRETARY Anthony Foxx and China’s minister of transport, Yang Chuantang, unveiled the U.S.-China Race to Zero Emissions (R2ZE) Challenge during the recent eighth U.S.-China Transportation Forum in Los Angeles.

The challenge is a collaborative and friendly competition that encourages cities and metropolitan transit districts in the U.S. and China to deploy innovative and advanced non-polluting zero-emission buses (defined as electric-only, whether powered by batteries, a fuel cell or a catenary) in their public transit systems.

Foxx said the challenge “will hasten the development of new and emerging technologies that will move us away from fossil fuels and race us closer to our ultimate goal of zero emissions, while creating good jobs and economic growth in both the United States and China.” He called the effort “a win for both of our nations and an important milestone in our

ongoing efforts to deepen technical cooperation and our ties together in support of green-energy transportation objectives.”

Foxx and Yang also signed a memorandum of cooperation to further cement the transportation partnership between the countries and their cooperation in other areas of mutual interest

including safety, innovation and technology, energy efficiency, urban congestion and public-private partnerships.

The R2ZE Challenge calls for a long-term commitment by public transit agencies to expand green-energy fleets with interim targets and a finish line. The

targets are considered met when buses are deployed and remain in revenue service on an annual basis.

The challenge is open to all U.S. and China cities/metropolitan transit districts. For more information and to enroll, visit www.transportation.gov/R2ZE.



LA Metro Breaks Ground on Rail Maintenance Facility

Los Angeles Metro recently broke ground on a \$172 million maintenance and administrative facility for light rail vehicles serving the Crenshaw/LAX Transit Corridor Project and the Metro Green Line.

The Southwest Yard, located near Los Angeles International Airport, will be a 115,650-square-foot facility with the capacity to store 70 light rail vehicles. Components of the project include a main shop, a washing facility, a cleaning platform, a material storage building and a wheel truing shop.

“This investment will allow Metro to safely and efficiently maintain the vehicles that will finally connect the growing Metro Rail network to LAX,” said Metro Board Chair and Los Angeles County Supervisor Mark Ridley-Thomas.

Metro has designed the facility to attain LEED Silver certification, with “green” features including bicycle parking, designated parking for low-emitting, fuel-efficient and carpool/vanpool vehicles and electric vehicle charging. More than 20 percent of construction materials will consist of recycled content.

As California remains in a persistent drought, the Southwest Yard will feature a system to capture and reuse water for vehicle washing, water-efficient plumbing fixtures and fittings to reduce water consumption by 40 percent and drought-tolerant plants for the landscaping.



Officials of Los Angeles Metro break ground for the Southwest Yard light rail maintenance and administrative facility.

CDTA Introduces New Saratoga Springs Service

THE CAPITAL DISTRICT Transportation Authority, Albany, NY, recently introduced service changes in Saratoga Springs, including the launch of a free summer route that operates with trolley-replica buses.

“The new routes put resources where people want and need them the most, offering better connections throughout Saratoga County,” said CDTA Board Chairman David M. Stackrow.

The agency used ridership data and community input to institute changes in service frequency and increased direct connections from downtown to employment and retail centers. According to Stackrow, the changes account for about 10,000 additional service hours in Saratoga County.

New CEOs Named Li, Sacramento RT

THE SACRAMENTO REGIONAL Transit District (RT) Board of Directors announced the promotion of Henry Li, assistant general manager of administration to general manager/chief executive officer, effective July 1. He will succeed Mike Wiley, who will transition to the role of special assistant to the GM/CEO until his retirement in December after nearly 39 years of service.



Henry Li

Li joined RT in March from the Jacksonville (FL) Transportation Authority, where he was vice president of finance and technology/chief financial officer. His 20 years in the public transit industry include serving as chief financial and administrative officer for Hampton Roads Transit in Hampton, VA and chief financial officer for the Georgia State Road & Tollway Authority.

DiBrito, LTK Engineering Services

LTK ENGINEERING SERVICES has announced that Dominic DiBrito, a company employee since 2005, will become its president on Jan. 1, 2017. He will succeed George Dorshimer, president for 22 years, who is retiring.

DiBrito’s current title is vice president-international operations. Earlier he worked for the company in the San Francisco Bay Area, then became the first employee of LTK Engineering Services’ Australian affiliate, NDYLTK Rail, before becoming manager of the New York City office.



Dominic DiBrito

APTA MEMBER PROFILE

Dorval R. Carter Jr.
PRESIDENT

Chicago Transit Authority

**Member, Bus and Paratransit CEOs and Legislative committees;
Rail Transit CEOs Subcommittee**



Please describe your agency's scope.

The CTA is the country's second-largest transit agency by ridership. The CTA was established in 1947 by consolidating privately owned train and streetcar operations that date back to the turn of the 20th century.

Today, the CTA employs nearly 11,000 people and operates eight rail lines covering 224 miles of revenue track and nearly 130 bus routes. Combined, buses and trains serve Chicago and 35 adjacent suburbs. In 2015, CTA provided more than 516 million rides.

How long have you worked in public transportation? What drew you to a career in the industry?

I have spent more than 30 years in public transit and transportation, holding numerous posts at the local and federal levels. I've had the pleasure of working for the U.S. Department of Transportation, FTA and, of course, the CTA.

I began my career at the CTA as a staff attorney and from there served in a variety of capacities as an attorney and its executive vice president and chief administrative officer.

On the federal level, among many positions, I served as acting deputy administrator for FTA. Just prior to rejoining the CTA as president in 2015, I served as chief of staff to DOT Secretary Anthony Foxx.

Transportation has always been a passion of mine. Growing up in the city of Chicago as well as Washington, DC, I saw firsthand the critical role that transportation plays in helping to maintain and develop strong communities.

Throughout my career, whether on the local or federal level, I have kept that idea in mind—that a safe, efficient and affordable transportation system is the key to connecting people, jobs and communities.

How long have you been an APTA member? Please describe your involvement with APTA and note what's rewarding about it.

I joined APTA in 1984 and have been an active member ever since, regularly attending conferences and meetings while sharing thoughts and ideas with APTA members and public transit leaders across the nation.

What have you found to be the most valuable APTA benefit or resource? Which one helps you do your job?

The one-on-one interactions with APTA members at conferences and meetings have been great ways to share ideas and discuss changing trends, new innovations and ongoing challenges.

Please explain why or how this has helped.

Many of the challenges that we face at CTA are not exclusive to our agency or our city. By working and sharing ideas on a national level, we can take a more thoughtful and holistic approach on both day-to-day and longer-term initiatives.

What do you like most about your job or career?

Transportation, and especially public transit, is woven into the fabric of every city. Transit has always been about more than just getting from Point A to Point B—it's about preserving the environment, creating more livable cities, promoting economic development and, most importantly, about improving everyone's quality of life.

It has been very gratifying to be involved in so many facets of transportation and public transit, and see the very real difference it has made in so many lives.

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

As I mentioned, CTA is the nation's second-largest public transit agency by ridership, and we provide more than 1.6 million rides each day.

To put that in perspective, that total is roughly the population of Philadelphia. Our buses travel a combined 160,000 miles every day, the equivalent of more than six trips around the planet. Our trains make roughly 2,200 trips each day, about the average number of flights in and out of O'Hare International Airport—one of the busiest airports in the world.

The scale is truly impressive.



FRA Issues Two Rules on MOW Workers

FRA RECENTLY ANNOUNCED

two final rules related to railroad employees working on or near tracks: one amends the Roadway Worker Protection regulation and the other revises existing alcohol and drug testing regulations and expands the requirements to cover maintenance of way (MOW) employees, thus fulfilling a requirement of the Rail Safety Improvement Act of 2008.

FRA officials say the Roadway Worker Protection amendments will resolve different interpretations that have emerged since the rule went into effect nearly 20 years ago, implement FRA's Railroad Safety Advisory Committee's (RSAC) consensus recommendations, codify some technical bulletins, clarify a FAST Act mandate by adopting new requirements for redundant signal protections and address the safe movement of roadway maintenance machinery over

signalized non-controlled track, among other benefits.

FRA expanded the scope of its drug and alcohol testing regulation (Control of Alcohol and Drug Use) in response to a congressional mandate and a National Transportation Safety Board recommendation to cover MOW employees.

Previously to the revision, a MOW employee was only drug and alcohol tested when he or she has died as a result of an accident or incident. MOW employees will now be fully subject to such testing under several scenarios, including random, post-accident, reasonable suspicion or cause, pre-employment, return-to-duty and followup.

The final Roadway Worker Protection rule is effective April 1, 2017, and the Control of Alcohol and Drug Use goes into effect one year after publication. Find the rules at www.fra.dot.gov by searching on their titles.

APTA to Host Events at Conventions

APTA IS CO-HOSTING receptions during the upcoming national political conventions to recognize and celebrate the critical role of local elected officials in the country's inter-governmental partnerships, including those who support public transportation, and to highlight the role of public transportation in communities' economic vitality.

The receptions, "Progress and Prosperity: A Local Officials Reception," will be held July 19, during the Republican National Convention in Cleveland, and July 26, during the Democratic National Convention in Philadelphia. The receptions will pull together the public officials attending the convention from the events' co-hosts (see below) with other convention delegates.

APTA is working with the Greater Cleveland Regional Transit Authority (GCRTA) on the RNC event and with Southeastern Pennsylvania Transportation Authority on the DNC event.

The receptions are part of APTA Chair Valarie J. McCall's year-long initiative to build on the association's collaborative partnerships, including

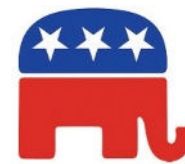
those with city and county government officials. McCall, chief of government and international affairs for the city of Cleveland, was instrumental in securing that city as the site for the RNC.

"Both of these special events are ideal opportunities to reinforce the vital role local leaders play

in strengthening public transit systems in their communities, celebrate the value of public transit in local and state economic development and strengthen APTA's important partnerships," said McCall, a GCRTA board member.

Co-hosts for the RNC reception include the National Association of Counties (NACo), National League of Cities (NLC), U.S. Conference of Mayors and the city of Cleveland. Co-hosts for the DNC event include NACo, NLC, African American Mayors Association, National Organization of Black County Officials, Democratic Municipal Officials and National Democratic County Officials.

APTA's participation in both receptions is supported by the Business Member Activity Fund.



Rockwell Collins Launches PTC Network

ROCKWELL COLLINS recently announced ARINC RailwayNet, a hosted network and messaging platform to help passenger rail systems meet PTC requirements mandated by the Rail Safety Improvement Act of 2008.

Rockwell Collins also announced that

it received a \$4.9 million FRA grant to help implement the new system, provide technical support to participating short line and commuter railroads and develop a guide to help smaller railroads implement PTC.

In Memoriam

Burns, Past Connecticut DOT Head

J. WILLIAM BURNS, 87, commissioner of Connecticut DOT in 1981-91 and 1994-96, died May 28.

Burns was an undersecretary at the Connecticut Office of Policy and Management when Gov. William A. O'Neill appointed him to head the state DOT. He was reappointed to the agency by Gov. John G. Rowland.



J. William Burns

FRA Administrator Feinberg: Rail Industry Not Ready for Increase in Demand for Service

Calls for Additional Funding for Backlog and ‘Projects in the Pipeline’

Passenger Transport recently had the opportunity to pose several questions to FRA Administrator Sarah E. Feinberg to explore some of the critical issues facing the passenger rail industry: funding and the FAST Act, PTC, safety and security, infrastructure and state of good repair and high-speed rail among them. Her comments follow:



FRA Administrator Sarah Feinberg

close call.

Surveys also show that C³RS improves the relationship between labor and management. Over the past few months, five additional railroads have voluntarily joined the C³RS program, and FRA is hopeful that several more railroads will sign up as program participants within the next year.

PT: As for funding PTC, FRA and others estimate that funding levels should be at \$1.25 billion to install PTC on the nation’s railroads. Please share FRA’s initiatives to maximize the funding available and to work with Congress and the industry to find additional resources.

PT: Let’s begin with the 30,000-foot view of the FAST Act as it relates to passenger rail. What’s your overall perspective on funding levels, program changes and the potential impact of both on the industry?

Administrator Feinberg: I think it’s important to first look at where the country is heading so we can plan well for the future—because if we aren’t planning for the future, we are really just planning for the past.

The number of passengers transported by rail has increased 43 percent over the past 20 years, and that trend is only going to continue. DOT’s *Beyond Traffic* report found that the U.S. population itself will grow by more than 70 million people over the next 30 years. To put that number in perspective, that’s more people than the current population of New York, Texas and Florida combined. As a country and as professionals in the rail industry we need to ask ourselves: Are we ready for this increase in demand for passenger service?

Right now, as you and I and all of our colleagues in rail and public transit know all too well, the answer is no. We have billions and billions of dollars in deferred investment in current rail infrastructure projects, and we have billions of dollars in projects in the pipeline to add more frequent, more reliable rail service. These projects are ready to go, but they need funding. The FAST Act is a start toward funding rail safety and rail projects, but the simple fact is that it is just one step forward, and we need to invest more.

FRA’s mission and top priority always will be the safety of passengers, workers, and individuals who live and work close to railroad tracks and facilities.

PT: Now for some specifics. A top industry priority is safety. FRA has taken a more prominent role in focusing on—and funding—safety initiatives, including PTC, rail inspections, Confidential Close Call Reporting Systems, rail-crossing grants. Please update FRA’s current safety-related initiatives and share what’s next.

Feinberg: FRA’s mission and top priority has been, and always will be, the safety of train passengers, railroad workers, as well as the safety of individuals who live and work close to railroad tracks and facilities. While we take a comprehensive approach to safety, there are a few major areas we are particularly focused on now:

Positive Train Control. As administrator, I am continually reminding railroads not to be the last one over the finish line when it comes to implementing this life-saving technology. FRA’s message on that has not changed. We urge railroads to continue their work to implement PTC as quickly, efficiently and safely as possible. Apply for the grants that are available to you, join me and this administration in reminding the Congress that you need additional assistance, and work with us to move forward with implementation.

In addition to PTC, reducing deaths at railroad crossings is a top priority. Following an increase in the number of railroad crossing fatalities in 2014, 2015 numbers show that trend could be reversing, but our work is not done. Too many people are still being injured and killed at railroad crossings. FRA will continue with our “all of the above” approach to address this challenge—and I promise that FRA will do anything we can to work with anyone who is willing to work with us to reduce the number of these preventable deaths.

Finally, FRA will continue to expand its Confidential Close Call Reporting System, which we call C³RS. C³RS is sponsored by FRA and is completely voluntary, but it allows railroads and their employees to report instances where there has been a safety

Feinberg: It’s long been said that budgets are reflections of priorities. That is true when it comes to our budgets at home, the budgets we have to stick to when we run a business, and it’s true when it comes to the president’s budget. Every year, getting any kind of new funding into that budget is a fight.

But getting PTC funding into this president’s budget has NOT been a battle because this administration knows how important it is to get help to those who are working so hard to implement this technology.

FRA has requested federal funding for PTC system development and implementation grants in every budget request dating back to 2010. The good news is that between last year’s annual bill that funds the government and the FAST Act, FRA will be able to award nearly \$225 million in the coming months to help commuter railroads make progress on PTC. So, it’s a start, but more significant funding will be required to achieve full PTC implementation.

PT: Please share an overview of FRA’s efforts to strengthen passenger rail’s security and emergency preparedness in the event of a serious incident.

Feinberg: Unfortunately, we saw how important emergency preparedness is when Amtrak Train 188 derailed in May 2015 outside of Philadelphia and when the ACE train outside of San Francisco derailed earlier this year. While PTC would have prevented the Train 188 derailment, railroads always need to be ready and have strong plans in place to help passengers in any emergency. One of the ways FRA is looking to do this is to determine whether to establish a minimum crew size—because additional crew members are likely to be essential in any kind of emergency.

FRA is also continuing its research into how we can keep passengers safer in the event of a derailment. That research is helping us engineer windows that are strong enough to prevent passengers from being ejected but also nimble enough to allow passengers to escape and emergency responders to get inside a train car.

Finally, FRA is strengthening its partnership with the TSA, which most people think of when they fly, but TSA also has a role in the security of rail stations and passengers. This country moves five times as many people by rail every day than by plane. So it is critical that FRA has a close partnership and that we coordinate with TSA on additional actions that can be taken to increase rail security and protect passengers.

I promise that FRA will do anything we can to work with anyone who is willing to work with us to reduce the number of preventable deaths.

PT: Safety goes hand-in-hand with infrastructure improvements and state of good repair. Let’s talk about infrastructure first. FRA recently announced changes to its bridge safety oversight program. Can you provide a summary of the changes and an overview of their likely impact on passenger rail?

Feinberg: People from across the country have reached out to the FRA to ask or register concerns about the state of rail bridges in their communities. Many of the rail bridges in the United States were built decades ago, and despite being mostly structurally sound, they can appear unsafe. Many of these bridges are in the middle of America’s communities in downtowns, near commerce, schools and offices.

Almost a year ago, FRA began urging railroads to be much more transparent with communities about the safety and structural soundness of their bridges. Congress agreed with our calls for increased transparency. So when it passed the FAST Act,

SGR: Challenges of Ridership, Reliability and Repair

As Ridership Grows, So Do Infrastructure Pressures

AN ONGOING CHALLENGE for passenger rail systems related to state of good repair (SGR) is negotiating the relationship between serving—and safeguarding—riders and mitigating infrastructure stress.

Many passenger rail systems are serving a growing number of riders, which puts additional strain on aging infrastructure, which can damage service reliability, which can then suppress ridership. And with the \$86 billion in backlog for SGR, the funding challenge dominates all others.



Passenger Transport asked a few senior leaders from passenger rail agencies to offer their thoughts about funding state of good repair, balancing SGR with ridership demands and keeping these efforts at the forefront of their operations. Here's the one-question interview:

Simply serving riders strains aging infrastructure, which can have an adverse impact on service reliability, thus potentially eroding ridership. How does your system carry out capital programs to balance these pressures and maintain—even grow—ridership?

Caltrain: Conducting Meticulous Planning

Michelle Bouchard
Chief Operating Officer, Rail



For the sixth straight year, Caltrain has recorded all-time high passenger levels, and ridership is expected to remain on this torrid pace as long as the Bay Area economy thrives. It's not just commuters either—off-peak and weekend markets are also growing. That unprecedented level of ridership puts an immense capacity strain on Caltrain's infrastructure, and places even greater importance on the agency's state of good repair program.

It's vital for Caltrain to maintain a vigorous and robust maintenance and repair schedule of its fleet—if the trains break down and aren't reliable, then our growing number of customers will look for other commute options.

Because there is such a small window during off-service times for repairs and maintenance, Caltrain has to meticulously plan its SGR program. While there has been demand for late-night service, the agency has been upfront with the public about the need to detail and upkeep the trains during the times between service hours. Communication and public outreach are key when it comes to this point—riders need to know that it is in their best interest that this essential maintenance schedule is supported.

The agency's capital improvement program also requires careful planning. Again, because maintaining high service

levels for the growing number of riders is crucial, capital program projects are often "piggybacked" so that multiple undertakings can be carried out at the same time. An example of this is the construction of a new station in South San Francisco, which will take place while electrification work of the entire network is occurring, minimizing the impact on customers.

Scheduling also plays an important role. Prior to the construction of the new San Bruno Station earlier this decade, Caltrain built a nearby control point to allow for more single-tracking coordination while work on the project happened.

It also helps that Caltrain is managed by the San Mateo County Transit District (San Carlos, CA), which also operates SamTrans, a regional bus service. SamTrans and Caltrain work collaboratively to establish bus bridges during major infrastructure projects, again reducing the service effects on customers.

Caltrain has a unique situation—its ridership is growing exponentially, yet it does not have a dedicated funding source (like a sales tax measure) to pay for important operation and maintenance programs. That scenario means that the agency has to use careful planning and borrow upon the institutional knowledge of its employees to ensure that its system stays reliable for its increasing customer base.

rolling stock and car houses designed to ensure that Red and Orange line vehicles scheduled for delivery between FY 2019 and FY 2022 will operate as intended, while track, signals and power upgrades will include a variety of investments designed to improve their reliability.

Our focus on infrastructure can also be seen in our accomplishments over the past year. After record snowfall in 2015 exposed our system's vulnerabilities, the MBTA initiated an \$83 million winter resiliency project that included miles of new third rail and heating infrastructure along the Red and Orange lines, new and refurbished snow-clearing equipment—plows, on-track snow blowers and snow jets—and anti-icing systems. A \$26.5 million second phase

of winter resiliency work is taking place this year.

In regard to our Green Line, customers have already seen the first 25 of 100 refurbished trolley cars. This rehabilitation work is preserving the integrity of the vehicle structure, roof and exterior, all of which have experienced water damage and corrosion over the last two and one-half decades. Each car's renewed condition and enhanced appearance will improve the Green Line experience for tens of thousands of daily customers.

We are committed to managing and maintaining our transportation system in a way that is prudent and responsible to provide customers with service they expect and deserve.

Metra: Maximizing the Bang for the Buck

Donald Orseno
Executive Director and CEO



This is probably the number one challenge facing all public transportation agencies in the U.S.—how do we keep the system running safely and reliably in the face of declining capital funding and, therefore, declining investment?

There is no magic bullet. Instead, at Metra, it's simply a matter of setting our priorities and trying to maximize the bang for our capital investment buck.

We have decided our most pressing need is for new rolling stock, and in fall 2014 we announced a \$2.4 billion plan to repair or replace virtually all of our locomotives and cars over a 10-year period. While funding for that plan is still incomplete, we are moving forward as best we can, renovating cars and engines and issuing an RFP for as many new cars as we can afford, with an eye toward buying more as funding becomes available.

While our No. 1 commitment is safety, we have also recommitted ourselves to on-time performance and are currently on a 15-month streak of meeting or exceeding our on-time performance goals. We simply have to make

sure we get that basic performance measure right, because nothing else we do will attract riders if we are not operating our trains on time.

We have also tried to add amenities without breaking the bank. For instance, we have slowly been adding electrical outlets to our train cars so passengers can charge their electronic devices during their commutes.

We have also added Wi-Fi and charging outlets at all our downtown stations and are testing Wi-Fi on trains to see if a more inexpensive solution can still meet our customers' needs.

We are also testing a new style of seat. We added express evening and weekend service on one of our lines. We are undertaking a study of our fare policies to determine if adjustments could help our bottom line. We've hired a new firm to help us market ourselves. And we've upgraded to a more passenger-friendly website—and saved money doing so.

We're trying to demonstrate to our customers that we have a big-picture vision for our capital investment but are still paying attention to the details that contribute to a pleasant riding experience.

MBTA: Tackling Backlog

Frank DePaola
General Manager



The best way to maintain your ridership base, and ultimately attract new customers, is to provide a service that is accessible and consistently reliable. To that end, the MBTA has defined a set of priorities and targeted specific capital programs that address our public transit system's multi-billion-dollar maintenance backlog.

Capital investment plans on bridges, revenue vehicles, tracks, signals and power systems are all above their his-

torical spending size. The FY 2017-FY 2021 investment plan would cut the T's state of good repair backlog from \$7.3 billion to \$3.5 billion over that five-year period.

The MBTA's identified priorities are revenue vehicles; track, signals and power systems; and bridges and facilities. Within those priorities, the T is seeking to improve system-wide accessibility, strengthen Red and Orange line infrastructure and replace old Green Line infrastructure.

For example, spending on revenue vehicles includes acquisition of new



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Welcome to the Valley of the Sun and Fun

Valley Metro Keeps Visitors 'Cool and Connected'

BY SCOTT SMITH
Valley Metro Interim CEO

There's a perpetual joke by the locals that goes something like this: It's a dry heat and that's why we love living here. And it's true!

The Valley Metro team is committed to keeping you and your family cool and connected from the moment you land at Sky Harbor International Airport, catch Sky Train to Valley Metro Rail and arrive at your final destination. We've been planning for your visit intently over the last several months, but truly, this conference and welcoming the international rail industry to metro Phoenix, have been in the front of our minds since opening light rail in 2008.

On behalf of the 15 cities and Maricopa County that make up the Valley Metro network, it is an honor to host our colleagues from across the U.S., Canada and Japan to APTA's 2016 International Rail Rodeo and Rail Conference. We thank APTA staff and planning committees for their support and confidence in our ability to roll out the red carpet. Recently, Valley Metro was



Scott Smith

a key player in hosting the 2016 College Football Playoffs and 2015 Super Bowl Central events. The months of intense event planning certainly have prepared us for this special occasion.

While exploring the Valley of the Sun, you'll see that this youthful and progressive metropolitan

area is becoming a public transit jewel. In addition to 26 miles of light rail (six miles opened in the past seven months) and 100 bus routes, we have expansion on our minds. In August 2015, city of Phoenix residents approved a 35-year robust transportation plan that significantly advances public transit service. It includes 42 miles of light rail, local bus service through 2 a.m., new commuter express bus service and passenger amenities.

We've learned that what's good for Phoenix

is good for all of our Valley cities. Yes, we are attracting everything from mega-events to new business enterprises with our public transit investment. More than \$8.8 billion of commercial, residential and educational development has occurred along the 26 miles of light rail. We are proud to show off the local gems along our line, including museums, locally-owned restaurants and retail,

nightlife and sports facilities. Along the way, there are many examples of adaptive reuse now housing new restaurants, high-tech entrepreneurs and co-working spaces.

Did I mention arts and culture? Each of our 35 light rail stations incorporates unique public art that reflects the history and character of the neighboring community. (See related story on page 14.)

While we have so much to be proud of with a decade of transformation, we continue to focus on our core mission of serving customers and delivering them safely to their destinations.

Connecting communities is how we sustain the place we call home. During your stay, our staff is at your disposal to create a positive, team-building, one-of-a-kind experience for you, your family and your team. We hope it's a memorable stay and that you visit us again soon.



Valley Metro's 26-mile light rail line has attracted more than \$8.8 billion in commercial, residential and educational development.

Maintaining Rail Infrastructure Is Key To Cleveland's Growth

BY VALARIE J. McCALL
APTA Chair
GCRTA Board Member

PUBLIC TRANSIT systems face many budget challenges. In Cleveland, a key goal is maintaining an infrastructure that mixes the old with the new.

The Greater Cleveland Regional Transit Authority (GCRTA) watches over a rail infrastructure that ranges in age from more than 100 years to less than one year. The system includes a total of 108 light and heavy rail cars that carry 9 million passengers a year on 75 miles of track and 52 stations, operating 3.3 million revenue miles annually.

The system helps drive tourism dollars and is one of the key reasons the Republican National Committee chose this city as the site for its national convention in mid-July. The convention will draw more than 50,000 visitors. Many will ride the Red Line rail service from Cleveland Hopkins International Airport to downtown.

In 1968, Cleveland became the first city in North America to connect



Valarie J. McCall

an international airport to downtown. That investment has paid dividends, and so have others.

If You Build It, They Will Come

RTA's two recent rail station upgrades have resulted in large ridership increases—34 percent for the Cedar-University

Station and 100 percent for the Little Italy-University Circle Station—the first new Red Line station in 46 years. Total investment was more than \$30 million for the two stations, aided by two TIGER grants.

This ridership increase proves that properly planned public transit projects

will gain strong public support. Both stations are part of Cleveland's dynamic University Circle neighborhood, home to major universities, museums and world-class health-care facilities.

Building a new station near Little Italy was an engineering challenge, as existing train tracks had to be moved farther apart to allow the station to fit between them. The station opened just a few days before the popular Feast of the Assumption Festival. Located just a one-minute walk from the center of Little Italy, it was an instant solution to the neighborhood's parking issues.

Because the new station is close to University Circle and the growing Uptown commercial district, its future is bright. The project included the design and construction of the station and rehabilitating two adjacent transit track bridges.

Work Is Ongoing

GCRTA is nearing completion on a \$10.4 million reconstruction of a new heavy-rail Brookpark Station.

More than \$11 million has been budgeted for other rail station reconstruction, primarily at the light-rail East 116-St. Luke's station, and the East 34th Street Station, which serves both light and heavy rail.

State of Good Repair

Not all rail improvements are as dramatic as new rail stations. In 2016, RTA continues to invest millions in rail network infrastructure, including these initiatives:

- \$6.4 million for upgrading rail bridges over city streets and for drainage and concrete work on the Cuyahoga River Viaduct (RTA owns and maintains 85 bridges, usually rail bridges over roads);
- \$6.2 million on track improvements, including work to remove "slow zones" and to upgrade light-rail grade crossings; and
- \$3.7 million for improving or replacing two electrical substations near the heavy rail tracks.

Unfunded Projects

GCRTA has completed an extensive multi-year makeover of the interiors and exteriors of its rail fleet. The project adds 10 to 15 years to the life of each rail car. The agency is making long-range plans now to fund a \$280 million replacement of the entire rail fleet.

GCRTA is also seeking \$15 million to upgrade key sections of track at its main downtown facility—the Tower City Station.

GCRTA remains committed to maintaining its infrastructure, as quality rail service is important to Cleveland's past, present and future growth.



The Little Italy-University Circle Station is RTA's first new Red Line station in 46 years.

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Foothill Transit: Making the Grade with Class Pass

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Some of the biggest challenges a college student has to face have nothing to do with coursework, and Foothill Transit in West Covina, CA, is removing one of these challenges for the students it serves: how to get to class affordably!

Foothill Transit has partnered with campuses across the San Gabriel Valley to provide better options to students—and we call it the Class Pass. It allows students unlimited rides on the agency's local buses and the Silver Streak, which provide connections to 22 cities across the San Gabriel and Pomona valleys and downtown Los Angeles.

"The Class Pass is a product of our commitment to reinvent and improve the

way people ride public transit," says Carol Herrera, executive board chair of Foothill Transit. "Our student pass programs, including the Class Pass, make riding public transit convenient for students."

The pass has been a hit at two local colleges in southern California—the University of La Verne and Mount San Antonio College—and it continues to grow. Since the program launched in 2014, Foothill Transit bus lines that serve the schools grew 20 percent while most lines either remained level or dropped in ridership, as seen across the industry.

Citrus College is the next campus queued up for the program. "I think a free bus ride might be just the incentive they need to use public transportation," said Maryann Tolano-Leveque, dean of students. "Once students have the

opportunity to use the pass for free, they may realize that it is less stressful to ride the bus rather than sit in traffic or worry about parking."

Beginning this fall, 13,400 Citrus College students will be offered a free bus pass good for two semesters as a pilot program while Foothill Transit gathers vital data to finalize the partnership and make the program permanent. The pilot program allows students to use public transit for school, work and social outings, providing a sustainable and affordable alternative to driving in traffic and finding available parking.

The Class Pass is also improving as technology advances. Students are currently issued a Transit Access Pass (TAP) card to ride the bus, but special technology now offers the same innovation

in a small sticker that will be affixed to student identification cards. The new sticker is helping agency officials defend against fraud, continue their commitment to sustainability and provide easier options for students.

The Class Pass adds to the list of ways Foothill Transit supports students across the Pomona and San Gabriel valleys. In addition, the agency offers students a discount of more than 50 percent on local and Silver Streak 31-day bus passes and it has partnered with Los Angeles Metro to provide low-cost public transit passes at Pasadena City College and Rio Hondo Community College.

For more information on Foothill Transit's student programs, including the Class Pass, visit foothilltransit.org/college.

Making Tracks

Women in Rail Recount How They Made their Mark

AS THE PUBLIC TRANSPORTATION workforce diversifies, a growing number of women are instrumental in many of the rail transit industry's most notable milestones. Consequently, many are achieving greater visibility.

What have they learned, and what career moves made a difference as they made their way in the traditionally male-dominated field of rail transit operations?

A few shared their stories with *Passenger Transport*.

Begin with the Basics

Tried-and-true wisdom still resonates, say the women interviewed.

Elaine Timbes, deputy chief executive officer/chief operating officer of the Capital Metropolitan Transportation Authority (Capital Metro) in Austin, TX, emphasized the importance of women doing their homework. "Learn all you can from those that know the most," said Timbes, whose agency handles both rail and bus operations.

Timbes pointed out that employees of bus agencies entering the rail sector must master a whole new set of issues—specifically, rail infrastructure including rolling stock, track, right-of-way, signal systems and crossings—that have no direct parallel in the bus sector. She emphasized the importance of building relationships throughout the industry, including regulatory agencies as well as rail operators and manufacturers, in the educational process.

Wendy Lindskoog, vice president, corporate affairs, for the Alaska Railroad, which provides both passenger and freight service, said women need to assert themselves with colleagues, in

meetings and in the industry in general.

"Don't be timid. Try to not to see gender," she said. "Take risks by volunteering to serve on committees or lead tasks. Speak up—you have a perspective on issues that is important for good decision making. Be the person in the room to seek solutions and think strategically and beyond your role or department."

Nora Friend, vice president, public affairs and business development for the railcar manufacturer Talgo, stressed the necessity of preparing for the job, learning quickly and not shying away from difficult topics. "Jump in the technical aspects of the job as they are [still] typically associated with men," she said. "Women are just as capable in delivering these positions."

Marla Lien, chair of the APTA Legal Affairs Committee and a partner in the Denver law firm Kaplan Kirsch & Rockwell LLP, noted the many challenges of working on rail projects, such as making sure members of the project team understand all the necessary disciplines and constantly informing them of the status of the project.

Grace Crunican, general manager of the San Francisco Bay Area Rapid Transit District (BART), simply stated, "Learn the business. Volunteer for work no one else wants. Take risks. Don't wait too long to go for management positions."

Learning Through Experience

The women stressed that doing homework when entering the rail transit field is only the first step. Some lessons they had to learn on the job.

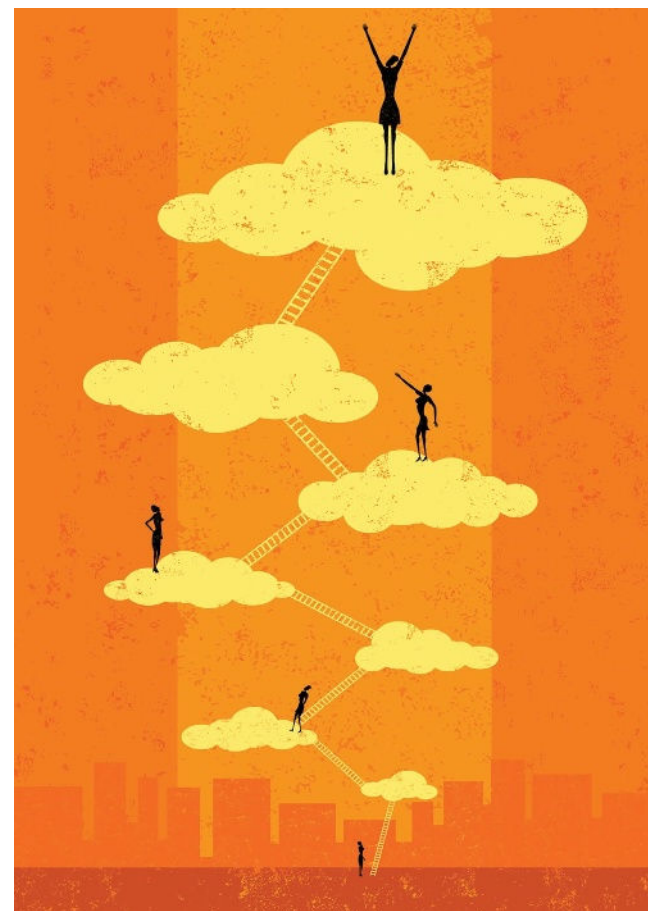
Lien described the education she received as general counsel of Denver's Regional Transportation District (RTD) while helping the agency acquire right-of-way from two freight railroads in preparation for its Southwest Corridor Light Rail Line.

"My background before RTD was civil litigations," she said. "As a young litigation lawyer, at a time when there were not a lot of women lawyers, I probably tried too hard to prove myself

by being tough and adversarial. Transactional work requires that two sides come to the table. I wish I had known the importance of really listening to all sides. I also wish I had understood the importance of understanding totally non-lawyer disciplines, like drainage or track alignment, and of asking as many questions as needed from my own agency experts or consultants to get that understanding without fear of looking dumb."

Other women in passenger rail made different discoveries. Friend learned that today's competitor in the industry might be tomorrow's partner, which showed her "not to take the fierce competition of a limited industry in stride."

Lindskoog's lesson was the importance



Congratulations to RTD

Balfour Beatty Infrastructure congratulates RTD on the opening of the new University of Colorado A Line, which now transports commuters from Denver Union Station to the Denver International Airport. We are excited to have been a part of the team that delivered this key transit link for the city of Denver — and the nation's first passenger rail public-private partnership.





WOMEN IN RAIL CONTINUED FROM PAGE 10

of preparation and education. She joined the industry with a degree in journalism and public relations and later realized that a business degree would have helped her find her way.

"I also wish I would have realized at a younger age that when I have a question, usually someone in the room has the same question. Be willing to ask questions and learn ... always," she added.

Timbes said, "Our industry has experienced significant growing pains as we have learned to embrace technology. As transportation continues evolving, I have come to appreciate the value of using data for decision-making purposes."

Several of the women also told of the changes they have seen in the rail workplace during their careers; Lien and Lindskoog both cited the growing

complexity of the industry as regulatory issues have become more important to current and future operations, and as shared corridor use has become more frequent, creating an increased risk of accidents between passenger and freight

vehicles, among other service-related factors.

"The safety, liability and community issues are more significant, more costly and a much more time-consuming part of negotiations and project budgeting and planning," Lien said.

Lindskoog pointed to the need for "additional funding, expertise and people resources ... [and] red tape," adding, "It makes you think: 'I just want to run a railroad'."

Timbes' observation about her own experience-based learning also extended to her agency.

Sharing Their Stories



Elaine Timbes



Wendy Lindskoog



Nora Friend



Marla Lien



Grace Crunican

"Since commuter rail was new to our organization, Capital Metro faced a very steep learning curve, confronting the challenges of operating both a passenger and freight service under strict temporal separation regulations," she said. "Additionally, as the rail industry is faced with the challenges of changing technology, it is beginning to catch up to the digital age, but not without its growing pains. Change of this magnitude requires a change in attitude and mindset."

Rewards of Risk-Taking

The women reported that taking risks led to both personal and agency success. Crunican said that daring to ask for supervisory duties was a major step in her moving upward to more responsible jobs and outward to other employers during her career; on the other hand, Friend said she has found fulfillment in working for the same company for 22 years.

"I asked my president/CEO what type of experience I needed to become the CEO someday," said Lindskoog. "He said, [I needed] experience in finance and human resources. Next thing I

knew, I was promoted and the Finance and HR departments were added to my corporate and government affairs functions."

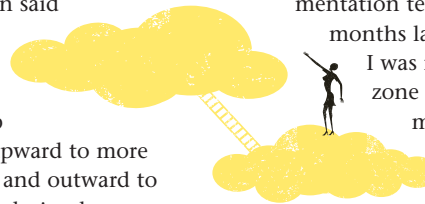
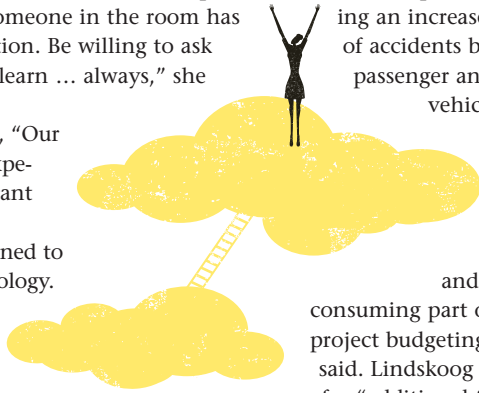
Both Timbes and Lien described their successful efforts to advance major projects at their agencies: for Timbes, responsibility for launching Capital Metro's first rail line; for Lien, construction of RTD's University of Colorado A Line to the airport and redevelopment of Denver Union Station (DUS).

Timbes described launching the rail line, which put her in unfamiliar territory.

"I assembled an awesome implementation team and we got to work; six months later we opened our service.

I was forced out of my comfort zone and into the limelight, my least favorite place and something I had spent my entire career avoiding, holding briefings for media, elected officials and the Capital Metro Board of Directors," she said, also crediting an early mentor with helping her take on these responsibilities.

"Doug Allen [then chief development



Boots and Flats

BART GENERAL MANAGER Grace Crunican and MBTA Board Member Elizabeth Levin recently published *Boots on the Ground, Flats in the Boardroom: Transportation Women Tell Their Stories*, in which 18 women pioneers in the various modes of transportation share their stories and experiences in the field.

Interviewees in the book include former APTA Chairs Shirley A. DeLibero and Beverly A. Scott; Nuria Fernandez, general manager, Santa Clara Valley Transportation Authority; and Jolene Molitoris, president of US Railcar Company and FRA administrator in the Clinton administration.

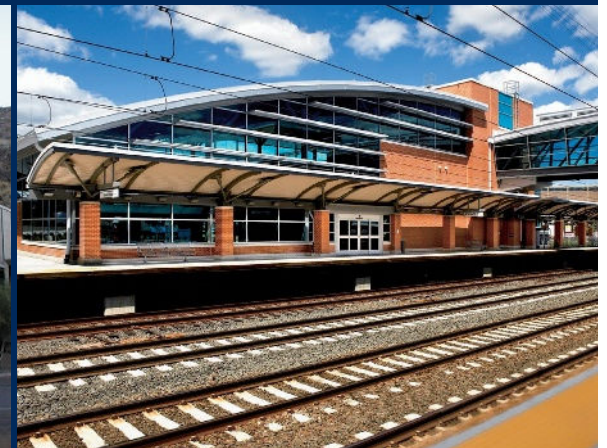
Crunican will talk about the book at the breakfast General Session Wednesday, Sept. 14, during the APTA Annual Meeting in Los Angeles.

WOMEN IN RAIL CONTINUED ON PAGE 31

Michael Baker

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—Luke Olson, PE, transit project manager, practice leader

Best moments

"I spent my first day with HDR in Kraków, Poland. I went there to study block rail, to see if we could bring it to the US. I was invited to present this technology at three APTA Rail Conferences. Now, cities like Portland, Dallas, Kansas City, Seattle and Milwaukee are using block rail for safer, longer lasting track designs."

After hours

"On weekends, I let my phone sit while I recharge my batteries. I have two boys. That's why I built a 150-foot zip line in the back yard! When we have a neighborhood gathering, there's always an adult who can't resist. But I made it extra strong. What can I say, I'm an engineer."

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Valley Metro: Blending Public Transit and Art

AN OPPORTUNITY to discover local arts and culture awaits every rider who travels along the 26 miles of Valley Metro Rail.

With more than 55 arts and culture destinations throughout Phoenix, Tempe and Mesa, an enriching and entertaining experience for all ages is just a train ride away.

The arts and culture experience begins as soon as you set your sights on a rail station for your public transit journey. Discovering local culture through art is an important initiative at Valley Metro, which is why art is an integral element of the rail system.

Development of a public art program along the initial 20 miles began eight years prior to opening the system in 2008. Artists were asked to capture the beauty, energy and imagination of the area surrounding each of the 28 stations. Valley Metro Rail worked alongside local architects and engineers, environmental experts and artists to incorporate form and function into each of these stations.

The first extension of the rail system occurred in downtown Mesa in August 2015 and included six artists selected by community representatives. Using the theme “Old Roots, New Growth,” artists and designers captured history and progression simultaneously at four new stations, a traction power substation and signal house.

In March 2016, the second extension opened in north Phoenix with three

stations, a power substation and park-and-ride that featured vibrant works of art reflecting the diversity of the community. The art focused on the beauty in the natural world with consideration for plant and animal life that migrates along a similar path.

Public space, dimension and bright color were woven into the various station structures, providing beauty as well as functionality. As another way



Valley Metro’s extensive public art initiative includes this colorful canopy on its Northwest Extension.

to integrate with the local community, drawings by local elementary students were incorporated into the bright yellow baskets projecting from the overhead canopy at the park-and-ride plaza.

For Valley Metro, arts and culture play an important role in the beauty and livability of the metro Phoenix community, enriching both the local landscape and the transit experience.

Moving MARC Train Forward

BY PAUL W. COMFORT
Administrator and CEO
Maryland Transit Administration

MARC TRAIN, the commuter rail service of the Maryland Transit Administration (MTA), is constantly adopting new technologies to bring our riders safe, efficient and reliable transit with world-class customer service.

One challenge we face is making sure we are selecting the right technology projects to develop because, in our fast-paced society, many technology options can become outdated very quickly.

We are currently developing a mobile ticketing application that will make it more convenient for our MARC and commuter bus customers to purchase tickets electronically. We also have released General Transit Feed Specification (GTFS) data so that third-party app

developers can create enhanced apps for our customers. MTA is constantly developing ways to meet the ever-changing demands of our ridership.

In addition, the MTA is exploring and employing innovative first- to last-mile options, such as car-sharing partnerships at many of our rail stations. In addition, we are partnering with the city of Baltimore to provide new bikeshare options at MARC stations.

As part of BaltimoreLink, our ambitious plan to transform transit in the Baltimore region, we added new bike cars in October 2015 to provide a biking option for riders of every MARC Penn Line weekend train. BaltimoreLink also will provide more frequent and reliable bus connections at our rail stations—truly linking our multimodal system.

MARC is closely linked to all major public transit systems in the Baltimore-

Washington, DC, region, including MTA’s light rail and local bus, Washington Metropolitan Area Transit Authority rail and bus, Amtrak and Virginia Railway Express at several locations.

In Baltimore, MARC shares stations with light rail at Camden and Baltimore Penn stations, which also serve Amtrak. In Washington, DC, MARC is linked to WMATA, Amtrak and VRE at Union Station.

Both MARC and WMATA serve the DC suburbs of New Carrollton, Greenbelt, Silver Spring and Rockville; MARC and Amtrak provide service to BWI Thurgood Marshall Airport Station (the 12th busiest station in the Amtrak system); and they both also serve Aberdeen, MD.

The reach of our MARC Train service truly allows us to boast of full public transit coverage for our slice of the world.

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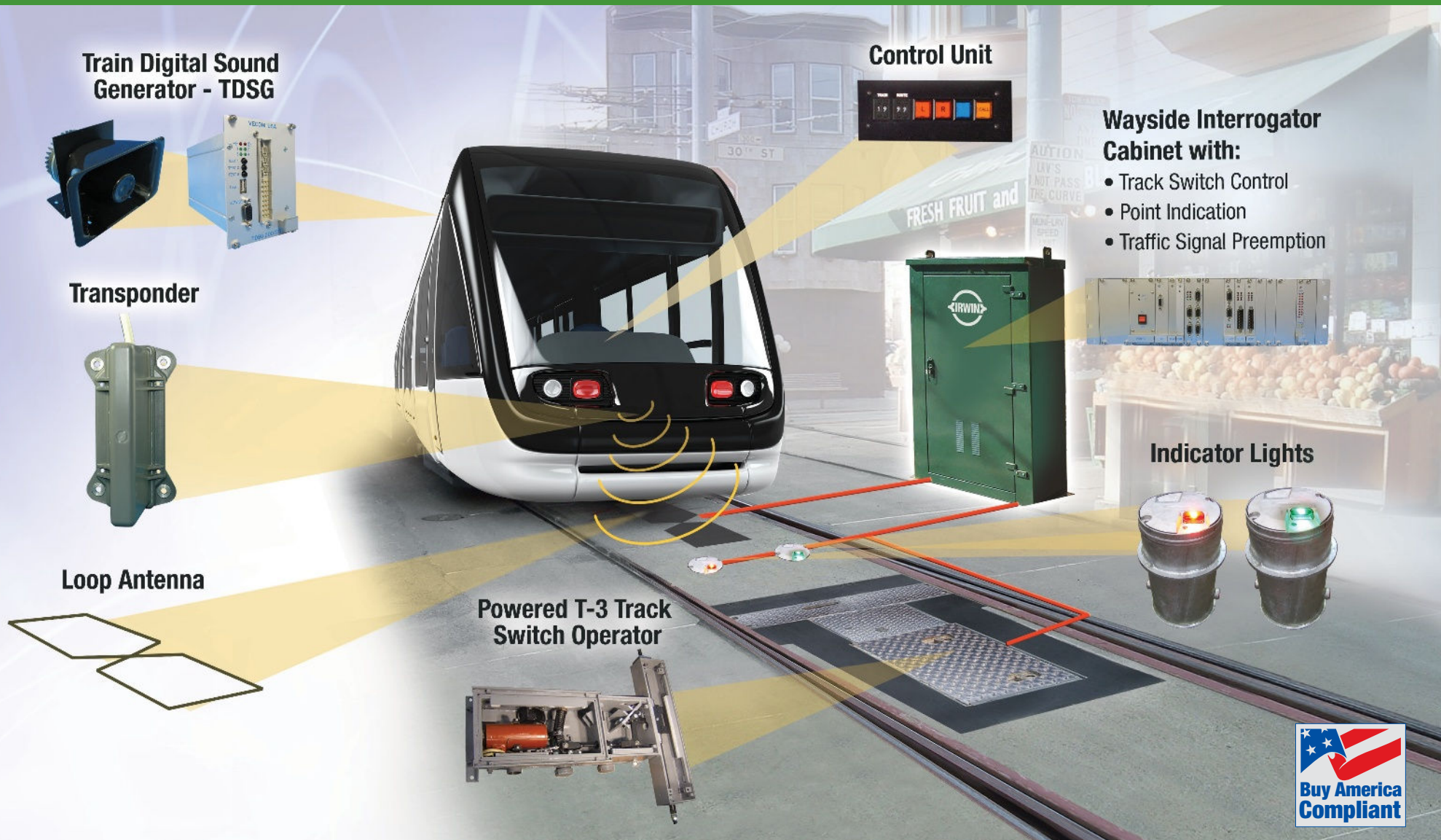
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Denver RTD Opens Commuter Rail Line Linking Airport and Downtown's Union Station

BY DAVID GENOVA
General Manager and CEO
Denver RTD

The Denver Regional Transportation District (RTD) and its many partners celebrated the grand opening of the University of Colorado A Line on April 22, as hundreds of people gathered for a ceremony to see a host of federal and local dignitaries cut the ribbon to officially open the 23-mile commuter rail line that runs from Union Station to Denver International Airport.

The ceremonies were immediately followed by free rides on the new line, and thousands of people queued up to take the first trips.

The opening of the University of Colorado A Line is a historic milestone in RTD's FasTracks program and contin-

ues the agency's success rate of opening major infrastructure projects on time and within budget. These public transit investments continue to transform the region into a world-class urban area, and the University of Colorado A Line now connects the Denver metro area to the world with 15-minute peak frequency and a 37-minute ride from downtown Denver to the airport.

Thousands came out on April 23 to celebrate at station parties along the new train alignment. During the first two free days, more than 80,000 passengers rode the new line. And since opening, ridership has averaged approximately 17,000 passenger trips per day.

The line is the first commuter rail line to operate in the Denver metro area; two additional lines will open later this year. The opening of this line also

allowed RTD to streamline much of its bus service on the eastern side of the community. The service modifications were the largest in nearly 10 years for RTD, and now commuters in the area can make easy connections to train service.

The University of Colorado A Line is the first of three

lines to open under the RTD Eagle P3 public-private partnership—a \$2.3 billion capital project funded by RTD sales tax bonds, private equity from the concessionaire team (Denver Transit Partners) and \$1.03 billion in federal funds from FTA.

The impact the opening of the Uni-

versity of Colorado A Line will have on the Denver metro area and the state of Colorado is unprecedented for the agency. The Eagle P3 project is one of the most ambitious public transit projects anywhere and provides yet another key investment in securing the future of the region.



Denver RTD's new University of Colorado A Line has served 17,000 passengers a day since its opening in April.

SEPTA Announces Summer Partnership with Uber

A PILOT PROGRAM connecting the Southeastern Pennsylvania Transportation Authority (SEPTA) with the Uber ride-sharing service entered service on Memorial Day weekend and will continue through Labor Day.

Under the partnership, designed to increase access to SEPTA Regional Rail, Uber will discount rides by 40 percent to and from 11 suburban rail stations in four Pennsylvania counties, with a maximum discount of \$10 per ride. The stations selected for inclusion in the program are among SEPTA's busiest, with high ridership and limited availability of parking spaces, and several are key points for airport travel.

"SEPTA's partnership with Uber creates exciting new options in our ongoing efforts to provide residents with an efficient and comprehensive transportation network," said SEPTA General Manager Jeffrey Knueppel. "We expect this

to be a valuable service for our existing customers and also hopefully a tool to bring new riders into the SEPTA system."

Knueppel said the authority also wants to explore the potential for ride-sharing to bridge the "first and last mile" gap.

"Uber coupled with SEPTA's rail network becomes a powerful tool for Pennsylvanians to quickly and efficiently travel around the region, reducing reliance on automobiles, carbon emissions and more," said Jon Feldman, general manager for Uber Pennsylvania. "Our technology platform has made it easier to move away from personal car ownership and embrace mass transit systems like SEPTA, invigorating transit throughout the region."

The pilot program is part of an ongoing study SEPTA is conducting on how the growing popularity of ride-sharing services could impact services.

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FEINBERG Q&A CONTINUED FROM PAGE 5

Congress required railroads to provide, at the request of state or local officials, a report on a bridge's last inspection. This was one of the first FAST Act provisions FRA implemented and is now a tool on our website.

The president also requested more resources from Congress for FRA as part of his Fiscal Year 2017 budget to double our bridge safety staff and to build a new national bridge inventory the public could access.

In the meantime, we've done a bit of restructuring at FRA so our bridge safety specialists are now under the direct supervision of our safety office leadership. FRA has also issued new, written guidance to bridge safety specialists that requires them to use a data-driven and risk-based approach when deciding which types of reviews to conduct on which bridge owners and in what priority order.

As for the likely impact on passenger rail, I think the answer is that passenger railroads should be prepared to be even more transparent and share more information about the status and safety of their railroad bridges.

PT: About the Railroad Rehabilitation & Improvement Financing program—how can the new provisions of this program, as detailed in the FAST Act, provide incentives for private-sector and state and local government infrastructure investment?

Feinberg: One of my top priorities when I began as FRA's acting administrator was to jumpstart the RRIF program. Many members of Congress, railroads and others expressed frustrations with the program—that every loan involved a process that was too tedious and took too long. Going forward, the RRIF program will still be around, but will now be part of the Build America Transportation Investment Center (BATIC) that serves as a one-stop shop for financing of transportation projects. More projects are eligible, specifically transit-oriented development projects—thanks to the FAST Act.

PT: Now about state of good repair: FRA's SGR program is authorized at \$997 million over the five-year span of the FAST Act, but no funds were appropriated in FY 2016 and the Senate has provided only \$20 million in FY 2017, although it's authorized for \$140 million in FY 2017. Provided the funds are actually appropriated, how does FRA plan to maximize for high-speed and intercity passenger rail?

With the **FAST Act**, we have the foundation to begin strengthening and rebuilding our transportation network, but we still have a long way to go and a lot of work to do.

Feinberg: There is no doubt more funds are needed. Along the Northeast Corridor alone, there is more than \$28 billion in backlogged projects for simple state of good repair work. This is why the president specifically asked Congress for \$6 billion for high-performance rail in the FY 2017 budget.

The good news is we are starting to see some of the investments we made in 2009 and 2010 come online. The Chicago-St. Louis Corridor and the Southeast Corridor, a priority of Secretary [Anthony] Foxx, are just two of the high-speed rail systems we've been working on, and I'm proud to say the FRA has provided funding and made significant headway on both of these programs. However, our work isn't done. There is still a lot to do going forward to ensure the success of these and other high-speed rail systems.

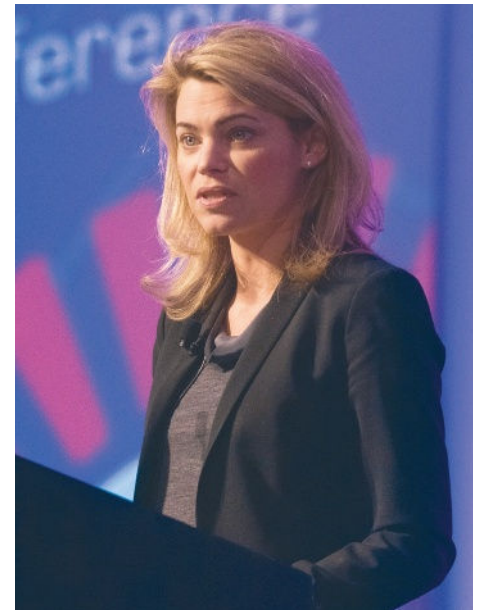
With the FAST Act, we have the foundation to begin strengthening and rebuilding our transportation network. But we still have a long way to go and a lot of work to do to build a 21st-century transportation system that will serve all of our communities and allow our country to grow and prosper.

PT: And what's ahead for the Northeast Corridor?

Feinberg: In November 2015, FRA released four different visions for the future of the Northeast Corridor. We held meetings up and down the corridor to get feedback from people who use this critical rail asset every day. We are currently reviewing the input of all stakeholders, and when this process is complete we plan to outline a vision that people want and will help guide investments into the corridor and upgrade service.

The input that many of your readers have provided as FRA works to craft a vision for this corridor has been critical. A strong and aggressive approach to ensuring the NEC corridor is repaired, maintained and strengthened is vital to our nation's economy.

We look forward to working with everyone in the weeks and months to come as we coalesce around a vision that we believe can deliver improved service for passengers and be supported by our stakeholders.



FRA Administrator Feinberg at the 2015 APTA Legislative Conference



Photo taken at CCW's 15 acre facility in Riverside, CA

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CTA Use of LiDAR Improves Project Delivery And Capital Asset Management

The Chicago Transit Authority (CTA) has a multi-billion-dollar backlog of projects to bring its system into a state of good repair, and so it is imperative that the capital asset managers of CTA public transit infrastructure take full advantage of technologies that save time and money.

One technology CTA regularly applies to its rail infrastructure assets is 3D LiDAR, scans that can quickly capture the full dimensions of assets and provide sufficiently accurate information

to better plan for and achieve higher-quality capital improvements.

CTA first used LiDAR data in planning for the complete reconstruction of the rail right-of-way on the south leg of the Red Line in 2011. During the reconstruction, the entire rail segment was taken out of service and replaced with bus service throughout the corridor.

To minimize the negative impact that could have on ridership, the 10.5 miles of track were to be replaced

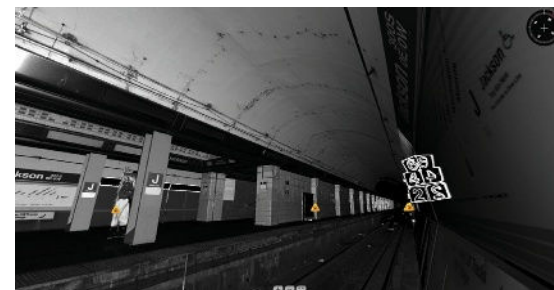
in five months; the agency allocated only one year to designing the project, the scope of which included full depth reconstruction, new track geometry, cross-sections and elevations.

The design team recommended the use of LiDAR scans to help the effort and best meet the tight project schedule. But one challenge with LiDAR scanning is that it collects terabytes of data—large amounts of data—that are difficult to store and share with diverse experts on a project team.

The solution was to use a newly developed infrastructure management service called uGRIDD, designed by the project's LiDAR scanning company, Dynasty Group, to easily store data on the Cloud for quick retrieval. In the end, the project successfully met the schedule.

The use of LiDAR was instrumental, say CTA officials. "The Red Line Dan Ryan track project was one of the biggest and most complex track projects we had done in a long time. Without LiDAR and the uGRIDD tool we would not have had the quality project that was achieved," said CTA civil engineer Matt Gibbs, overseeing the project's surveying work.

The Red Line used "terrestrial" LiDAR scans, which required setting up the scanning equipment every few hundred feet along the line. While producing a



The LiDAR scan data for the CTA Red Line Subway Jackson Station is visualized in a panoramic viewer.

more accurate scan, it required months of work.

To save time and money, CTA moved to mobile LiDAR scanning by mounting the equipment to the front of a train, thus collecting information sufficiently accurate for the agency's needs.

Video and pictures of the rail line can also be taken and georeferenced in sync with the LiDAR images. Months of field work have been reduced to days.

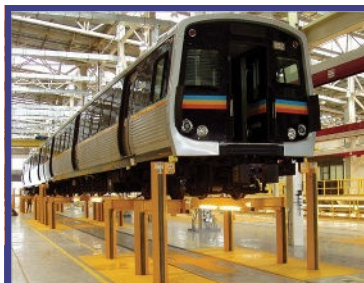
CTA now regularly includes LiDAR scanning in its rail improvement projects. About two thirds of the entire rail system have been scanned.

"With the LiDAR data stored on uGRIDD anyone can zoom down a 360 degree LiDAR depiction of a rail line and find the data you need. It avoids time intensive and costly field work," said Jim Harper, CTA chief engineer for infrastructure. Harper believes that as-built dimensions of the CTA rail infrastructure provided by LiDAR will help to create a good capital asset inventory of the system, improving capital asset management and application of CTA's limited capital improvement funds.

San Francisco's 'Say Hey' Cable Car



Baseball Hall of Famer Willie Mays joined representatives of the San Francisco Municipal Railway (Muni) on his 85th birthday, when the city of San Francisco dedicated Cable Car #24 in honor of the San Francisco Giants legend. Not only was Mays' uniform number 24, this cable car, originally built in 1887, was rebuilt by Muni craft workers to extend its life in 1958, the year the Giants went to San Francisco from New York.



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Hampton Roads Light Rail to Expand

BY WILLIAM HARRELL
President & CEO
Hampton Roads Transit

Hampton Roads Transit (HRT) has an aggressive agenda to pursue its vision to be the most efficient and customer driven public transit agency in the commonwealth of Virginia.

HRT's light rail, the Tide, currently extends 7.4 miles, connecting downtown Norfolk to the Norfolk/Virginia Beach border. It is served by 11 stations and has four free park-and-ride lots.

After a multiyear study, the city of Virginia Beach has decided on a preferred 3.4-mile extension of the Tide from Newtown Road to Town Center, the city's central business district.

This extension will increase connectivity and mobility options for businesses and commuters while also supporting the city's plan to focus new growth in a dense, mixed-use corridor.

This fall, 30 percent of the engineering effort is projected to be completed with the selection of a design-build contractor following next spring.

The project will be funded entirely by the city of Virginia Beach and Virginia.

The extension project will include three additional stations and one park-and-ride. The double tracks will continue along the former Norfolk Southern (NS) Railway, purchased by the city in 2010. The project includes two 200-foot-long span bridges, three traction power substations, new light rail vehicles and a signaling system.

In addition, Virginia Beach officials are planning a multi-use pathway parallel to the tracks to support pedestrians and cyclists. The path will be illuminated with energy efficient LED lighting and feature a mix of hardscape and landscaping to provide an aesthetic that promotes community and wellness.

The city's development plans include extending this greenway along with the light rail all the way to the oceanfront—connecting the business core of Norfolk through the central business district of Virginia Beach to the newly developing entertainment and tourist sector of

Virginia Beach.

Bringing Virginia Beach on board with a public transit system is a much needed advancement for the largest city in the commonwealth and will be integral in creating a regional transit network.

HRT is eagerly awaiting final approval from the Virginia Beach City Council to begin implementing these longer-range plans.



HAMPTON ROADS
TRANSIT

New Connection Links PATH To New York Subway Hub

The New York Metropolitan Transportation Authority (MTA) has opened an underground passage that connects a concourse of its Fulton Center facility with the Port Authority Trans-Hudson Corporation's (PATH) World Trade Center transportation hub, both in Lower Manhattan.

The Dey Street Concourse, a 350-foot-long, 27 foot-wide pedestrian tunnel, allows customers to walk underneath the street without exiting the station complexes.

It also provides access to World Trade

Center Towers 1 and 4.

Fulton Center opened in 2014 following a major reconstruction to integrate five subway stations serving nine lines that historically competed against each other when the subway system opened a century ago.

The new facility provides for easy transfers among MTA New York City Transit subway lines. Both Fulton Center and the PATH World Trade Center station are also major retail centers and civic spaces.



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Cincinnati Streetcar Moving the City Into a Multimodal Future

BY BRANDY JONES
External Affairs Manager
Southwest Ohio Regional Transit
Authority (Cincinnati Metro)

IT'S BEEN 65 YEARS since streetcars last operated in Cincinnati, but now, with the new streetcar system scheduled to begin operating in September, Cincinnati is on the verge of becoming a multimodal city once again, and the energy and enthusiasm is growing as the cars are on the street in testing.

Since its inception, the streetcar has spurred millions of dollars in economic development along the 3.6-mile loop, which will soon connect three of the city's neighborhoods. As a major infrastructure project, the Cincinnati streetcar has helped to draw residents back to

the urban core, resulting in a reduction in blight as abandoned and underused buildings and office spaces are being given new life to keep up with the growing demand for quality housing, restaurants and bars.

There's much to be excited about this year with the celebration of several streetcar milestones, including the completion of the tracks being laid and the arrival and "burn-in" period completed for all five vehicles.

Plus, the Southwest Ohio Regional Transit Authority (SORTA) just announced in May that it will launch a mobile ticketing app that will allow public transit users to purchase their bus and streetcar fares on their smartphones and tablets. This new app is one more exciting advancement to attract millennial riders and make public transportation more

convenient and easier to access.

For the past year, SORTA has been actively involved in sharing information to educate the public about streetcar safety, especially for those biking along the rails, individuals with disabilities, children and even those looking to take selfies with the streetcar as it completes its testing.

The excitement is unmistakable. The streetcars have been testing on the streets for months, and sightings are a popular topic on social media, even spurring fans to create the hashtag "#ISawTheStreetcar."

As everyone eagerly waits for the

streetcar doors to officially open later this summer, the city of Cincinnati and SORTA officials are now in the process of planning the streetcar's grand opening weekend celebration in September, which has garnered great community support and interest. Dozens of local businesses, art institutions and civic groups, as well as advertising sponsors and individuals, are involved in making this a momentous event in Cincinnati history.

What is becoming absolutely clear is that the streetcar is the engine behind the growth in the urban core and is making Cincinnati a world-class place to live, work and play.



Cincinnati Metro's new streetcar, set to open this summer, is helping to revitalize the city's urban core and has sparked a rider-created hashtag.

Metra Shares Safety Initiatives On Special Train Ride









Rep. Bob Dold (R-IL), left, and Metra Executive Director/Chief Executive Officer Don Orseno discussed track conditions and capital needs during Metra's recent Safety Train trip on the Milwaukee North Line. Members of the Metra Board of Directors and agency officials hosted representatives of local and state governments and other rail services for a presentation about the agency's safety culture and initiatives, including the pending implementation of PTC.

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Houston's Social Media Builds Support

Everyday commuters depend on the Metropolitan Transit Authority of Harris County (METRO) to deliver timely communications about public transit services including buses, trains, paratransit, van pools and HOV/HOT lanes throughout the 1,303 square mile Houston service area.

The last few years have been eventful for the nation's 4th largest city. For each of the past three years, METRO has surpassed 80 million boardings on its fixed-route system. In 2015, rail ridership on the Red Line showed the largest year-to-year growth at 15.2 percent, for a total of more than 15 million boardings.

The newest (Purple and Green) light-rail lines opened in May 2015. The New Bus Network, a complete redesign of the agency's bus system followed in August.

"We added 15 miles of new light rail. Ridership is on the rise," said METRO President and CEO Tom Lambert. "Communicating change is as important as the execution of plans. It's not an option. It is critical to our survival as a high-functioning transit system in a world-class city."

Until spring 2015, METRO employed traditional methods of communication like news releases, e-blasts, flyers and posters to make the public aware of agency news and developments. Last March that changed as the agency ramped up its social media.

"We realized a growing number of adults were getting news and information from social media and we needed to ensure our messages were getting to them. Since then, we've seen what a powerful tool social media can be as we've adapted it to our own needs and those of our riders," Lambert said. "When folks see METRO respond to their concerns, they really appreciate it. You can literally turn someone's negative experience into a positive one with a few minutes, and a few words. Some of our biggest fans were once our biggest critics. It's been a game-changer."

In April, METRO's press office expanded its social media team in to further broaden the scope of services it could offer. Commuters can receive a real-time text alert, email or tweet indicating service delays on METRO's rail system, bus routes or HOV/HOT lanes.

Real-time information and updates proved invaluable during Houston's April floods.

To ensure the public's safety, METRO suspended all public transit service for the day. The announcement was posted to

Facebook, Twitter and sent via text alerts and emails. On its Facebook announcement alone, METRO received 285 shares along with nearly 100 questions and comments from riders. The post reached more than 33,700 people and the agency received a bounty of kudos from riders thankful for the updates.

"METRO customers rely on transit for work, health services, education, day-to-day living, as well as recreation and special events," said Lambert. "It takes the hard work of 4000 employees to ensure METRO transit is safe and efficient. We want to people to know we're here for them."

New Wayfinding System Announced in Pittsburgh

A NEW WAYFINDING system unveiled June 7 by Pittsburgh's Port Authority of Allegheny County will use new signs, maps and digital screens to help people more easily reach their destinations.

Port Authority Chief Executive Officer Ellen McLean said, "One of the barriers to taking public transportation is communication, and the new signs attempt to address that by providing riders with the information they need to easily and successfully get around our system. Not only will stops and stations be more visible to pedestrians, but it will make riding the bus or light rail easier,

interactive and more intuitive."

Installation is scheduled to begin this summer for the system, which will include 85 bus stops and poles that will include an abbreviated map and stop-specific route frequency information; eight solar-powered digital bus stops that will provide stop-specific real-time bus information; five touch screen information kiosks that will provide real-time bus information, route overview and trip-planning capabilities; and two digital bus stops that will provide an abbreviated map and stop-specific route frequency information.



A new spirit has come to North America: the Citadis Spirit.



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State-of-the-Art Maintenance Center Keeps AMT System at Peak Efficiency

Since the inception of the Agence Métropolitaine de Transport (AMT) in 1996, the commuter rail network that serves greater Montréal, the system has undergone phenomenal growth from two lines and 30 stations to six lines and 61 stations in 2015.

Customers have also grown in number, of course, spiking from 6.9 million trips to 18.8 million trips over a 20-year period. To ensure reliable, comfortable and quality service for its 80,000 daily

customers, the AMT has a fleet of 300 locomotives and cars that must be kept in good operating condition every day.

The new Lachine maintenance center, which serves the commuter trains operating in diesel mode on the Canadian Pacific (CP) lines (the Vaudreuil-Hudson, Saint-Jérôme and Candiac lines), has been gradually phased in

since December 2015.

This new world-class facility meets the operating requirements of dual-mode locomotives, 3000 series cars and other complex rolling stock, and inspections, washing, regular maintenance and major repairs are now carried out optimally on a single site. The expected benefits are significant: fuel economy, high productivity and superior reliability.

Extending over 14 hectares (about 35.5 acres), the new maintenance center is situated in a former marshaling yard located approximately 12 kilometers from the Lucien-L'Allier terminating station in downtown Montréal. This proximity to downtown means the center can take advantage of the intervals between peak periods to carry out train inspections and maintenance.



AMT's new maintenance center features an indoor wash facility where trains are washed in five minutes thanks to automated equipment outfitted with giant brushes. Previously, trains were washed outdoors by four employees over eight hours. The new center also reuses 80 percent of the wash water, with the remaining 20 percent treated on site.

LA Metro's Rails to the Beach: 63 Years in the Making

BY POEM-ANN CHEN and STEVE HYMON
Los Angeles County Metropolitan Transportation Authority

The year 1953 is memorable in many ways. Audiences packed movie theaters to see Walt Disney's "Peter Pan" and "From Here to Eternity" starring Burt Lancaster. One of the most popular songs was "How Much is that Doggie in the Window." The Yankees defeated the Dodgers to win the World Series and Dwight Eisenhower was inaugurated president and would soon begin building the interstate highway system.

This year was also when Los Angeles lost one of its early commuter rail lines,

the Pacific Electric Santa Monica Air Line, which had operated since 1909 and connected Los Angeles and Santa Monica. The Air Line was victim of L.A.'s growing love affair with the automobile.

It would take 63 years, but the Air Line's right of way—now owned by the Los Angeles County Metropolitan Transportation Authority (Metro)—has come back to life as the Metro Expo Line Extension.

The Metro Expo Line Extension is a 6.6-mile addition to the Metro Expo Line that already connects downtown Los Angeles with Culver City. The extension continues the line with seven new stations and ends at a station in downtown Santa Monica, just four blocks from the Pacific Ocean.

The Metro Expo Line offers a predictable ride along one of the busiest travel corridors in Los Angeles County. Travel time between Santa Monica and downtown Los Angeles will be 48 minutes, which compares favorably to vehicles driving to the same destination on a congested freeway system.

Santa Monica is a thriving job center with an estimated 80,000 people driving to the city for work each day. So, commuters on the Expo Line are just as likely to encounter business suits and briefcases as they are beach chairs and surfboards.

Completion of the Metro Expo Line gives Metro 105 miles of light rail and subway tracks, with 285 rail cars and 93 stations.



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Innovative Rail Technology Heading to North Texas

BY BOB BAULSIR
Vice President, Railroads and Procurement
Fort Worth Transportation Authority

The Fort Worth Transportation Authority is bringing a new type of commuter rail to North Texas—one that is quiet, comfortable and technologically advanced.

TEX Rail will feature a quiet car for travelers who want a quiet place to work or just a peaceful spot to enjoy the smooth ride. Nearly all seats have a seat-back table or a large work table between facing seats. USB charging ports will be available at all seats.

To enhance the traveling experience, TEX Rail will use articulated rail vehicles for clear views and access between cars. The vehicle has an automatic leveling system that maintains a constant vehicle height to the platform. Passengers will enjoy easy, level boarding at all stations under any conditions.

These new rail vehicles will comply with the latest Tier 4 emission standards, which puts them among the first to do so in the U.S. In addition, the diesel multiple units (DMUs) will be much quieter than locomotive haul coaches

because they are built with noise-reduction design elements and are designed for smooth operation.

State-of-the-art, advanced safety features include crash energy management elements at either end of the vehicle, which are designed to crush in a controlled manner should the train impact another object on the track. This design, much like crumple zones in most modern cars, protects the occupants and crew by absorbing much of the impact energy and protecting the passenger compartment from major damage.

Stadler Bussnang AG of Switzerland is manufacturing the DMUs, which will run on a 27-mile line. The bodies are being manufactured in Switzerland and the remaining 70 percent of the work will be domestic content completed in Utah.

Construction is set to begin this summer and service will begin in late 2018. When it's finished, TEX Rail will have nine stations and operate 42 trips per day from downtown Fort Worth to the Dallas/Fort Worth International Airport. An estimated 8,000 daily passengers will ride the first year and nearly 14,000 daily riders by 2035. The TEX Rail vehicle will be on display at the APTA EXPO in Atlanta in October 2017.



TEX Rail, set to open in 2018, will provide a new commuter rail experience for North Texas that's high tech, quieter and more comfortable.

NJ Transit's App Offers 'One-Click' Functionality

New Jersey Transit's MyTix mobile app, introduced in April 2013 as a stand-alone program, has continued to surprise the team at the public transit agency with its success: In just three years, the number of mobile app users has consistently grown from the month before and, as of April 2016, has reached 875,000 customer accounts.

The mobile app was developed in-house and in direct response to the feedback the agency received from MyTix users. It delivers on what the MyTix customers requested—an app that serves as a single source for both NJ Transit travel information and ticketing.

The MyTix program began as a pilot program for rail customers on the Pascack Valley Line as a way to test the functionality of the app and determine the feasibility of expanding it to other rail lines. In September 2013, NJ Transit expanded MyTix to the Main/Bergen County and Port Jervis Line, followed in October by the Montclair-Boonton and Morris and Essex lines. A month later, it was expanded to include the North Jersey Coast Line and Raritan Valley lines. The rail sys-

temwide rollout was completed in December 2013 with the inclusion of the Northeast Corridor and Atlantic City rail lines.

"Customers have told us how much they love the ease that mobile ticketing provides and we are excited to see how the app will continue to meet their needs," said interim Executive Director Dennis Martin.

Last September, the myTix app was folded into the NJ Transit app, which also features

train schedules, DepartureVision and trip planning functionality, allowing customers the ability to quickly make travel plans, buy tickets and get related information. At that time, all customers were also offered the opportunity to purchase fares with PayPal, allowing NJ Transit customers to transfer payments electronically.

The mobile app is available for free download on any web-enabled iOS or Android device. To make a purchase, customers simply install the app and then create an account, which will securely save a customer's profile information and purchase history for ease of use.



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RTA's Streetcars Link City's History with Its Future

The Regional Transit Authority (RTA) in New Orleans is nearing completion on the latest phase of its streetcar expansion program—the North Rampart/St. Claude Avenue streetcar line that will run along the edge of the historic French Quarter as it travels through historic communities in the city, including Treme, Marigny, St. Roch

and Bywater.

This latest extension of the rail lines in New Orleans will terminate at Elysian Fields Avenue.

The new streetcar line will provide efficient public transit services that will benefit residents and businesses in the neighborhoods it passes through and will serve as an economic engine for

revitalization of the communities.

But the impact of public transit on communities is far greater than just moving riders from one destination to another. Public transit spurs economic development in areas near bus and rail lines, a national trend that certainly holds true in the New Orleans market.

Property values have increased as

investments in rail lines have occurred in this city, dating as far back as 1835 and the launch of the historic St. Charles Avenue streetcar line that still operates today. In more recent times, RTA opened the Loyola Avenue Streetcar extension in 2013 that is credited with generating \$2.7 billion of private investment in that corridor.

RTA has kept the community informed and has focused on helping small businesses and residents effectively understand the project components by launching a robust communications campaign that includes monthly project update meetings, a program to promote businesses along the corridor to riders and active social media outreach to keep the community informed regarding road closures and project conditions.

Presently, the project is more than 90 percent complete and on schedule to enter revenue service in third quarter 2016. Elements nearing completion include rail and shelter installation, the overhead catenary system and the reinstallation of restored historic light posts.

For more information about the project, visit www.norta.com.



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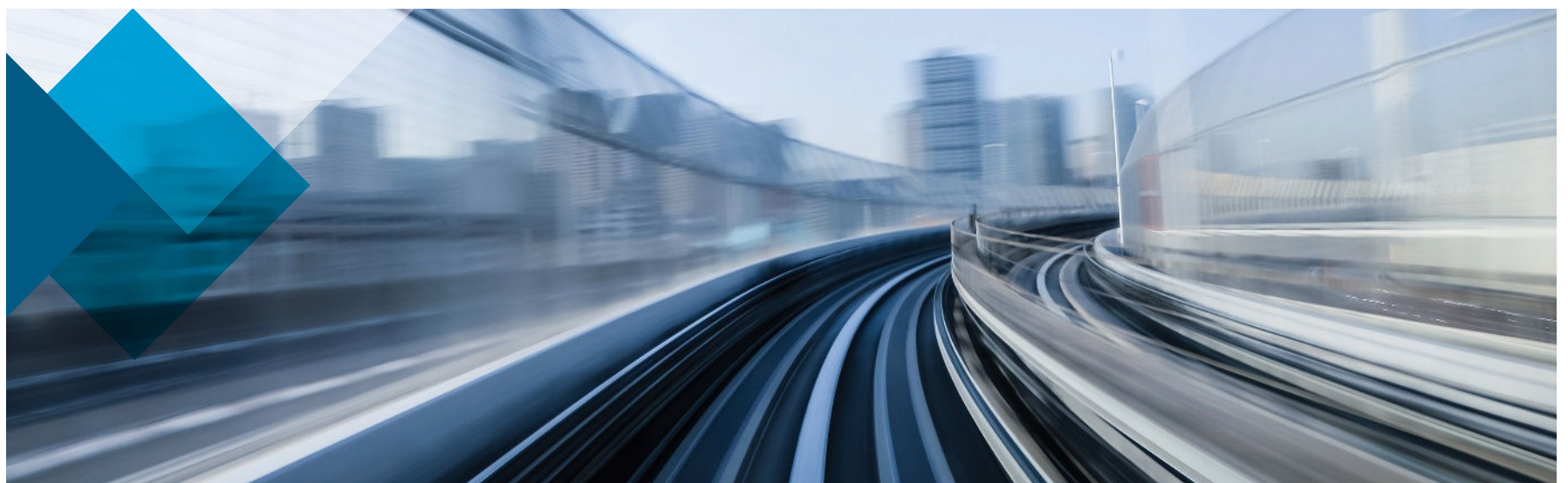
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Great Things Are in the Works: Austin's MetroRail Expanding

The Austin, TX, region is experiencing fast-paced growth, which shows no signs of tapering off. Capital Metro's MetroRail service, which celebrated its sixth anniversary in March, is growing just as fast. Ridership more than quadrupled by 2014—and is growing still. Our trains, which run every 34 minutes during peak travel times, accommodate a lot of riders, but as ridership continues to grow, more capacity is needed to meet the demand.



Capital Metro's MetroRail is expanding to accommodate growing demand. The expansion will add cars, decrease headways and shorten trips between stations.

Riders will tell you they often experience "standing room only" during peak weekday service. MetroRail is also heavily used during multiple mega events (SXSW, ACL, Formula 1, etc.) held in the city each year.

It is crucial to meet the growing ridership demand and expand the service so that more people can ride. We recently received a \$50 million grant from the Texas Department of Transportation (TxDOT) and an \$11.3 million federal TIGER grant to upgrade and enhance the MetroRail line. These two grant resources are being used to purchase four railcars, add four sidings and increase our operating speed, which will result in decreased peak headways and shorter trip times between stations for our passengers.

We're also working with the city of Austin, stakeholders and neighbors to build a new, larger \$22 million downtown MetroRail station to address the public transportation demands of current and future volumes of passengers, as well as the forecasted integration of other public transit modes.

The planned permanent station's location, near special events venues and Austin's Convention Center, requires a space to accommodate large crowds. A unique opportunity for placemaking, the new plaza will create a public gathering space and an iconic landmark for the community—an architectural gateway into

downtown.

Capital Metro's enhanced MetroRail

service and new downtown station are slated for completion in 2018.

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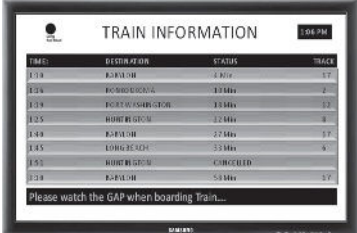
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Caltrain Posts Record Train Ridership

For the sixth straight year, Caltrain, a California commuter rail line on the San Francisco Peninsula and in the Santa Clara Valley, has recorded all-time high levels of train system passengers.

An average of 62,416 passengers ride the train on a regular weekday, according to the agency's latest onboard passenger count. That marks a 7.2 percent increase from 2015 and an 83 percent increase from 2010. In fact, ridership has increased by a staggering 163 percent since 2004, when Caltrain's express Baby Bullet service was introduced to the system.

The annual passenger tally, which is a physical head count of riders, is typically conducted in late January and February when there are fewer holidays and

special events that could skew ridership numbers. However, this year's count was suspended for special events in February, including 10 days during Super Bowl 50 week. Counts resumed at the end of February and continued through mid-March.

Caltrain, which operates service from San Francisco to Gilroy, CA, conducts the annual passenger counts as a way to plan future service improvements, allocate resources to address capacity issues and validate revenue-based ridership estimates.

All the extra ridership is putting a considerable strain on the Caltrain system. In 2015, the rail agency introduced 16 recently purchased train cars to the system to help address capacity issues. Earlier this year, the agency added a third bike car to all Bombardier train

sets, to allow for more cyclists to bring their bikes on board.

Those measures are designed to aid the agency in the short term, but the real long-term fix will come with the electrification of the Caltrain railway. When completed, electrification will improve travel times and service efficiency in an environmentally respon-

sible way while allowing the system to carry more passengers.

That project took a big leap forward this month, when state and regional agencies agreed to dedicate an additional \$211 million for the Caltrain Modernization Program, a larger improvement plan of which electrification is the centerpiece.



Ridership on Caltrain has increased 163 percent since 2004 and the introduction of the Baby Bullet, an express service.

Design Guide Integrates Public Transit into Streets

PUBLIC TRANSPORTATION

agencies now have a new resource to help them integrate transit elements into urban settings.

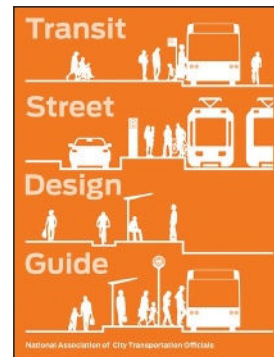
The *Transit Street Design Guide*, published by the National Association of City Transportation Officials (NACTO), uses data from APTA and other transportation organizations, along with representatives of the 45 NACTO member cities and 18 participating public transit agencies, to present the role of public transit in helping cities grow while turning city streets into desirable destinations.

"Public transportation helps power growth in our communities," said APTA Chair Valarie J. McCall. "High-quality public transportation and

easily accessible city streets go hand-in-hand, and the NACTO *Transit Street Design Guide* is a powerful new tool for our 1,500 member agencies and organizations."

The guide highlights public transit as

the centerpiece of transformative street projects, such as shared streets, along with best-practice strategies like all-door boarding and transit-friendly signals that can speed up an entire system. The report also features guidance covering dedicated lanes and on-street transitways, boarding islands and other active-mode-friendly designs, intersections and turn



management.

The book is available at <http://nacto.org/tsdg>.



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VTA's Next Transit Network: BART Silicon Valley

The Santa Clara Valley Transportation Authority's (VTA) extension of the regional San Francisco Bay Area commuter rail system is heading towards completion.

VTA's \$2.3 billion Bay Area Rapid Transit (BART) Silicon Valley Berryessa Extension remains on budget and several months ahead of schedule. By late 2017, the largest public works project in VTA and Santa Clara County history will open its doors to passengers.

With this project come tremendous benefits, including a \$4 to \$10 return on investment for every dollar, an increase of 500,000 employees to the labor market and increased job access for the regional workforce.

In addition, the Silicon Valley extension is already spurring transit-oriented, mixed-use development around its stations and will provide an environmentally-friendly alternative to those who traverse the highly congested Interstates 880 and 680 commute corridors.

Of equal importance, this new connection to the 107-mile BART system provides a platform for VTA to reassess and restructure its public transit network to maximize connections to the regional system as well as increase overall VTA bus and light rail ridership.

On opening day, the two-station Berryessa Extension is estimated to serve 23,000 trips to and from the city of Milpitas and the Berryessa area of northeast San Jose. VTA's light rail system will connect with BART at the Milpitas Transit Center. Planning efforts are underway to restructure light rail service and connections to enhance efficiencies and reduce travel times.

VTA is also doing an in-depth analysis of its current bus network to integrate with BART service soon to be in the mix. This undertaking requires VTA to carefully balance coverage and service frequency to attract more riders and take full advantage of all the benefits this new regional connection offers Silicon Valley.

Come late 2017, Santa Clara County residents and workers will reap the benefits of a longtime vision and sound investment—a new regional rail connection, a more efficient local transportation network and solid plans for the next six miles of the BART commuter rail system into downtown San Jose and the city of Santa Clara.



From ground breaking to revenue service: VTA's new Berryessa Extension will provide an estimated 23,000 trips daily when it opens in late 2017.

VRE Completes Third Track on Fredericksburg Line

Virginia Railway Express (VRE) commuter rail recently introduced service on a new third track on its Fredericksburg Line.

The addition of the third track between Hamilton, near Fredericksburg, and Crossroads in Spotsylvania County, on a part of the line owned by CSX Transportation (CSXT), will increase capacity, fluidity and provide operational flexibility on the rail line that hosts VRE and Amtrak passenger service in addition to CSXT freight trains.

A combination of federal, state and

local government funding, along with a contribution from CSXT, paid for the project, completed in conjunction with the recently opened Spotsylvania VRE Station and also including an upgrade to a railroad crossing on the route.

"This is another great example of how well VRE and its partners, CSXT and Virginia's Department of Rail and Public Transportation, work together to complete projects that improve operations for all of the trains running through this corridor," said VRE Chief Executive Officer Doug Allen.



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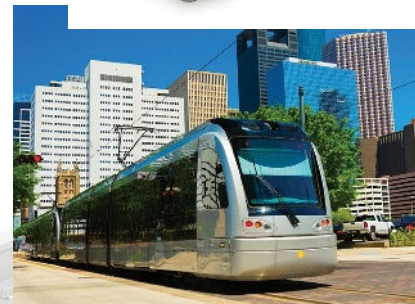
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STATE OF GOOD REPAIR CONTINUED FROM PAGE 6

BART: Juggling Repair and Investments

Grace Crunican
General Manager



BART sits at the intersection of every major issue facing the San Francisco Bay Area, with population growth, increased cost of living and changing migration trends putting enormous pressure on our system.

Our ridership reaches capacity with every commute, and constantly running trains at that level of service stacks acute problems on top of the chronic ones. Much of the physical infrastructure at BART has reached the end of its usable life, leaving us juggling the various needs to rebuild and repair while investing in the capital projects required to relieve our immediate capacity issues.

Our first order of business is always to identify and marshal the resources we have on hand. A perfect example would be how we used the Low Carbon Transit Operations Program (LCTOP) grant funding to add a weekend shift

and augment an existing swing shift at Hayward shops and Daly City.

This allowed the district to increase rail car availability by 14 cars for the peak service plan and maintain the new level of car availability throughout the fiscal year. The additional 14 cars gave us an extra 1,960-person cushion for the commute. Every little gasp of breathing room in our total capacity helps get us over the finish line to our "Fleet of the Future," where we have 775 new train cars ready for us with another 306 waiting in the wings for additional funding.

Yet while new train cars will soothe our most pressing capacity problems, relentless wear and the effects of aging continue. This is why BART is proposing a \$3.5 billion bond measure this November, which will fund a significant portion of our state-of-good-repair capital needs.

We are already replacing miles of worn-out rail at an increasingly brisk

pace, but also hope to rejuvenate and rebuild our power infrastructure, leaking tunnels, deteriorating track circuitry, misaligned gauge and decrepit station equipment.

What we built to state-of-the-art 1972 specs simply hasn't kept up with the needs of a modern regional railway, and at BART we've recognized and

responded to the warning signs before running into serious safety and reliability issues.

There has always been difficulty in finding funding, but thanks to careful planning we're optimistic about the future and our ability to keep hundreds of thousands of people moving and connected every day.

Amtrak: Balancing Density with Maintenance

Joseph Boardman
President and CEO



Amtrak's infrastructure investment requirements are challenging because of both traffic density and maintenance standards: Some 66 percent of the track on our largest infrastructure asset, the Washington-New York-Boston Northeast Corridor (NEC), must be maintained for speeds of 110 mph.

Virtually all Hudson River tunnel work is done in 55-hour weekend outages because the tunnels carry almost 17 percent of the total rush hour commuters between Manhattan and New Jersey. Our coach fleet accumulates more annual mileage than any other in the country, and the average age of our cars is at an all-time high.

The two aspects of Amtrak's capital program that dwarf all the others are, however, technical rather than financial—the way we are funded and the amount of funding we receive.

Amtrak depends on an annual congressional appropriation for most of our capital funding, and the nature of the legislative process makes both timing and funding levels uncertain.

The consequences for our capital program are serious; the fact that it has

been almost 20 years since the nation has had a federal budget in place at the start of the fiscal year further exacerbates the problem.

This pervasive lack of certainty makes it hard to sign contracts, and it severely limits the scope of the programs we can undertake as well as our ability to enter into joint ventures. Our most pressing capital needs are for large infrastructure items, which require expensive multi-year replacement programs—but we cannot yet address them.

We invest instead on a limited basis to sustain and grow service, prioritizing safety and reliability. An FRA RRIF loan funded electric fleet replacement on the Northeast Corridor, with significant reliability improvements. We have partnered with states to improve service, and the development of several DOT grant programs in recent years has allowed states to leverage their funding with a federal match.

But these programs are not currently funded to address our state of good repair needs or to reduce the growing work backlog. If we are to sustain service in the coming century, Amtrak needs a dedicated and predictable funding stream for equipment and infrastructure to invest in our system.

UTA: Assessing, Addressing Needs

Daniel Hofer
Transit Asset Administrator



Maintaining a public transportation system at a level where the public can depend on the reliability and performance of the system requires good planning, experienced personnel performing the required maintenance work, adequate resources, accounting for risk and cooperation between departments.

All of these are considerations Utah Transit Authority takes into account when developing its long-term capital planning. UTA understands that if the system is not reliable or patrons do not feel safe when riding it, they will find alternative methods to get to their destination.

It has been speculated that as many as 80 percent of UTA's riders ride by choice, meaning they have access to other transportation options. UTA understands that in order to maintain and even grow its ridership, it needs to provide quality experiences for its patrons every time they use the system.

In order to generate the capital program it needs to maintain the system

overall, UTA takes input from subject matter experts on what they anticipate their short- and long-term needs will be. These needs are then maintained by UTA and are vetted each year to determine the level of the need. Then, based on available budget, projects are funded.

UTA understands that in regard to capital maintenance, the need never really goes away. The goal is to address the need before a failure occurs, particularly an in-service failure. From an operations perspective, UTA will also take public comments into account when deciding on service changes, which could include some service expansions where conditions make sense for those to occur.

By using the approach outlined above, UTA tries to balance the activities needed to provide the service the public expects and at the same time, maintain its system in such a way that the public can have confidence in UTA's ability to provide service required of it. Long term, UTA believes this approach can maintain and potentially grow its ridership in the future.

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SFRTA Nears Opening of Pompano Beach Campus

The South Florida Regional Transportation Authority (SFRTA), operator of Tri-Rail commuter rail, is preparing to open its new LEED-certified campus in Pompano Beach—including the operations center, a reconstructed rail station and a 500-car parking garage—later this summer. The \$40 million project includes a station that will serve as the prototype for future construction, equipped with solar panels that will provide all the power needed to operate the facility. Other sustainable features at the site will include native vegetation that requires less frequent watering, LED lighting fixtures, an overpass that will enable passengers to cross from platform to platform without having to cross at grade level and energy-efficient elevators to access the pedestrian bridge.



WOMEN IN RAIL CONTINUED FROM PAGE 12

officer with Capital Metro, now chief executive officer of Virginia Railway Express] was my mentor at the time, challenging me to ‘make it happen’ and providing me with every resource I needed. To this day, one of my prize possessions is a congratulatory note from Bob Lauby, FRA associate administrator for railroad safety and chief safety officer.”

Lien described her work on the complex financing of DUS. During her tenure, RTD had committed to the rail-line builder that DUS would be ready for systems work by a specific date—but the DUS Project Authority (DUSPA) had not yet closed on any of the project financing.

“RTD loaned millions to DUSPA,” she said, “trusting that the loans would be issued. The loans closed [the following year] and DUS is one of the most transformative intermodal terminals in the United States.”

Protégées and Mentors

Networking, being part of a professional community and giving—and getting—help also play an important role in the career development of the women interviewed.

“I have benefited greatly by working with and for strong women,” said Lindskoog, who noted that her aunt was the Alaska speaker of the House and she worked for a female senate president in the state.

“Being exposed to their energy, advice and modeling gave me a strong vision for the accomplishments I could expect from myself. They helped break down barriers that might have otherwise existed because they already climbed

those ladders.”

She also recognized “terrific male bosses/mentors including a former state governor, former four-star general and a railroad CEO who had over 40 years of experience in the rail industry. While their work styles were very diverse, they were bold and strategic thinkers. They did not see gender and they all rewarded hard work and talent.”

Lindskoog has carried on this strong industry tradition, saying that her work with younger employees “has kept me better informed and in touch with the generational differences we see in the workforce. It exposes me to different perspectives and fresh energy. It also feels really good to give back and work with people who may be future leaders of the Alaska Railroad—a place I am very fond of and want to see succeed into the future.”

Timbes credited “some of the best CEOs in the industry” for “invaluable opportunities to learn and grow in our industry, for which I owe a debt of gratitude that can never be repaid.” She now mentors “undoubtedly ... the greatest staff in the industry,” working “to ensure that our employees are held accountable for their responsibilities, fairly compensated, challenged and given new roles as learning and growth opportunities, recognized for their accomplishments and rewarded for their successes.”

Women have reached notable positions throughout the rail sector and, having succeeded, are now reaching out to help the next generation.

Mentoring and other workforce development programs help keep the momentum going.

CHSRA, FRA Realign Grant to Reflect Updated Business Plan

THE CALIFORNIA High-Speed Rail Authority (CHSRA) and FRA recently updated an existing grant agreement following the approval of the new high-speed rail 2016 Business Plan that sets forth the plan to connect the Central Valley and Silicon Valley by 2024.

“High-speed rail construction is underway in California and this agreement is consistent with our efforts to connect Silicon Valley and the Central Valley by 2024, and then move forward with connecting San Francisco to Los Angeles,” said CHSRA Chief Executive

Officer Jeff Morales. “This amendment to the existing agreement makes a number of technical fixes and updates the document to reflect the board’s recent approval of the 2016 Business Plan and the legislature’s commitment of cap-and-trade proceeds to the project.”

The original agreement was approved in 2010 under the American Recovery and Reinvestment Act.

Approval of the amendment ensures that ARRA funds are expended by the mandated deadline of Sept. 30, 2017. Its text can be found at <http://hsr.ca.gov/docs>.

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COTA Receives \$37 Million FTA Grant Agreement for BRT

AT RECENT CEREMONIES

attended by FTA Acting Administrator Carolyn Flowers and Sen. Sherrod Brown (D-OH), the Central Ohio Transit Authority (COTA) in Columbus entered into a \$37.5 million FTA Small Starts Grant agreement for its CMAX BRT project, which COTA President/Chief Executive Officer W. Curtis Stitt said “will introduce new transit technology to our community—making service faster, more direct and more accessible.”

COTA expects to begin construction this summer on the 15.6-mile line, which will include 32 bus stops, two new park-and-ride lots, public transit signal priority and next-bus arrival information for passenger platforms when it opens in early 2018. CMAX will operate with 15 new buses powered by CNG, using existing peak-period bus-only lanes for one mile in downtown Columbus and in mixed traffic for the rest of

the route.

“The Cleveland Avenue BRT will make a huge difference for thousands of commuters in the Cleveland Avenue corridor who are enduring standing-room only buses stuck in traffic,” said Flowers. “When the BRT line opens, commuters will have a fast and convenient way to get to school, work, medical appointments and other destinations.”

The service will operate on one of COTA's busiest routes, linking the northeast suburbs with downtown Columbus and connecting residents to major employment centers, medical facilities and educational institutions.

FTA is contributing 77 percent of the \$48.7 million total cost of the project. The balance is covered by a sales tax collected in the COTA service area and dedicated to funding expanded transit services.



Participants in signing ceremonies for COTA's FTA Small Starts Grant, from left: FTA Acting Administrator Carolyn Flowers, Sen. Sherrod Brown, Greater Linden Development Corporation Executive Director donna Hicho and COTA President/CEO W. Curtis Stitt.

FTA Sets June 15 Webinar On Transit Worker Safety

FTA ANNOUNCES a webinar June 15, beginning at 1 p.m. Eastern time, concerning the launch of a National Online Dialogue to address preventing and mitigating assaults on transit workers.

The webinar will serve as a brief introduction to the National Online Dialogue to help interested individuals navigate the conversation, and will provide an overview of some of the topics to be discussed.

Feedback received during the dialogue will help shape best practice risk control strategies that will be mandated

as part of the Transit Worker Assault Notice of Proposed Rulemaking that FTA plans to issue in accordance with a requirement in the FAST Act to establish “rail and bus safety standards, practices or protocols” for “protecting rail and bus operators from the risk of assault.”

Both the dialogue and the webinar will be open to the public, but FTA anticipates significant interest and encourages participation from unions, transit employees, state DOTs and State Safety Oversight Agencies. For registration information, visit www.fta.dot.gov.

Staub Addresses INIT Ground Breaking

Roland Staub, president and chief executive officer of INIT Innovations in Transportation Inc., speaks during recent ground-breaking ceremonies for the company's 70,000-square-foot North American headquarters building in Chesapeake, VA. The \$12.5 million facility will feature 20,000 square feet of office space, 30,000 square feet of warehouse space and 20,000 square feet of space dedicated to the company's two manufacturing firms, Total Quality Assembly LLC and Superior Quality Manufacturing LLC.



Community Transit Donates Surplus Vans to Nonprofits

For the 16th year, Community Transit, Snohomish County, WA, is providing surplus vans from its fleet to nonprofit organizations in the county through its “Van GO” program.

Community Transit established the Van GO program in 2000 to enable nonprofit organizations to provide transportation support for their constituents after the state eliminated a motor vehicle tax that had helped fund public transit, which caused the transit agencies to cut back their service to these specific riders.

Since then, the agency has awarded 116 vans and wheelchair lift-equipped paratransit vehicles to qualified 501(c)3 organizations in Snohomish County.

“Even with more bus trips available this fall, there are transportation needs that fall outside of our route map and schedule times,” said Community Transit Chief Executive Officer Emmett Heath. “We want to partner with local community groups to help them meet those needs.”

This year, 10 seven-passenger vehicles retired from the

vanpool fleet—2007 Chevy Uplanders with approximately 100,000 miles each and without wheelchair lifts—are available.



Ontario Funds Ottawa LRT

Ontario Premier Kathleen Wynne announced June 3 that the province is committing more than \$1 billion (Cdn.) for a light rail transit expansion project in Ottawa—the largest provincial public transit investment in the city’s history—to help grow the economy, reduce travel times and connect people to jobs.

Stage 2 of OC Transpo’s Confederation Line will add 30 km of new rail and 19 new stations. Ontario’s funding com-

mitment will also help support the capital costs of two additional extensions totaling 6.5 km of rail and three stations; one of the additions will serve the Ottawa Macdonald-Cartier International Airport. Construction is expected to begin in 2018 and the extension will enter service in 2023.

The first stage of the Confederation Line, due to open in 2018, is a \$2.1 billion project being funded jointly by the Canadian government, the province and the city.



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On Track for the ENVIRONMENT

Industry Briefs



PRTC Summer Pass for Teens — The Potomac and Rappahannock Transportation Commission (PRTC), Woodbridge, VA, is expanding its teen summer bus pass program enabling teens not only to travel locally, but to also get discounted fares when traveling elsewhere in the region. The MyLink pass provides unlimited local bus rides for the three summer months for a single price; this year, the agency is loading

the pass onto a SmarTrip card accepted by public transit agencies throughout the Washington, DC, area.

Big Blue Bus Goes Clean — Santa Monica, CA, has entered into a five-year contract with Clean Energy Fuels Corp., worth an estimated \$3 million per year, to provide liquefied natural gas to the city's Big Blue Bus fleet. The system operates 200 natural gas buses and plans to

replace more than 100 of its existing bus engines with a lower-emission alternative.

MTA Police Open Canine Training Center — The New York Metropolitan Transportation Authority recently opened the MTA Police Department's Canine Training Facility in Stormville, NY. The 72-acre campus offers nine indoor-scenario training areas and multiple outdoor training fields and obstacle

courses, classrooms, 24 kennels, a veterinary room and administrative offices.

SFMTA to Upgrade Parking — The San Francisco Municipal Transportation Agency has announced plans to upgrade 22 city-owned parking facilities with the new Parking Access and Revenue Control System. The \$20 million upgrade will provide a cloud-based solution that, among other benefits, will allow prepayment of parking fees and provide for improved auditing, credit card security and fraud reduction.

One Billion Transactions and Counting — Ventra, the account-based open payment system launched in 2013 by Cubic Transportation Systems for the Chicago Transit Authority and Pace Suburban Bus, has processed more than one billion account-based journeys since entering operation. Metra commuter rail entered the Ventra system in 2015.

SORTA's New Mobile Ticketing App — The Southwest Ohio Regional Transit Authority, which operates Cincinnati Metro, has awarded a contract to Passport, a mobile payment provider, to develop a mobile ticketing app that will allow riders to purchase fares on their smartphones and tablets. The app will allow riders to plan, track their bus in real time and pay for their trip at one time.

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People On The Move

PHOENIX—Alan C. Wulkan, president of the Wulkan Group, recently received



Wulkan

the first-ever Trailblazer Award presented by the Women's Transportation Seminar (WTS) Metropolitan Phoenix Chapter.

Wulkan, a WTS member for more than 25 years, served two terms as president of the chapter, from 2002-2005, and worked on the 2005 WTS Annual Conference in Phoenix. He also has served on the WTS International Scholarship Foundation Board of Directors.

For APTA, he is a current member of the Board of Directors, a past chair of the Business Member Board of Governors and a former member of the Executive Committee and numerous other panels.

DALLAS—Sue Bauman, a Dallas Area Rapid Transit (DART) employee from 1984 until her retirement in 2011, has been appointed to the DART Board of Directors by the Dallas City Council.



Bauman

Bauman was the agency's vice president of marketing and communications at the time of her retirement; she joined Richland College in 2011 as an adjunct instructor in government. She succeeds **Robert Strauss**, who served on the board since 2006.

professional development chair of the Bay Area Chapter.

Chan received the award for her work toward facilitating professional opportunities for women, including guiding the successful development of the chapter's leadership program, and contributing to promoting diversity and multicultural awareness at SamTrans.

COLUMBUS, OH—The Ohio Public Transit Association elected **Kirt Conrad**, chief executive officer, Stark Area Regional Transit Authority, Canton, OH, its president during its recent Annual Meeting. He succeeds **Jim Gee**, general manager of the Toledo Area Regional Transit Authority.

W. Curtis Stitt, president/chief executive officer of the Central Ohio Transit Authority in Columbus, was elected vice president and **Dwight Ferrell**, chief executive officer/general manager of Cincinnati Metro, secretary-treasurer.

SAN CARLOS, CA—April Chan, chief officer of planning, grants and the transportation authority with the San Mateo County Transit District (SamTrans), received the 2016 Rosa Parks Diversity Leadership Award from the WTS San Francisco Bay Area Chapter. She is a longtime WTS member and current

SAN DIEGO—Martin Howell, director of external affairs for Cubic Transportation Systems, has joined the board of directors for the Mobility as a Service (MaaS) Alliance launched in 2015 by ERTICO, the European public/private partnership for intelligent transport systems.

MaaS is a transportation organization for packaging demand-based transportation services, including public transport, car-sharing, rental cars, taxis and bike-sharing, onto a single platform with one payment account for users.

CHICAGO—Shamonda Jones, senior manager of train operations for Metra commuter rail, has received the Dr. Gary Burch Memorial Safety Award given by the National Association of Railroad Passengers (NARP) to honor the railroad worker who has done the most in the past year to improve safety for railroad passengers.

NARP recognized Jones for her initiative in launching an audit and major revision of the agency's train dispatcher and control operator manuals that improved safety by reducing opportunities for miscommunication. She is responsible for managing and directing all dispatchers, control operators and load dispatchers at Metra's Consolidated Control Facility.

NEW YORK CITY—Former DOT Secretary **Ray LaHood** has joined Uber's public policy advisory board. Before serving as head of DOT from 2009-2013, LaHood represented Illinois in the House for nearly 15 years, serving on the Transportation and Infrastructure Committee.

WASHINGTON, DC—**Shant Boyajian**, former senior counsel for the Senate Committee on Environment and Public Works, has joined Nossaman's Infrastructure Practice Group as an associate in the Washington office. During Boyajian's tenure with the committee, he was the senior infrastructure staffer and lead author and negotiator on the FAST Act.

Earlier, Boyajian served as counsel to the Subcommittee

on Highways and Transit for the House Committee on Transportation and Infrastructure. While there, he helped negotiate and draft the language for the federal-aid highway programs contained in MAP-21.



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People On The Move

JACKSONVILLE, FL—The Jacksonville Transportation Authority (JTA) has named **Brian F. Peters** chief financial officer and vice president of finance and technology.



Peters joins the JTA from Williams and Rowe, where he was chief financial officer. His more than 30 years of experience includes serving as assistant secretary of finance and administration for Florida DOT and with Bombardier Capital, Whirlpool Corporation and Chase Manhattan Corporation.

JACKSONVILLE, FL—**Nathaniel P. Ford Sr.**, chief executive officer of the Jacksonville Transportation Authority, has been re-elected vice president of the Transportation and Expressway Authority Membership of Florida (TEAMFL) Board of Directors.



Ford

TEAMFL was formed in 1997 to facilitate the exchange of information among toll agencies and the transportation industry. Members discuss statewide issues in an effort to develop high-quality roadway systems in all corners of the state. Ford is part of a 16-member board that oversees the organization's goals.

NEW YORK CITY—WSP | Parsons Brinckerhoff (PB) has announced the following appointments:



Kelly

Gregory Kelly, president and chief executive officer of the U.S., Central and South America region of WSP | PB, has been appointed to the CEO Council for Growth

in Philadelphia, a group of business, higher education and civic leaders committed to enhancing economic growth and prosperity in the 11-county region across northern Delaware, southern New Jersey and southeastern Pennsylvania. He is based in the Philadelphia office.

The CEO Council is an initiative of the Greater Philadelphia Chamber of Commerce, influencing regional and national policy through advocacy.

Joyce Rose, most recently president and chief executive officer of Operation Lifesaver Inc., has joined the Baltimore office as a principal consultant. She also served for 25 years as a congressional staff member for U.S. House and Senate transportation committees. Rose is a member of several APTA committees.



Rose

David Thurston has been named a vice president and national technical director within WSP | PB's transit and rail technical excellence center in New York City. Thurston has more than 37 years of experience, most recently as a vice president and rail and transit sector manager of an international engineering firm.



Thurston

Michael J. Churchill has joined the firm's Atlanta office as a senior supervising mechanical engineer working on a project for the Metropolitan Atlanta Rapid Transit Authority. He has 25 years of design experience.



Churchill

Dana Meier is the new area manager in the firm's Murray, UT, office, manag-

ing transportation and infrastructure operations in Utah, Idaho and Montana. He has more than 32 years of transportation industry experience, most recently as program engineer with Utah DOT.



Meier

John Wong has been named a transportation facilities group lead in the Washington, DC,



Wong

office. He has more than 25 years of experience, working most recently as a senior project engineer with a Maryland consulting firm and earlier with projects in New York, Philadelphia, Athens, Abu Dhabi and Riyadh.

Robert Little has been appointed bridge inspection and asset management manager in the firm's Tampa office. He previously served as bridge inspection services group manager for a Florida engineering firm and was the founder and manager of BridgeWeb Services LLC.



Little

Bruce Moulds joins WSP | PB's Atlanta office as southeast regional business development director. He has more than

36 years of transportation engineering experience, working most recently as a senior vice president and director of business development for the transportation business line of an international engineering organization.



Moulds

Michael L. Valletta has been appointed director of project delivery for the firm's New York City office. He has 38 years of design and construction experience, including 31 years with the Port Authority of New York and New Jersey, where he served most recently as assistant director in the tunnels, bridges and terminals department and director of its priority capital programs division.



Valletta

Brock LaForty will manage transportation and infrastructure operations for WSP | PB as the area manager for North Carolina and South Carolina, based in Charlotte. He joined the firm in 2012, serving as area manager for the Charlotte office, and has more than 19 years in the field.



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NOTICES

PUBLIC NOTICE DBE PROGRAM GOAL 2017 PREVOST CAR (US) INC. AND NOVA BUS

Nova Bus and Prevost Car have established a Disadvantaged Business Enterprise participation goal of 5% for all DOT-Assisted contracts completed in Fiscal Year 2017 beginning October 1, 2016 and ending

September 30, 2017. Information pertaining to the determination of this goal is available for inspection from 7:00am to 4:00pm (Eastern Time) Monday through Friday at the Nova Bus/ Prevost Car Manufacturing Facility located at 260 Banker Road in Plattsburgh NY 12901 for 30 calendar days following the date of publication of this notice. Written comments on this goal will be accepted for 45 calendar days from the date of publication of this notice and should be sent to the attention of the Diversity Officer at the same address or email DiversityOfficer@volvo.com.

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MENDOCINO TRANSIT AUTHORITY (MTA)

Finally, a chance to work in Mendocino County with the best rural transit system in California. Mendocino Transit Authority is a Joint Powers Agency formed by Mendocino County, and four incorporated cities, and operates over 40,000 annual service hours in general public dial-a-ride, local and commute fixed route and intercity bus service. MTA has 60 employees, a relatively new fleet of 43 vehicles, and a FY 16/17 operating budget of \$4.6 million. Mendocino County has a population of 90,000 in its rugged 3,500 square miles including 100 miles of the greatest coastline in the country.

The Operations Manager is responsible for transportation, contracting functions, budgeting, & long range planning for fixed route and dial-a-ride services. Must possess excellent communication, leadership, and organizational skills. Extensive and progressively responsible experience in public transit operations, including sufficient experience in supervision, dispatch, and scheduling is required. Bachelor's degree in transit management, public or business administration is desired. Salary \$70,034-89,107. Good benefit package. For further information, please contact Finance & Personnel Manager, 707-234-6449.

AMERICAN PUBLIC TRANSPORTATION ASSOCIATION - DIRECTOR-ENGINEERING AND TRANSIT TECHNOLOGY

Washington-based trade association has an immediate opening for a Director-Engineering & Transit Technology to direct work related to technology in public transportation including technologies across a broad spectrum such as rail, bus, high-speed rail, transit rail and electronic fare systems, in coordination with initiatives within the industry, academia, and federal partners. Also, lead transportation technical committees by providing key expertise in the development of new research programs and standards, U.S. government federal rule development, and major rail programs.

Requirements:

Candidate must have 10 years minimum of related management experience, including demonstrated project and/or technical management expertise. B.S. degree in Engineering is required and a PE license is preferred. Must have excellent oral and written communication skills and the ability to work effectively with people and organizations as well as work independently and under pressure meeting multiple deadlines. Excellent fringe benefits package.

How to Apply:

Send resume with salary history to: APTA, HR, 1300 I Street, NW, Suite 1200 East, Washington, DC 20005 or email to aptajobs@apta.com or fax to 202-496-4326. EOE. Principals Only

ASSISTANT OPERATIONS MANAGER

Capital Area Transit, Harrisburg, PA, is seeking an individual to assist in managing daily operations of fixed route services. Responsibilities to include supervision of Dispatchers, Service Supervisors, Schedulers and fixed route transit operators to ensure safe, reliable and efficient service delivery; directs, monitors and evaluates the performance of all Direct Reports against CAT Performance Management Process Objectives; provide field and base operations supervision as required; supervises scheduling, payroll and job bidding of Operators; liaison between Agency employees and customers or customer care providers; assists in creating and implementing policies and procedures to enhance safety of agency employees, property and public; work closely with Planning Department for site plan reviews and future routing and stop placement. Should have Bachelor's Degree in Business Administration, Transportation or related field and five years experience in transportation, or an equivalent combination of education and experience sufficient to successfully perform the essential duties of the job. To indicate your interest visit our website at www.cattransit.com and go to the appropriate link on our employment tab for an application, apply in person at 901 N Cameron Street, Harrisburg, PA 17101, or request an application via email. Requests and applications can be sent to hr@cattransit.com- Applications accepted through June 27, 2016 EEOE/AA

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- Demonstrates integrity in performance, leadership, and decision-making
- Proven performance in managing operations

Under general direction, supervises, reviews and participates in the work of staff responsible for overseeing daily transit fixed-route and paratransit operations; ensures work quality and adherence to established federal, state and local safety policies and procedures; and provides highly responsible and complex staff assistance to the Deputy Director/Transit.

Requires: Any combination of education and experience that would provide required knowledge and abilities. Such as, equivalent to the completion of the twelfth grade supplemented by college level course work in business administration, transportation planning, or a related field and four years of increasingly responsible experience in transportation administration, including one year of supervisory responsibility.

Also Requires: Possession of a valid Class B driver license with Passenger (P) Endorsement and a valid Medical Examination Certificate; possession of, or ability to obtain within one year of employment, a valid California Verification of Transit Training Certificate (VTT) or School Bus Driver Certificate; possession of, or ability to obtain within one year of employment, a valid Transportation Safety Institute Mass Transit Instructor Orientation and Training Certificate (Train-the-Trainer) or a valid California Department of Education Bus Driver Instructor Certificate.

This recruitment is open until filled and may close at any time. The first review of applications will occur on June 20, 2016. Contact HR at www.simivalley.org or (805) 583-6743. EOE

CAPITAL AND GRANT PROGRAMS ANALYST (PS101066)

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DATE POSTED: June 1, 2016

CLOSING DATE: Open Until Filled (First Review 6/27/16)

POSITION DESCRIPTION:

Under general direction of the Director of Capital and Grant Programs, performs a variety of complex financial, analytical and administrative functions to support development, implementation, and management of the District's capital and grant programs. Department work activities include: long-range capital program and fixed asset planning; annual capital budget development, accounting, monitoring, analysis, and reporting; grant program development, implementation, accounting and administration; and, related legislative monitoring, analysis and reporting. This position collaborates with District and outside agency staffs in order to meet program goals and objectives.

MINIMUM JOB REQUIREMENTS:

A combination of college level training and position related experience equivalent to:

- Bachelor's degree in Public Administration, Business Administration, Finance, Accounting or related field. Additional qualifying experience on a year per year basis may be substituted in lieu of degree.
- Four years of experience in financial or management analysis or equivalent experience including capital budget, capital program planning or grants administration.
- Must possess intermediate level of skill using computers and application software, specifically all Microsoft Office application (Excel, PowerPoint, Access and Word).

ESSENTIAL RESPONSIBILITIES:

Responsible for assisting in activities related to

capital and grant program development and administration. The responsibilities are focused primarily on grant and capital programming, monitoring, administration, audits, financial analysis, and specifically include, but are not limited to, the following:

- Develop the District's Annual Capital budget in excel using macros and advanced Excel formulas (Lookup, If, SumIf, etc.), including coordinating annual capital budget project solicitation & review with Division Managers & staff, and review and analyze project costs, justifications & schedules
 - Manage ongoing tracking and internal/external reporting of capital project budgets and expenditures, including preparing monthly capital expenditure reports for the Board of Directors through District's financial management system (IFAS)
 - Maintain the District's ten-year capital and fixed asset replacement plan including coordinating development of project-level descriptions, budgets, cash flow, implementation schedules, and program-level descriptions, priorities, financial analyses, and reports
 - Assist in planning, programming, organizing and implementing the District's grant program activities including: researching potential grant opportunities, developing grant funding strategies; completing necessary grant programming and application materials; preparing grant related reports for the Board of Directors; and coordinating lobbying activities associated with earmark funds
 - Assist in grant contract administration activities including: developing grant contract documents; administering grant rules, regulations and requirements; developing grant amendment requests; tracking project activities, and preparing project status reports for granting agencies, District management, and the Board of Directors
 - Assist in the development of the District's capital element of Metropolitan Transportation Commission (MTC) Regional Transportation Plan, Regional Transit Capital Inventory, and Transit Asset Management, including development and input of project and fixed asset replacement information
 - Assist with internal and external financial or grant-related audits and reviews of the District's capital, grant, fixed asset, or other related programs and facilitate the Federal Transit Administration (FTA) Triennial Review
 - Assist in the preparation and coordination of local, state and federal financial and operating reports such as the Federal National Transit Database report, Transportation Development Act claim, and State Controller's Report
 - Work with project managers, department heads, accounting and finance staff to resolve any grant, project, or budget discrepancies or issues
 - Evaluate and develop standardized procedures for internal capital and grants related functions to streamline work processes and maximize office efficiency and productivity
 - Manage invoicing, reimbursement and related accounting activities for all District and pass-through grant-funded projects
 - May represent the District's interests at federal, state, and local meetings
 - Regular and reliable attendance and high-level job performance is required
- REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**
- Ability to understand, interpret, and apply complex rules, regulations, and legal provisions governing fiscal functions and grant programs
 - Ability to interpret and analyze legislative proposals and their potential impact on the District's capital and operating programs and grant opportunities
 - Ability to comprehend engineering plans, cost estimates, analyses, and reports
 - Ability to communicate effectively both orally and in writing
 - Ability to write in a clear, concise and persuasive manner
 - Knowledge of principles and practices relating to budget programs and systems management
 - Knowledge of accounting principles and practices
 - Ability to identify & research issues & develop sound strategies and options for implementing solutions
 - Ability to work collaboratively in a team atmosphere as well as perform tasks independently
 - Ability to establish and maintain cooperative professional work relationships with District and outside agency staff
 - Ability to use personal computer spreadsheet and word processing software to develop spreadsheets, graphs, and reports – intermediate/advanced Excel
 - Ability to organize, prioritize and manage multiple work tasks while meeting critical deadlines

LICENSE(S):

- Must possess and maintain a current, valid California driver's license and satisfactory driving record.

APPLICATION PROCEDURE:

FAILURE TO MEET ANY OF THE REQUIREMENTS STATED BELOW MAY RESULT IN REJECTION OF YOUR APPLICATION

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For directions and general information, visit our website www.goldengate.org

Office Hours: 8:30 a.m. – 4:30 p.m. NO PHONE CALLS.

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

THE FOLLOWING DOCUMENT(S) MUST BE SUBMITTED AT TIME OF APPLICATION

- GGBHTD Online Employment Application
- Supplemental Questionnaire (Scan and attach as PDF to your online application)
- Cover Letter (Scan and attach as PDF to your online application)
- Resume (Scan and attach as PDF to your online application)

THE SELECTION PROCESS FOR THIS POSITION may include: (*)**

- Supplemental Questionnaire
- Skills Assessment Examination (Excel)
- Oral Panel Interview
- Department interview for final candidates
- 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.

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) 257-4521 (Human Resources). The District's telecommunications device (TDD) for Persons with Hearing Disabilities is (415) 257-4554.

Revised 03/17/2014 SS

Revised 6/1/16 LG

Human Resources Administration

GGBHTD

1011 Andersen Drive

San Rafael, CA 94901-5318

AMERICAN PUBLIC TRANSPORTATION ASSOCIATION - SENIOR PROGRAM MANAGER, BUSINESS MEMBER AND INTERNATIONAL PROGRAMS

Summary:

Washington-based trade association has an immediate opening for a dynamic, self-directed Senior Program Manager to serve as the primary point of contact and staff advisor to the association's business members and its governing board, and subcommittees. Also responsible for the coordination of the association's international outreach program, managing the activities and relationships with international members and related organizations.

Qualifications:

Must be able to establish and maintain professional contacts within the business member-related and international transportation industries as well as with relevant/related government agencies, trade associations and other stakeholder groups. Prior experience in international business relations is highly desired. Must exhibit exceptional interpersonal, customer service, and managerial skills. Requires bachelor's degree in international affairs, public policy, business management or related degree. Requirements include a minimum of seven years of project management experience – preferably in the public transportation industry. Proven competency in oral and written communication is required. Proficiency in more than one language is desirable. Strong computer skills are required across the Microsoft Office Suite. Excellent fringe benefits package.

How to Apply:

Send resume with salary history to: APTA, HR, 1300 I Street, NW, Suite 1200 East, Washington, DC 20005 or email aptajobs@apta.com or fax to 202-496-4326. EOE. Principals Only

HELP WANTED

DALLAS AREA RAPID TRANSIT

JOB POSTING

Job Title*: AVP Transportation Services
Pay Grade*: E1/ Starting Salary: \$105,176
Section*: Bus Transportation Support
Job Code: 0312
Division*: East Dallas Transportation
FLSA/EEO: Exempt/Official Administrators
Department*: Transportation
(* indicates requisition 4984)

All applicants must apply online: www.dart.org
DART is proud to be an Equal Employment Opportunity Employer, supporting diversity in the workplace. M/F/D/V



FIXED ROUTE OPERATIONS MANAGER

Metro Bus in St. Cloud, MN is seeking an experienced operations professional to manage the day-to-day fixed route transit operations. The Fixed Route Operations Manager directly supervises the Street Supervisor staff and over 70 Fixed Route drivers. Secondary supervisory responsibilities include directing Dial-a-Ride staff. Responsibilities include resolving operational and customer service issues, enforcing Metro Bus operations rules and policies, and managing transit safety systems.

The successful applicant will have strong management, supervisory, and interpersonal skills and the ability to establish effective working relationships with coworkers and subordinates, union officials and the general public. Must be available to work a rotating schedule including nights and weekends. A degree in transportation, business, or related field with a minimum of five years of operations management experience desired. Excellent wage, benefit package and relocation assistance available. Visit our website at www.ridemetrobus.com for a complete job announcement, job description, and application. Metro Bus is an equal opportunity employer and drug free workplace.

Interested applicants may submit their resume and application by 4:00 pm Friday, June 17, 2016 in confidence to:

Director of Human Resources
665 Franklin Ave NE
St Cloud, MN 56304
320-529-4484
awirth@stcloudmtc.com

DISTRICT DIRECTOR-RAIL

The Greater Cleveland Regional Transit Authority is looking for a dynamic leader for our District Director-Rail position in our Operations Division. We are a well-recognized and high performing public agency (North America's Best Public Transportation System in 2007) providing public transportation to the greater Cleveland area. We are proud to be one of northeast Ohio's major employers with over 2,300 employees. The GCRTA service area is 460 square miles. We serve approximately 200,000 customers on a typical weekday, or about 50 million rides annually, through a variety of modes (Bus, BRT, Paratransit, Light and Heavy Rail). Our mission is to provide safe, reliable, clean and courteous public transportation.

GCRTA is a financially-sound transit agency that is nationally recognized for the quality of services it provides and for its innovative management practices. It offers a wide range of comprehensive benefits and programs to support the health and wellness of employees and family members including Health Benefits and a very attractive pension plan.

Applicants must have a Bachelor's Degree in Business Administration, Transportation Management, or a closely related field and six (6) years progressive experience in a middle or senior-level management position in a public or private rail transportation organization, including responsibilities which have an impact on the structure and operations of a department or organization. In lieu of a Bachelor's Degree, applicants must have a high school diploma with an additional six (6) years of progressive experience in a middle or senior-level management position in a public or private rail transportation organization. Applicants must have experience managing rail transportation and maintenance operations (i.e. service delivery, rail equipment, power & way, signals). This experience must include strategy planning, analyzing problems, and evaluating alternatives to improve efficiency and productivity, crisis resolution, handling labor / management issues, managing interrelationships between organizational units, managing and developing staff, dealing with employee problems and group interaction.

For more details and to apply, visit our website: www.RideRTA.com/Careers.

CHIEF, MDT FIELD/SYSTEMS ENGINEERING

Miami-Dade County, Transportation and Public Works Department is looking for Chief, MDT Field/Systems Engineering (Job Opening 38734)

Salary \$100,837 to \$160,785
Bachelor's Degree in Engineering or related field. A minimum of five years of experience in the planning, design, testing and/or maintenance of train control systems, electro-mechanical and electronic communications systems in a transit (transportation) system is required.
PLEASE APPLY AT www.miamidade.gov

EXECUTIVE DIRECTOR OF THE OFFICE OF MANAGEMENT & BUDGET

The Greater Cleveland Regional Transit Authority (RTA) located in Cleveland, Ohio, is searching for a skilled, transformative, energetic leader to join its executive team in the capacity of Executive Director of the Office of Management & Budget. Reporting to the CEO and with a staff of 9, this leader will provide organizational and strategic leadership that will continue to propel RTA forward.

This position will provide vision and leadership as head of the Office of Management & Budget. As a member of Executive Management Team reporting directly to the CEO, General Manager/Secretary-Treasurer, this position directs and coordinates the activities of all personnel in the Office of Management & Budget; allocates the Authority's resources through the development of operating and capital budget plans; and supervises the execution and administration of the budget. The position evaluates the budgetary impact of operational recommendations/decision and controlling costs and develops the Authority's financing strategies and plans. The incumbent will provide management consulting services to all departments of the authority on behalf of the CEO, General Manager/Secretary-Treasurer, organizational and strategic leadership and consultation for the CEO, General Manager/Secretary-Treasurer and the Board of Trustees.

Applicants must have a Bachelor's Degree in Financial Management, Business, Economics, Public Policy or a related field. A Master's Degree in these areas is strongly preferred. Applicants must have ten (10) years of experience and a proven track record in a financial related position of increasingly greater responsibility, including five (5) years of experience in budgeting, financial planning, financial reporting, or similar positions. Five (5) years of experience in public sector or transit organizations is preferred. Applicants must also have at least five (5) years of experience in a supervisory capacity. Applicants are required to be proficient with business software applications, such as MS Office Suite (Word, Excel, PowerPoint), with an emphasis on advanced MS Excel skills. Experience with financial management software packages is required; Oracle Financials Software is preferred.

To learn full details and apply, visit our website: www.RideRTA.com/Careers.

NORWALK TRANSIT DISTRICT

LOCATION: NORWALK, CT POSITIONS (2)

DIRECTOR OF TRANSPORTATION OPERATIONS

Position Description: The Director of Transportation Operations has responsibility for the day-to-day management and oversight of Norwalk Transit District's Bus Operations, and Paratransit (ADA/Shuttle) departments. Responsibilities include continuing analysis of the respective departments' operations, efficiencies and effectiveness; development of supervisory staff and monitoring of goals and performance; development of operation policies and procedures and enforcement of same; review and oversight of administrative, technology and communication systems; ensuring conformance with regulatory requirements; reviewing discipline to ensure consistency; investigating customer complaints; working cooperatively with all other Directors and Managers; and, other duties that may be assigned.

Education/Experience: College Degree highly preferred. Eight years of progressively responsible experience in public transit operations, the application of policies, procedures, rules and contractual requirements and customer service skills. At least four years in a supervisory position. Experience working with unionized employees.

CHIEF FINANCE AND ADMINISTRATION OFFICER

Position Description: Directs, supervises and provides the accounting and financial services necessary to satisfy internal and external requirements for record keeping, reporting, planning and control in accordance with Generally Accepted Accounting Principles (GAAP), Federal Transit Administration, (FTA) and Connecticut Department of Transportation.

Work activities include: annual operating and capital budget development, accounting, monitoring, analysis, and reporting; grant program development, implementation, accounting and administration; payroll oversight; fixed asset management; capital grant procurement implementation and administration. Additionally has direct responsibility for the Department of Human Resources and Information Technology. Serves as the Chief Executive Officer in the absence of the CEO.

Education/Experience: A minimum of 8 years of experience in public accounting with at least two years of supervisory experience. A bachelor's degree in accounting. A CPA is desirable. Experience in government sector accounting including with Federal and State grant accounting, reporting requirements and internal control practices.

For more information and to apply online, go to www.norwalktransit.com and email resume to hr@norwalktransit.com.

PROJECT ENGINEER

The Virginia Department of Rail and Public Transportation is recruiting for a Project Engineer, responsible for conducting oversight of design and construction activities for major rail and transit projects within the Commonwealth of Virginia. The candidate must have a solid understanding of engineering and construction practices; and significant experience procuring and managing architectural and engineering consultant contracts for transportation projects. Significant experience managing freight rail, passenger rail, rail transit, and bus facilities projects is highly desired. A Bachelor's degree in civil engineering or related transportation field, or a combination of equivalent experience, education, and/or training is required. A Professional Engineer's license is preferred. To be considered for this position you must complete a state application through the on-line employment system at <https://jobs.agencies.virginia.gov>.

SANTA BARBARA COUNTY ASSOCIATION OF GOVERNMENTS

EXECUTIVE DIRECTOR

Regional planning agency seeks contemporary leader with broad perspective and vision for transportation/regional issues. CEQA, Brown Act, Conflict of Interest Code, Public Records Act knowledge essential. Salary range open, DOQ. Apply online at www.bobmurrayassoc.com. Brochure available. Contact Gary Phillips at (916) 784-9080 with questions. Closing date July 1, 2016.

MAINTENANCE ENGINEER

Hampton Roads Transit is currently seeking a Maintenance Engineer to manage all technical, engineering, project management responsibilities and duties necessary to support revenue service; including but not limited to Bus, Paratransit, Ferry, Light Rail, System Support and Facilities disciplines. Manage HRT staff, contractors and consultants by providing general leadership on all engineering projects and activities. Develop performance goals, monitor progress, evaluate methodologies, identify performance trends and design corrective actions. Provide technical expertise in support of all transportation modes of service.

Essential Job Functions: Review and validate procedures and processes recommended by manufacturers, consultants or staff to ensure safety, quality and effectiveness and work collaboratively to resolve concerns. Engineer/Design "one of a kind" test devices, fixtures, mock-ups, and jigs not commercially available or cost prohibitive. Work with manufacturers, consultants and staff to analyze, troubleshoot, and modify software and/or hardware to resolve problems and/or improve performance. Design, build and test prototype systems and equipment. Track high maintenance cost assets and find ways to reduce costs or excessive maintenance through Root Cause Analysis and Failure Mode and Effects Analysis. Identify and manage asset reliability risks that could adversely affect business operations, including loss elimination, risk management and Life Cycle Asset Management. Able to use ladder or application configuration skill set to modify and control a wide range of programmed logic controllers. Conduct detailed "trend analysis" to identify potential operational weaknesses and propose proactive methods to circumvent negative outcomes. Work with staff to develop effective KPIs and ensure that legacy information systems provide the necessary data. Develop technical specifications or scope of services for procurement of materials/services that best meet the needs of the organization. Manage and oversee procurements of equipment and/or services to ensure that the technical specifications of the contract are satisfactorily met, uniform quality is delivered, warranties honored and equipment and services are delivered on time and within budgetary limits, such as for new vehicle procurements, equipment

overhauls/rebuilds, equipment or systems upgrades. Provides oversight on all Preventive Maintenance Plans and Programs and works with staff to incorporate recommendations.

Knowledge, Abilities and Skills: Ability to communicate effectively in English both orally and in writing. Able to learn new and diverse information systems. Ability to effectively work with others in an operating, governmental and unionized environment. Knowledge of Operating, Maintenance and Safety Rules and Regulations.

Education and Experience: Bachelor's Degree in Electrical Engineering, Mechanical Engineering, Industrial Engineering, Electronic Technology, or equivalent. Five years experience in applied maintenance engineering in support of an operating environment. Experience in budgeting, scheduling, change order implementation and contract management is required. Five years progressively more responsible experience with demonstrated competence in managing technical and engineering activities, particularly in railroad or rail transit, is preferred. Professional Engineering Registration in Virginia and light rail transit project experience is desired.

Apply online at www.gohrt.com/about/employment

Hampton Roads Transit is an Equal Opportunity Employer.

DIRECTOR OF TRANSIT DEVELOPMENT

Hampton Roads Transit is currently seeking a Director of Transit Development to conduct the planning and project management for multimodal transit service, High Capacity Corridor expansion activities and fixed guideway improvements at the corridor level throughout the Hampton Roads Transit service area that may become eligible for Federal Transit Administration New Starts funding or other state or federal program resources. Coordinate with federal, state, and local governments, and other agencies to secure guidance and approvals through the planning, design, and implementation processes. Work with HRT senior leadership team to secure funding for proposed and planned improvements in the regional transit network. Coordination with local governments regarding potential transit-supportive land use strategies and land use planning. This is a position of substantial responsibility and accountability, performing work of a highly complex and difficult nature.

Essential Job Functions: Coordinates with local governments the long-term transit development for all modes. Directs, conducts and manages assigned corridor planning and project activities. For capital programs, assists the Chief of Planning & Development in establishing multi-year programming and budget needs including the agency's six year Transit Development Plan and Capital Improvement Plan. Develops project scopes and Request for Proposals to initiate the development of planning and corridor studies and supports the procurement of consulting services for project development activities; provides ongoing development and refinement of projects scopes and budget; and manages and oversees the consultant contract and work. Coordinates with HRT's grant administration staff and finance department regarding FTA reporting requirements, including American Reinvestment and Recovery Act program requirements. Responsible for coordination of the Transportation Improvement Program, State Transportation Improvement Program, and CMAQ and RSTP funding with local, state and federal partners. Responsible for fulfilling the role of the Title VI Compliance Officer to include the following roles and responsibilities: Development of HRT's Title VI Program (including the requirements under the Executive Order for Environmental Justice) and LEP program, including coordination with FTA and HRT public involvement staff. Title VI investigation and response for formally submitted Title VI complaints.

Knowledge, Abilities and Skills: Strong knowledge of the principles and practices of multimodal transportation planning and project management with special emphasis on transit desired. Extensive knowledge of the regulatory requirements and practices of federal, state and local governments with regard to transit and environmental planning. Extensive knowledge of land use planning as it relates to transportation. Ability to communicate effectively, both orally and in writing. Ability to prepare, justify and administer budgets.

Education and Experience: Bachelor's degree in transportation or urban planning, civil engineering, public administration, or closely related field. AICP desired. Six to ten years of progressively more responsible experience in urban transportation planning, environmental planning and project management, preferably in a transit and multimodal environment.

Apply online at www.gohrt.com/about/employment

Hampton Roads Transit is an Equal Opportunity Employer



WORLD LEADING PROVIDER

Transit Stops • Transit Shelters
BRT Stations • Wayfinding • Digital RTPI Displays

Future Systems have a proven track record in the provision of World leading hardware and advanced technology solutions for mass transportation.

Our products include transit stops, shelters, BRT stations, RTPI displays, interactive kiosks and wayfinding totems.

We have provided many of the World's leading cities with their mass transit infrastructure, including New York, Las Vegas, Austin, Seattle, London and Manchester.



Call 845 570 2745 visit www.futuresystems-inc.com
or email us at sales@futuresystems-inc.com