

MASS TRANSIT

BETTER TRANSIT THROUGH BETTER MANAGEMENT

40

TOP

UNDER

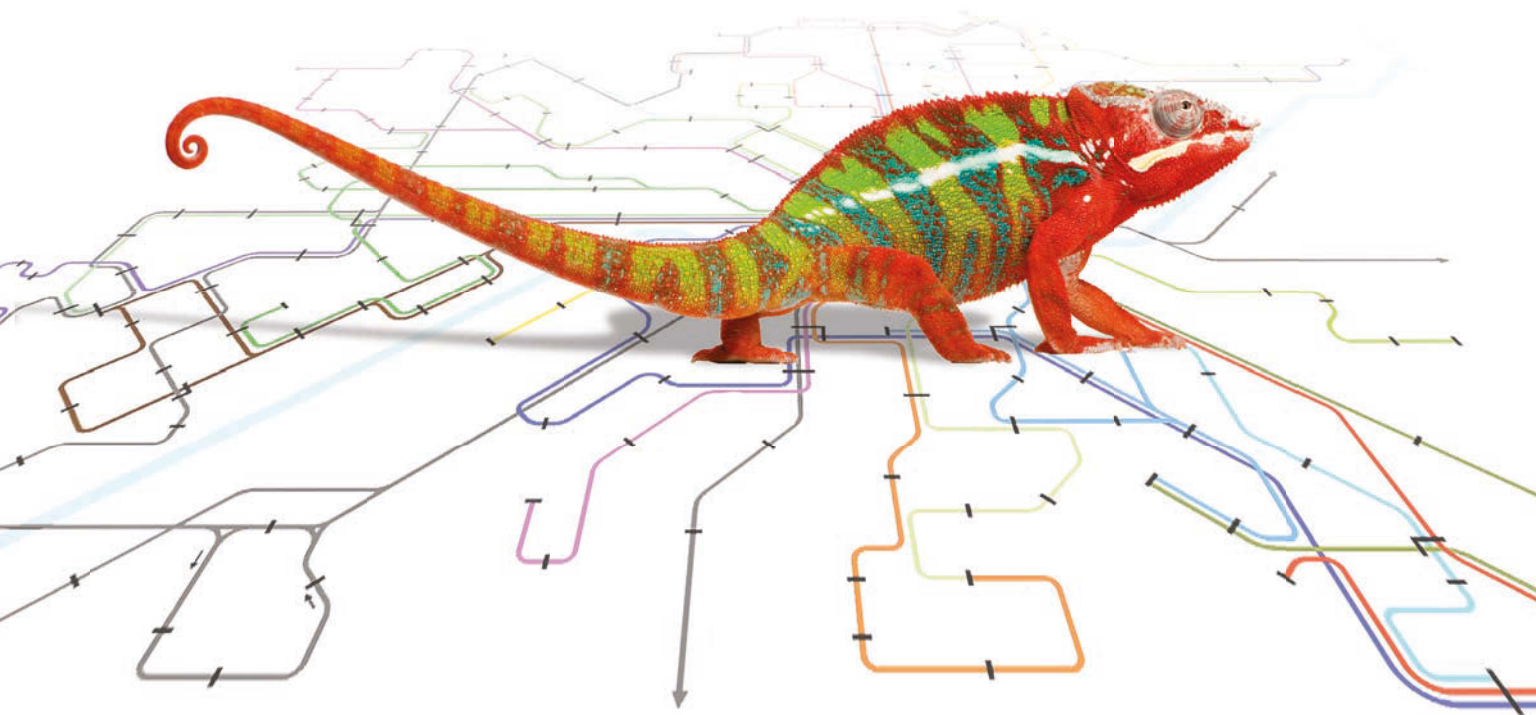
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» MEET THE WINNERS

The 8th annual Top 40 Under 40 highlights young professionals in the transit industry

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BEST AND BRIGHTEST



Adapting to a changing environment is critical to survival.

Ok, let's talk fare collection in the digital age.

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STREET TO mezzanine stairway with gang tagging.

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The Rise of Aggressive Vandalism

Transit agencies need to budget for dealing with aggressive vandalism before it grows out of hand and is too late.

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IT'S OUR ANNUAL OPPORTUNITY TO RECOGNIZE OUTSTANDING INDIVIDUALS MAKING A NAME IN THE PUBLIC TRANSIT INDUSTRY.

We recognize individuals for their contributions and those that have shown a capacity for innovation, demonstrated leadership and a commitment to making an impact in public transportation.



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The Dallas Streetcar put to use innovative hybrid technology in an area where Dallas Area Rapid Transit was unable to use overhead catenaries.



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Election 2016 – Which Outcomes Should Transit Fans Cheer For?

With control over both the White House and the U.S. Senate on the line, the outcome of the November elections will have a profound impact on the future of the federal surface transportation program in the coming years.



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Getting the most from a wayside
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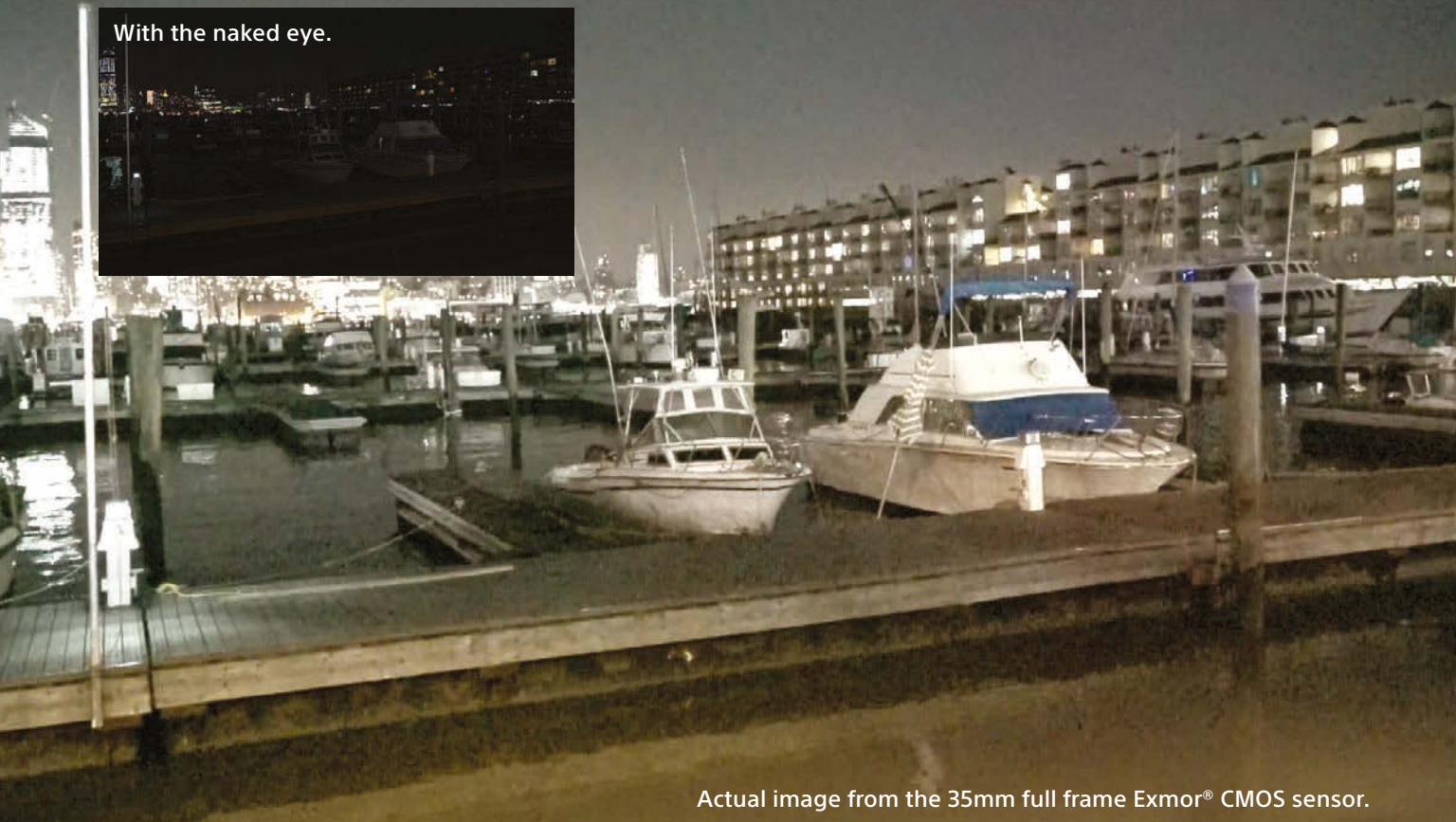
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SONY

With the naked eye.



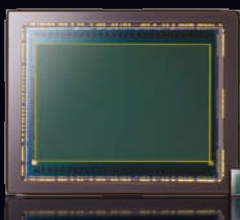
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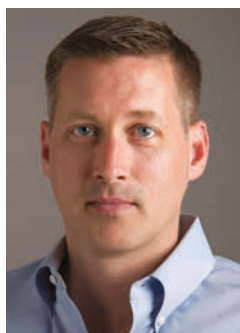
** Compared to typical 1/2.9 type sensors.

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Election Night Command Center

From a strategic intelligence perspective, this event and the information it produces will be a valuable tool for political analysts and industry leaders alike.



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Across the country, dozens of transit agencies are making the case to voters — riders and non-riders alike — that a substantial investment is worth making to improve our nation's transit infrastructure. Constituents across the country will be grappling to determine the value this public good has in improving their communities. According to the American Public Transportation Association (APTA), November's election is shaping up to be the largest ever in terms of total funds before voters nationwide, with billions of dollars at stake across a variety of infrastructure projects.

It's important that we give this event the focus and weight it deserves. With this in mind, AlphaVu will be partnering with TSC2 Group as well as other industry and media partners, including "Mass Transit," to spearhead a public infrastructure election night command center that will comprehensively report on transportation voting decisions as they happen. AlphaVu will convert its Washington, D.C., office to a full functioning media reporting center for the entirety of the night.

Never before has there been a live election tracker for transit-specific initiatives at this level. The goal is to give visibility to these issues and bring the importance of infrastructure initiatives to the forefront of public consciousness. This will in part be achieved through our partnership with TSC2 Group, led by industry veteran Tom Skancke. Skancke has a strong track record in the transportation industry and his team possesses a wealth of knowledge on the most current policy issues in transportation.

The event will also make use of video and live streaming. Our live streaming and reporting will be a way of providing the public with a constant stream of information and we will be coordinating with executive leaders in the industry who will make appearances through the night to synthesize information and discuss the implications of key results as they come in.

It also will be important for you, the transit executive. There is a need, especially on election night, for reliable and real-time information so that transit agencies can be the first to know and be ahead of the headlines. Although we will certainly be distributing information to the wider public, our primary focus will be on providing agencies with both a micro- and macro-level view at the landscape of public infrastructure decisions as they happen and what to make of that news and information.

From a strategic intelligence perspective, this event and the information it produces will be a valuable tool for political analysts and industry leaders alike. This reporting will highlight the importance these transportation measures have in shaping the American social and political landscape for years to come.

We look forward to you tuning in November 8.

Scott Wilkinson

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DCTA'S A-TRAIN carries more than 500,000 passengers per year.

First Transit Wins First Rail Contract in North America

First Transit announced that it signed its first rail contract in North America to provide operations and maintenance services for the Denton County Transportation Authority's (DCTA) A-train commuter rail line. First Transit and DCTA's new contract agreement, which covers a period of 9 years with an additional 5-year option, will go into effect October 1, 2016. The scope of work includes the operations, dispatch and maintenance for DCTA's A-train commuter rail service.

The A-train is a 21-mile regional rail system connecting Denton and Dallas Counties. DCTA has five A-train stations; two in Denton and three in Lewisville. The A-train also connects with the Dallas Area Rapid Transit (DART) at its Trinity Mills Station in Carrollton where passengers can transfer to the DART Green Line and gain access to the Dallas-Fort Worth area.

➔ MassTransitmag.com/12234673



ABB Awarded Flash Charging Contract

► ABB has been awarded orders totaling more than \$16 million by Transports Publics Genevois (TPG), Geneva's public transport operator, and Swiss bus manufacturer HESS, to provide flash charging

THE E-BUSES can help save as much as 1,000 tons of carbon dioxide per year, when compared with existing diesel.

and on-board electric vehicle technology for 12 TOSA (Trolleybus Optimisation Système Alimentation) fully electric buses.

➔ MassTransitmag.com/12239757

Progress Rail Unveils First EMD F125 Passenger Locomotive

► Progress Rail has released its first EMD F125 passenger locomotive, produced at its Muncie, Indiana, facility to the Southern California Regional Rail Authority's (SCRRA) commuter rail line, Metrolink. The new diesel-electric locomotive is the first of 40 125 mph passenger locomotives to be sold to Metrolink and delivered in the world.

Metrolink became the first commuter rail agency to purchase the new locomotives in May of 2013. The EMD F125 also meets the Passenger Rail Investment and Improvement Act (PRIIA) Section 305 specifications. Powered by a Cat C175 engine rated at 4,700 horsepower, the locomotives will substantially replace the aging Metrolink fleet, improving reliability, while reducing particulate matter and nitrogen oxide emissions by up to 85 percent.

➔ MassTransitmag.com/12234230

Metro Transit Named System of the Year

► Minnesota's Metro Transit received the 2016 Outstanding Public Transportation System Achievement Award from the American Public Transportation Association (APTA). Accomplishments include growing ridership, expanding service, advances in sustainability and overall success in system safety.

Metro Transit was selected among agencies across North America that provide more than 20 million annual passenger trips.

➔ MassTransitmag.com/12243345

Cubic Awarded \$33M to Take Easy Card to the Cloud

► Cubic Transportation Systems announced it was awarded a \$33 million contract from the Miami-Dade County's Department of Transportation and Public Works (DTPW) to modernize the Cubic-supplied Easy Card revenue management system and provide 10 years of back office cloud computing and support services. The systems enhancement project provides a significant technology refresh and expansion of customer services.

The award includes Cubic's contactless bankcard and Near Field Communications (NFC) mobile open payment, as well as upgrades to fare terminals and the Easy Card back office to process account-based transactions for new and easy ways to pay.

➔ MassTransitmag.com/12239699



TOLAR MANUFACTURING is manufacturing both the bus shelters and benches.

MTS Installs New Shelters

► The San Diego Metropolitan Transit System (MTS) began upgrades to the region's transit system with the installation of 600 new bus shelters and more than 1,800 benches in communities throughout San Diego.

All bus benches will be replaced within the next 12 months and will cost \$1.5 million. Shelter installation will take five years and cost \$6.4 million. MTS currently has 450 shelters.

➔ MassTransitmag.com/12242829

Read More Online

► ZF recently announced that it has acquired a 40 percent stake in Ibeo Automotive Systems GmbH.

➔ MassTransitmag.com/12239760

► Bombardier Transportation announced Metrolinx exercised options for the purchase of an additional 125 next-generation Bombardier BiLevel commuter rail cars for service with GO Transit in Toronto.

➔ MassTransitmag.com/12239684

► Quester Tangent announced a contract with China Railway Rolling Stock Corp. Limited to deliver Train Monitoring and Diagnostic Systems, Networks and Engineering Services for Chicago Transit Authority's new 7000 Series rail vehicles.

➔ MassTransitmag.com/12236405

► The Central Ohio Transit Authority hosted a groundbreaking celebration for their CMAX Cleveland Avenue BRT line, which will launch in 2018.

➔ MassTransitmag.com/12242043

► Sound Transit selected HDR Engineering Inc. to provide final design services for the Tacoma Link Expansion and an expanded maintenance facility.

➔ MassTransitmag.com/12238202

► Nomad Digital signed a 5-year service management extension for the delivery of its Wi-Fi, media and entertainment platform with Canada's VIA Rail.

➔ MassTransitmag.com/12234684

► Clean Energy Fuels Corp. was selected as a supplier to provide natural gas upgrades to facilities in Cummins Inc.'s distribution business unit across North America.

➔ MassTransitmag.com/12243974

► A master plan developed for Amtrak's Sunnyside Yard in Long Island, New York, was acknowledged with a National Recognition Award as part of the American Council of Engineering Companies' 2016 Engineering Excellence Awards.

➔ MassTransitmag.com/12243336

People in the News



Jennifer Mitchell



Tangee Mobley



Dwight Ferrell



Sara Westbrook



Aaron Marx

Department of Rail and Public Transportation

Jennifer Mitchell, Director of the Department of Rail and Public Transportation (DRPT), was named Woman of the Year by the Central Virginia Chapter of WTS. As director of DRPT, she has contributed to the development of a number of significant transportation initiatives that have historic implications for transportation in the Commonwealth, including passenger rail service to Roanoke underway to begin in 2017 and the Commonwealth selected for a \$165 million federal grant to unlock Northern Virginia through the Atlantic Gateway project.

➔ MassTransitmag.com/12242011

Charlotte Area Transit System

Charlotte Area Transit System (CATS) selected Tangee Mobley to be the general manager of Bus Operations. She will be responsible for managing all aspects of bus operations, including fixed-route service, Special Transportation Service (paratransit), bus maintenance and vanpool. Her most recent position was with Central Florida Regional Transportation Authority in Orlando, Florida, where she was director of Transportation and Maintenance. Prior to this position, she worked with the Metropolitan Transit Authority of Harris County.

➔ MassTransitmag.com/12242818

Cincinnati Metro

Cincinnati Metro CEO & General Manager Dwight Ferrell was awarded the Thomas G. Neusom Founders' Leadership Award by the Conference of Minority Transportation Officials (COMTO). The award honors transportation executives responsible for the direction and operation of their organization and who, through their affiliation with COMTO, have made outstanding contributions toward the growth and development of people of color within the industry and have given continued and outstanding service and leadership to the organization.

➔ MassTransitmag.com/12239749

TriMet

Sara Westbrook named TriMet Transit Police commander. Westbrook has been with the Portland Police Bureau since 1993. She has been involved in the bureau's crisis intervention team, is one of the creators of the Bureau's Behavioral Health Unit and oversaw the Canine Unit, Mounted Patrol Unit and Rapid Response Team. She started her police career at the Thurston County Sheriff's Office in 1985. Former Transit Police Commander Mike Leloff was promoted to assistant chief of the Portland Police Bureau's Service Branch, which includes Transit Police.

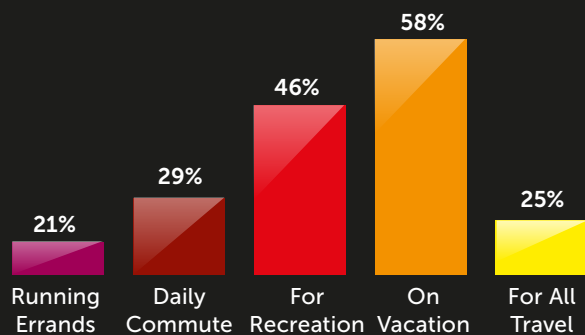
➔ MassTransitmag.com/12243368

HNTB Corp.

HNTB Corp hires positive train control expert Aaron Marx. Aaron Marx joined HNTB Corp. as project manager, positive train control (PTC) systems. He is a technical resource and works with public and private-sector clients. He has 15 years of experience providing design, PTC and signalling solutions for the private and public sectors. He has worked with high-profile projects nationally and brings a background in managing qualification and system integration testing; directing defect diagnosis, resolution and closeout; and overseeing all system performance.

➔ MassTransitmag.com/12241895

Which do you use public transportation for:



Top 40 Recipient

Average Years in Transit
10

Average Age
35

“With few exceptions, your customers are often not working the same schedule as we are as transit planners, 8-5, Monday through Friday. Those frequencies matter seven days a week, throughout the day. That’s really important for a lot of folks in our position to think about.”

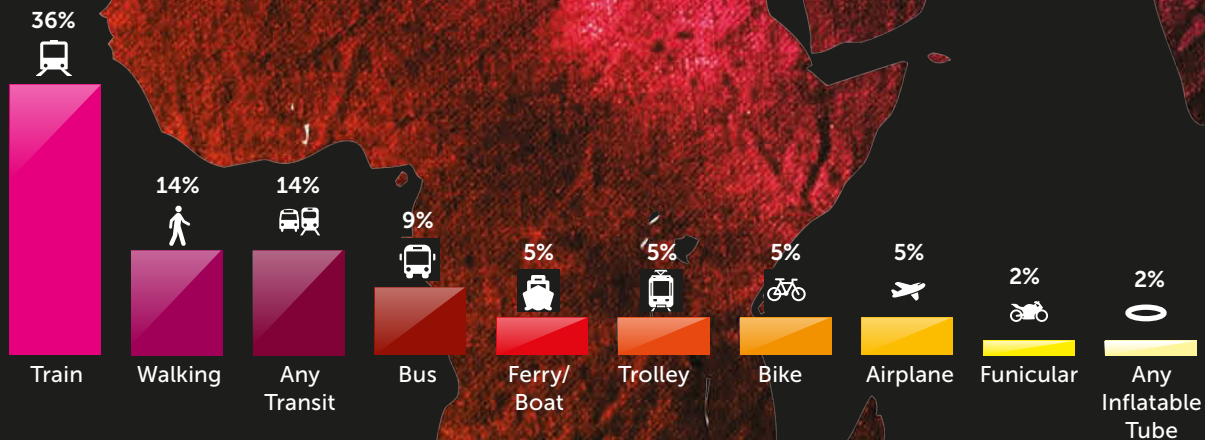
– JACOB SIMMONS, M.S.TM

MASS TRANSIT

presents the

40 TOP UNDER 40

Favorite mode of travel when on vacation:



40 TOP UNDER 40 THE BEST AND BRIGHTEST



**Nathaniel
Atherstone**
Transportation
Manager
City of Fairfield/
Fairfield and
Suisun Transit

FROM WORKING AT A CONSULTING firm on environmental projects to working at a city's transit system, Nathaniel Atherstone enjoys having gone from "having a little influence on a large project" to "having a lot of influence on community-level projects." As the transportation manager for the city of Fairfield, he is responsible for the management of Fairfield and Suisun Transit (FAST), operating in Solano County, California.

He has led in the planning and development of multiple public transportation projects throughout central California. He played a major role in the development of the award-winning Metro Express bus rapid transit (BRT) in Stockton as planning manager for the San Joaquin Regional Transit District (RTD). Part of that included seeing an opportunity at a BRT corridor intersection with a vacant building that he was then tasked with the project of purchasing the property and turning it into a transportation hub.

Atherstone created deviated-route services Calaveras and San Joaquin County

Fact

He participates in numerous regional and state associations, including the California Transit Association and the Solano Paratransit Coordinating Council.

 MassTransitmag.com/12220354

with Calaveras Transit and RTD's Metro Hopper service. Both projects demonstrated an increase in ridership and community involvement with services tailored to provide direct transportation connections to services supporting the disabled community.

An advocate for reducing environmental impacts while strategically developing a sustainable transportation model, Atherstone helped establish RTD's electric bus pilot project with Proterra and is actively laying the groundwork for solar infrastructure and electric buses for FAST. FAST is also integrating renewable fuels into its fleet beginning in January 2017. Atherstone has demonstrated a commitment to reducing the environmental impact to transit service.

"Be patient. Especially in respect to politics and making people happy. You have to keep an open ear to everybody and if you're patient, the right idea will come to you through conversations and effective communication; don't always jump into it."

40 TOP UNDER 40 THE BEST AND BRIGHTEST



Avital Barnea
Policy Analyst
United States
Department of
Transportation,
Office of the
Secretary

IT WAS A COURSE IN TRANSPORTATION planning that clicked with Avital Barnea which made her realize she wanted to work in transportation.

She began her career working in the transit control center for Metro Transit in Minneapolis, where she monitored on-time performance of buses and outlined cause and effect of late-running bus service; recommended algorithm adjustments to better reflect real-time bus schedule adherence; and analyzed local transit technologies to influence future bus rapid transit in the Twin Cities.

In 2011 she was named a Presidential Management Fellow and accepted a position through this program with the Federal Transit Administration (FTA). As a community planner with the FTA, she worked on the Capital Investment Grant Program (New Starts/Small Starts) and oversaw metropolitan and statewide transit planning at the regional and local levels. During her tenure with the FTA, Barnea completed a 6-month detail assignment with the United States Senate

Fact

She has served on the executive board of the D.C. Chapter of WTS and currently is the WTS-D.C. chapter president.

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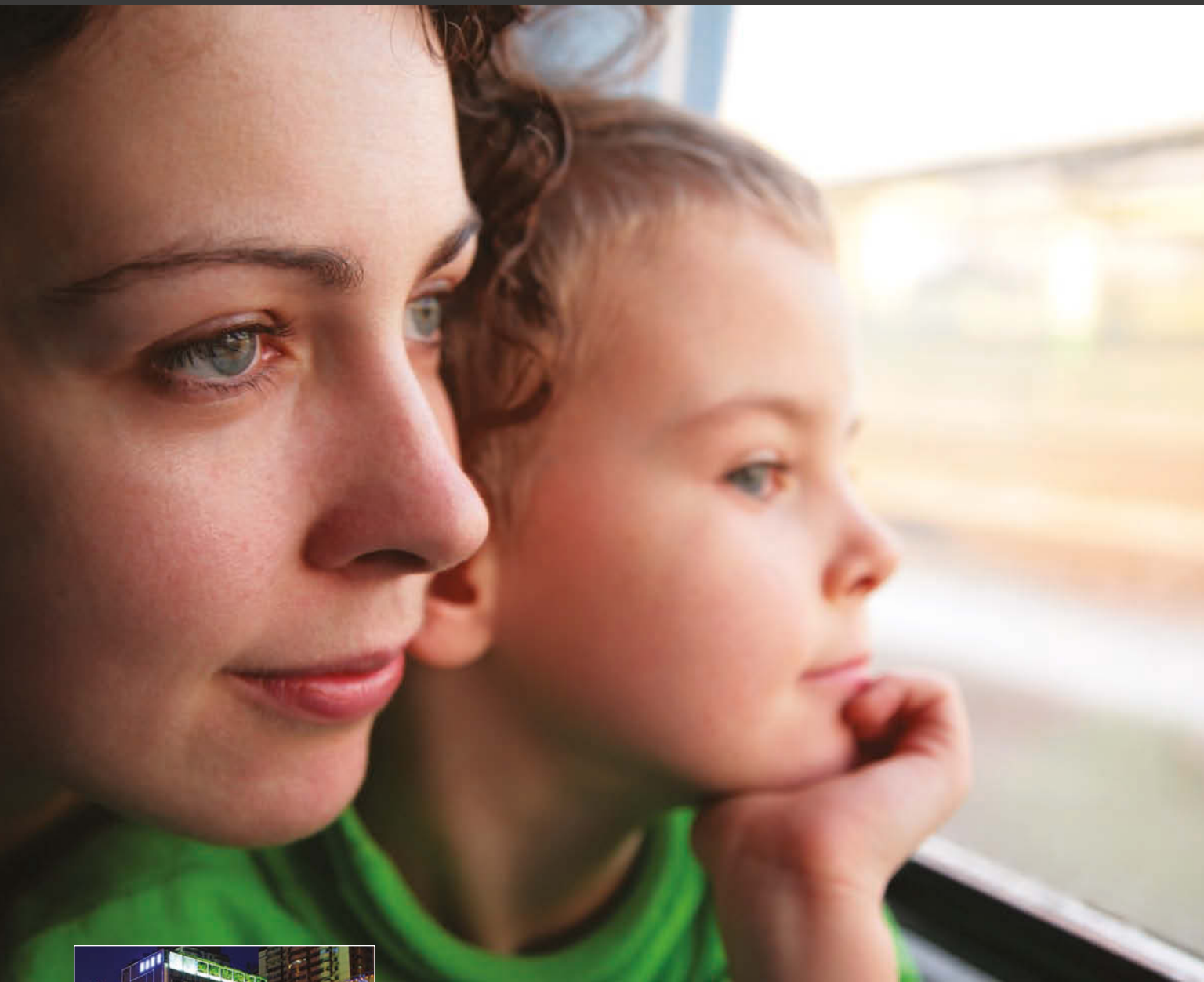
Committee on Finance, under Committee Chairman and Senator Max Baucus. In this role she worked on Moving Ahead for Progress in the 21st Century Act (MAP-21), as well as began working on reauthorization of the Water Resources Development Act.

She currently works in the Office of the Secretary of Transportation as a policy analyst, working in the Office of the Under Secretary for Policy. She oversees nearly 100 awarded Transportation Investment Generating Economic Recovery (TIGER) discretionary grant projects that have received more than \$1.2 billion in funding, and serves as a lead reviewer of TIGER applications.

"I think especially when you work in D.C., it's important to be informed. I read multiple news sources every morning just to keep abreast of what's going on in transportation and in politics affecting our field because things change so quickly and it can really impact what we do."

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See equipment demos at APTA Annual LA

40 TOP UNDER 40 THE BEST AND BRIGHTEST



Cecil O. Blandon

Director of Maintenance
First Transit de Panamá
Transporte Masivo de Panamá, S.A.
(MiBus)

BUS MAINTENANCE AND PARTS ARE in Cecil Blandon's blood. He started his transit career in the United States Marine Corps as maintenance management chief in 1997. After learning the nuts and bolts of more than 2,500 pieces of equipment, Blandon joined First Transit in 2006 as a parts manager in Phoenix, Arizona, at Valley Metro.

Blandon was promoted to director of maintenance at Valley Metro in 2009. While there, he worked with First Transit's procurement team to purchase products for a fleet of buses and spent time with the customer to ensure their needs were met. He was instrumental in bringing technology to the Valley Metro operations, making sure that technicians were equipped with wireless devices to diagnose repairs and get the fleet back on the road — saving money and time.

In 2015, Blandon was tapped to be one of the operations leaders on the ground for First Transit's newest partnership in Panama. As the director of maintenance for First Transit's Panama

Fact

The accomplishment he's most proud of is his time served in the U.S. Marines. It was an experience he will never forget, filled with great memories of teamwork and hard work.

➔ MassTransitmag.com/12220333

operations, he oversees maintenance for more than 1,200 buses.

Blandon has numerous technical certifications and has completed training from some of the leading associations in the U.S. He completed parts specialist training from the National Institute for Automotive Service Excellence (ASE); holds a certificate from Haldex for foundation brakes and automatic brake systems (ABS); and completed the coursework needed to be a diesel and non-diesel inspector for the Arizona Department of Environmental Quality.

"Two things that have always stuck with me since the Marines are to lead by example and to take care of your employees. Employees need leadership and mentorship to help guide them to their goals in life. I like being a part of the public transit industry because you help provide solutions to current and future generations."

First Transit

Congratulations to **Cecil Blandon** for being named in Mass Transit's **Top 40 Under 40 for 2016** from your friends and colleagues at First Transit!



Cecil Blandon

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CANDACE BRAKEWOOD IS AN INDUSTRY and academic leader in innovative fare payment technologies and their applicability to public transportation.

Brakewood's research focuses on understanding how new information and communication technologies can be used to improve public transportation — particularly in the area of smartphone applications. She works directly with transit agencies for her studies, which deal a lot in real-time information apps, as well as mobile ticketing apps.

She teaches graduate students systems planning and operations, and many of her graduate students are employed at local transit agencies or consulting firms. Her students are able to immediately apply what they're learning in the classroom to their day job.

Outside the office, she has an enormous impact on the local transit community through her leadership in organizing NYC Transportation Camp. Transportation Camp brings together transportation professionals interested in technology. It

Fact

She regularly teaches two graduate-level courses at City College: Transit Systems Planning & Operations and Transportation Economics. She also teaches an undergraduate-level course.

 MassTransitmag.com/12220328

was initially started five years ago in New York and in 2015, Brakewood led a group of 16 professionals to bring it back. About 400 people attended, including students, faculty, transit agency staff, engineers and others interested in transportation.

Brakewood was a founding member of the Boston chapter of the Young Professionals in Transportation and then led as deputy chair. She has also been involved in the young member's council of the Transportation Research Board. She has presented at many conferences and published in multiple journals.

40
TOP
UNDER
40
THE BEST AND BRIGHTEST



Candace Brakewood, Ph.D.
Assistant Professor
of Civil Engineering
The City College of
New York

"As part of my undergrad studies, I had the opportunity to be an exchange student in Zurich, Switzerland for six months and I fell in love with public transportation while I was there. I was so impressed with their extensive transit system, and more importantly, their reliability of service. The system literally runs like clockwork and that inspired me to pursue graduate studies in transit."

PETER BROWN HAS BEEN WITH

Sound Transit since 2011, with an additional 10 years' experience with transit systems in London and Sydney, Australia. A certified Project Management Professional (PMP), for the last five years Brown has served in the role of principal construction manager for the systems elements of Sound Transit's University Link light rail extension.

The University Link project consists of 3.15 miles of twin tunnels and two underground stations. As principal construction manager, Brown was responsible for the construction, commissioning and testing of the systems elements — including track, signals, traction power, communications, and supervisory control and data acquisition [SCADA] systems.

In addition to the extension work, the U-Link system's scope included the complete replacement of the existing SCADA system in use on the operating alignment. Under Brown's leadership, the technology upgrade was completed with minimal

Fact

He mentored agency staff assigned to the project that were not as familiar with construction or GC/CM contracting

 MassTransitmag.com/12241101

impacts to light rail operations and the rarely seen joint bus and light rail operations in the Downtown Seattle Transit Tunnel.

Systems construction was contracted using a General Contractor/Construction Management (GC/CM) delivery strategy; this was the first time Sound Transit used GC/CM for systems construction.

The opening of the \$1.9 billion extension was 6 months ahead of schedule and \$200 million under budget, which would not have been possible without Brown's attention to detail and exceptional coordination and collaboration.

40
TOP
UNDER
40
THE BEST AND BRIGHTEST



Peter Brown B.E. (Civil), PMP
Principal
Construction
Manager
Sound Transit

"It is critically important that you develop very detailed systems interface definitions early in the project and monitor compliance with those definitions very closely throughout construction. Seemingly small deviations during the course of construction, if not properly considered and communicated, can completely undermine system functionality and create a lot of rework at the end of the project when schedule constraints are often extreme."

40 TOP UNDER 40 THE BEST AND BRIGHTEST



Kendra Bullard

Senior Manager
Mobility
Management
Planning
DART (Dallas
Area Rapid
Transit) Mobility
Management
Services

WITH A SOLID FOUNDATION FROM years of experience in both the public and private sector, Kendra Bullard hit the ground running when joining DART's Mobility Management Services team in April 2012. Assisting riders, staff and the incumbent contractor, she was instrumental in the launch, startup and implementation of DART's Paratransit new service delivery model in October 2012. Bullard took the Travel Ambassador Program vision, created a curriculum and training program, and has successfully launched this innovative program, as well. Under her leadership and with her dedication to both DART and its customers, this program has flourished. In the first year her team successfully trained 46 individuals. At the end of the 2015 fiscal year her team trained 426 individuals.

Bullard is a 2015 American Public Transportation Association (APTA) Early Career Program graduate — a national professional development program designed to deepen one's knowledge of the industry, while developing a network of

Fact

Bullard painted wall murals for extra income in college.

 MassTransitmag.com/12245275

fellow transit professionals aspiring to be future industry leaders.

On a managerial level, Bullard is a caring individual taking responsibility for her work and the work of her team, not shying away from a challenge. Her ability to work with diverse groups of people and communication styles has been recognized by individuals throughout the industry. Her "can-do" attitude, coupled with her willingness to help others, has made her an invaluable asset to the Mobility Management Services Department and the DART team overall.

Since being nominated for Top 40 Under 40, Bullard has been promoted to the sr. manager mobility management planning at DART and is looking forward to the new challenges her role offers.

"As a second-generation transit professional I grew up believing in the benefits of mass transportation and the opportunities provided to the communities who have invested in public transportation services."

Dallas Area Rapid Transit congratulates Kendra Bullard



Mass Transit's 2016 Top 40 Under 40

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40 TOP UNDER 40 THE BEST AND BRIGHTEST



James Campbell

Assistant Vice President, Manager of Business Development, Rail WSP | Parsons Brinckerhoff

JAMES CAMPBELL GREW UP IN THE transportation field, his father being a principal transportation analyst for the Orange County Transportation Authority (OCTA). He started his transportation career as a bus driver while attending college in San Diego and is now as a technical manager for transit and rail projects at WSP | Parsons Brinckerhoff.

With more than 15 years of experience, Campbell oversees projects to be integrated into existing transit systems and helps lay out clear plans for infrastructure development in a populous and ever-changing transportation landscape. His experience includes managing and assisting agency coordination and technical work for various rail, transit and general transportation studies, such as strategic plans, alternative corridor analyses, traffic impact studies, rail and transit operational analyses, and route and station planning. He has a wealth of knowledge of the rail and transit projects in Southern California, and his history with the region combined with his extensive experience

Fact

Campbell started working at 16 on the family farm in Washington picking cucumbers and was qualified to drive tractor semis.

 MassTransitmag.com/12245024

gives him a unique perspective and understanding of transit and rail needs.

Two accomplishments that Campbell is most proud of are the development of the Los Angeles-San Diego-San Luis Obispo (LOSSAN) Corridorwide 2012 Strategic Implementation Plan and the 2015-2025 Metrolink Strategic Plan. To develop them and get them adopted, required the concurrence and buy-in of 14 government agencies that Campbell worked with. To obtain concurrence on a single plan and vision with so many members, was a huge accomplishment.

"I try to engage early on if I can. I think that the earlier that stakeholders are brought into a process, the more they feel ownership of it and are more likely to be — by no means guaranteed — to help support it. I think some of the biggest things are that you have to be open, you have to communicate, otherwise it really makes it more challenging — or impossible — to move a product forward."

40 TOP UNDER 40 THE BEST AND BRIGHTEST



Matt Cole

President Cubic Transportation Systems

PRIOR TO HIS ROLE AS PRESIDENT OF Cubic Transportation Systems, Matt Cole held various financial positions with several companies, including British Airways, Schlumberger, First Choice and Endemol. He has held several positions at Cubic and has been directly involved in a variety of projects, including the main negotiator of the Future Ticketing Agreement with Transport for London; transitioning the Ventra launch in Chicago, Illinois, to a successful partner relationship and account-based system; overseeing the award and mobilization of the Opal Card contract in Sydney, Australia; and led the acquisitions of NextBus and Serco's Transportation Solutions.

While previously on a financial career path, taking the lead with the TfL agreement was a pivot point in his career. TfL desired a complex commercial restricting of the Oyster Card project and he was tasked with taking lead. Through that, he was able to engage directly with the customer and experience the reward of

Fact

He spends a large amount of time engaging with Cubic's worldwide customer base and employees, which keeps him on the road more than 50% of his time.

 MassTransitmag.com/12217087



MassTransitmag.com/12246415

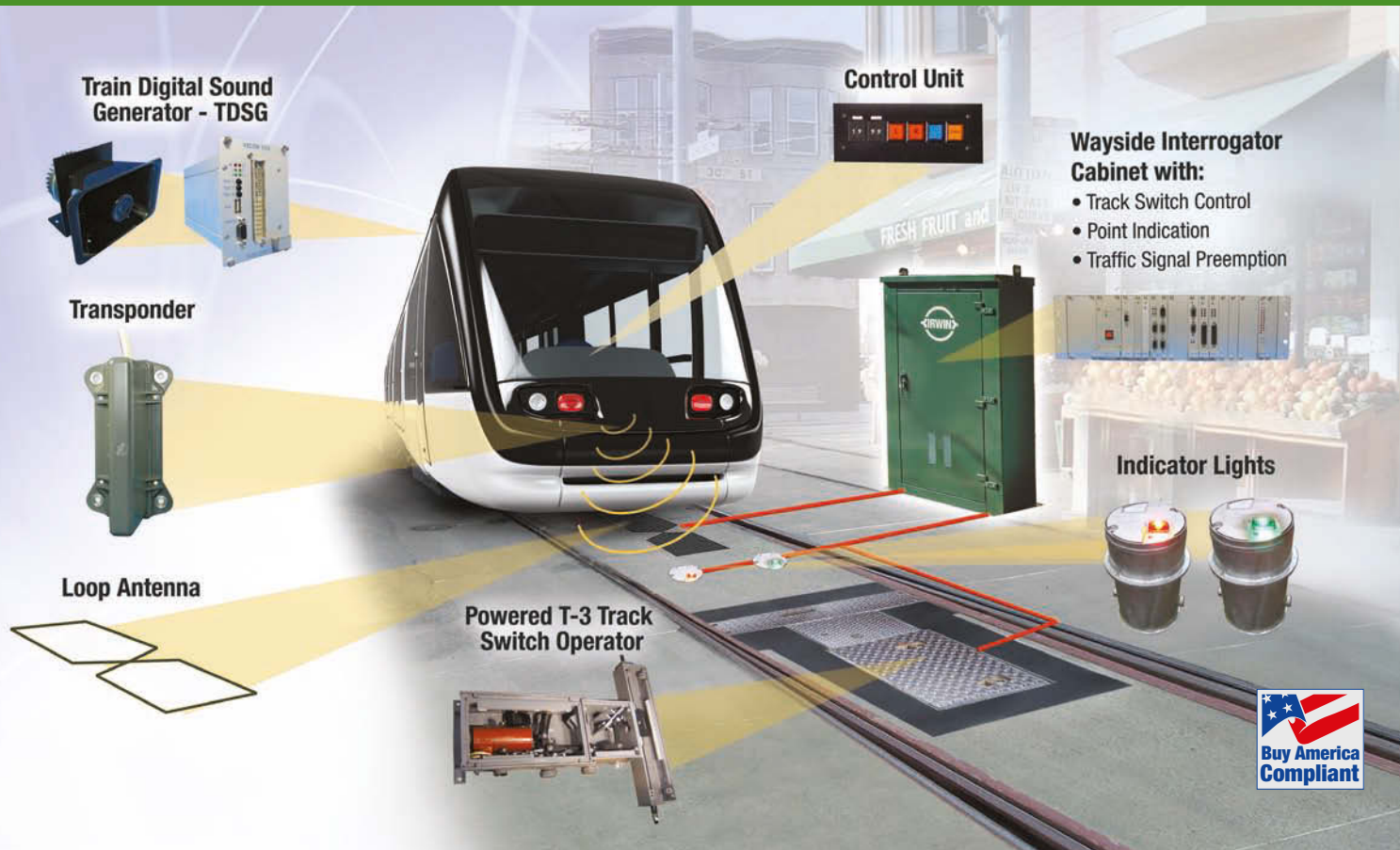
solving problems and making progress for them.

As president, he leads a global team of more than 2,600 employees that are focused on making an impact on the mobility revolution. He has also been the chief architect of NextCity, Cubic's principal strategy, which launched in 2011.

There are huge opportunities and challenges with major high-tech trends and disruptions impacting cities and NextCity is the roadmap for the coordinated framework in a way that will benefit people in cities and those companies that do business in them. It is centered around three core principles: integrated customer experience, integrated payment, and integrated operations and analytics.

"Find a role where you are energized and enthusiastic because those traits will inspire others around you to do their best."

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40 TOP UNDER 40 THE BEST AND BRIGHTEST



Matthew Conover
Service Analyst
Supervisor
Southwest Ohio
Regional Transit
Authority (SORTA)

MATTHEW CONOVER'S COMMITMENT to public transportation is helping steer the Southwest Ohio Regional Transit Authority (SORTA) into the future with a focus on a return on investment and superior customer service. Since joining SORTA in 2012, Conover has worked to enhance how SORTA delivers service in the Southwest Ohio Region. He consistently brings a business emphasis to the agency by focusing on the customer, while using data to drive decisions.

Conover is leading the agency's effort to reinvent SORTA's service. As the project manager of SORTA's newest planning effort, he has developed and implemented new service standards to guide SORTA's service delivery and planning initiatives. These new performance standards focus on sustainability, decreasing the cost of providing transportation services, while increasing the quality of service to customers.

Conover has been entrusted with guiding the development of three new transit centers, which will greatly improve

Fact

He led the Title VI fare and service equity analysis process for the Cincinnati Streetcar.



MassTransitmag.com/12245395



MassTransitmag.com/12246417

transit access in the region. To further benefit the region, he is working with a team at SORTA to roll out a new mobile ticketing application. The mobile ticketing app will greatly enhance the customers' experience by enabling them to plan, track their bus in real-time and pay for their trip in one simple, secure app.

As a daily rider Conover is not only a dedicated professional, he has a personal passion for transit. He is a graduate of the American Public Transportation Association (APTA) Early Career Program, and a member of several APTA committees.

"I'm most proud of my accomplishments that directly impact our riders. I think that one of the most recent examples of that is the shared fare agreement between our new Cincinnati Streetcar and bus service. While it takes a lot of work on the back end for us to process these payments, to the user upfront, it seems like it is one fully integrated system."

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TURNING THE TIDE ON NEGATIVE

attention around public transportation in Milwaukee, Wisconsin, is Brendan Conway, Milwaukee County Transit System's (MCTS) chief marketing & communications officer. His background in journalism has given him the skills to find the stories within MCTS that resonate with the community, while piquing the interest of the newsrooms across the city.

While MCTS had been focused on doing its job of moving people effectively, Conway's mission was to proactively shape the way it is viewed, so that the community sees it as the integral part of the community, that it is so much more than the bus one is caught behind at the red light.

One of the recent projects was that after about 100 years of using paper fare media passes, MCTS was going paperless. Conway worked with staff creating a plan that they started executing in December 2015 to educate the community. While staff prepared for the worst for the transition came February 29 and it went without

Fact

Conway was a television news reporter for nearly 15 years.

➔ MassTransitmag.com/12220300



MassTransitmag.com/12246419

a hitch. Of the 150,000 rides a day, in that one week they had less than 10 calls about the transition.

Conway has taken the lead on bringing MCTS to the social sphere with the reach of Facebook posts increasing nearly 1,000 percent and an increase in Twitter impressions of 120 percent.

Conway planned, implemented and led communications around contract negotiations with Amalgamated Transit Union Local 998, including a three-day bus operator strike and the successful contract resolution and he is currently leading the communication around their planned \$40 million bus rapid transit line (BRT).

40
TOP
UNDER
40
THE BEST AND BRIGHTEST



Brendan Conway
Chief Marketing & Communications Officer
Milwaukee County Transit System

"We're not just the bus company ... People, without us, they're not getting to work, they're not getting to school, they're not getting to their doctor's appointments. We saw some of that with the strike last year, how critically important we are, not just to our riders, but to the vitality of the entire community."

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40 TOP UNDER 40 THE BEST AND BRIGHTEST



David Cooper

Senior
Transportation
Planner
City Planning
Division, City of
Toronto

SINCE HE WAS FIVE YEARS OLD, DAVID Cooper has known he has wanted to be a transit planner. And, transit runs in his family. His grandfather was a transit driver in Vancouver for 27 years and his dad worked in transit while getting through school.

Cooper joined the city of Toronto, City Planning Division, in 2013 to be the first member of the city's new Transit Implementation Unit. He worked with senior staff to create a transit planning unit of eleven staff to plan and coordinate rapid transit expansion across the city of Toronto. He is the project liaison with the Transit Toronto Commission and Metrolinx on various significant transit environmental assessments and has also led planning work to improve streetcar operations on the King Street corridor, Toronto's highest ridership surface transit corridor.

Prior to joining the city of Toronto, Cooper spent seven years at Calgary Transit in its strategic planning section. While working at Calgary Transit as a senior transit planner, he delivered many projects that transformed public transit in Calgary, including being a

Fact

He received the 2013 Canadian Institute of Planners President's Award for Young Planner of the Year and the 2013 Canadian Urban Transit Association Individual Leadership Award.

➔ MassTransitmag.com/12220340

primary project team member for two LRT expansion projects, launching Calgary's regional transit service, implementing two bus rapid transit services and negotiating Calgary's first developer-funded transit operating agreement in more than 20 years.

Since 2011, Cooper has taught 300 students as a sessional faculty member at both the University of Calgary and the University of Toronto, where he has taught courses on transit planning, transit-oriented development and transportation policy. He also recently created the Emerging Leaders in Transit Program, which runs at Ryerson University to facilitate knowledge sharing and inspire those interested in public transit.

"I think the most challenging thing is, change is hard. It pushes people's comfort levels; it's unknown. Sometimes the unknown can be scary, sometimes the unknown can be nothing but beneficial. There's lot of work that needs to be done in aligning people's aspirations and focus into what they want to see in their communities ..."

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AFTER A SUCCESSFUL CAREER IN THE private sector's customer service industry, Amanda Denham joined the San Diego Metropolitan Transit System (MTS) in 2013 and hit the ground running as the manager of Support Services shortly thereafter.

She brings high energy and attention to detail to the groups under her direction, including Revenue, Customer Service, the Information & Trip Planning Call Center, the Compass Card Call Center, and the Transit Store. Denham's focus on the customer has led MTS' efforts in improving the quality and consistency, availability, and overall effectiveness of customer information across the agency, and improving the overall customer experience. Under her leadership, MTS has achieved a 20 percent reduction in customer complaints.

Denham continues to develop her team to drive continuous improvements in processes, systems and performance. She has also overseen the successful implementation of several technology investments for these areas and through her close attention to detail and clear communication with

Fact

She is the middle of three daughters; and now is the only female in a house with three males.

➔ MassTransitmag.com/12220349

others involved in the projects. She has also been a leader in many of the agency's key initiatives, including a mobile ticketing solution, fixed-route contract procurement, MTS website redesign, and the recent construction and relocation of the agency's retail shop for customer service.

As the agency embarks on new bus and rail initiatives, such as a new bus rapid transit line in the South Bay and rail expansion along the north coast, her commitment to MTS and her ability to explore innovative ways to address new challenges will prove to be an asset for the agency's growth.

40
TOP
UNDER
40
THE BEST AND BRIGHTEST



Amanda M. Denham, M.P.A.
Manager of
Support Services
San Diego
Metropolitan
Transit System

"I think the industry as a whole, is extremely impactful for what we do for the community, not just those that ride our system every day, but the overall well-being of the service area. I love being in an area where technology is helping people experiencing transit, but also being able to alleviate the challenges that each community faces from pollution to congestion."

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40 TOP UNDER 40 THE BEST AND BRIGHTEST



**Joshua B.
Diamond**

Project Manager
& Transit Service
Planning Practice
Lead
Foursquare
Integrated
Transportation
Planning Inc.

WITH 16 YEARS OF TRANSIT SERVICE

planning experience, Joshua Diamond, project manager/service planning practice lead at Foursquare Integrated Transportation Planning Inc. (Foursquare ITP), is at the forefront of his field, leading a number of recent and ongoing big ticket and highly publicized bus planning efforts, including the complete system redesign of the Maryland Transit Administration (MTA) system in Baltimore, Maryland (BaltimoreLink), and a Transit Development Plan (TDP) for Arlington, Virginia.

Diamond values taking the road less traveled in his professional and personal life, and like the passengers that his plans serve, Diamond takes transit wherever and whenever possible. For Diamond, immersing himself in his passion for transit enables him to gain insights to transform the field of service planning.

As an elementary student in Lower Merion Township, Pennsylvania, his stop was always the last on his public school bus route. Every day, he would sit next to his driver and talk about buses and public transit.

Fact

Diamond played college football at the University of Pennsylvania on their Sprint Football team.

➔ MassTransitmag.com/12220358

Since starting at Foursquare, he has been given the freedom to explore creative solutions to transit quagmires. Diamond expands upon past analytical and systematic practices by relying on the latest technology and innovation to explore the ever-growing mountain of available transit data.

BaltimoreLink encapsulates Diamond's prowess as a service planner who observes, listens and analyzes throughout the planning processes. This project evolved from Foursquare ITP's work on MTA's Bus Network Improvement Project (BNIP).

"Anytime I work with a really small agency, especially one that's kind of isolated and their transit system hasn't been changed in years or decades, you really get a feeling that their system isn't working for them. So fixing that kind of system and making sure that it works, the disadvantaged in those small communities that need it the most is really what I find most gratifying."

40 TOP UNDER 40 THE BEST AND BRIGHTEST



**Shawn M.
Donaghy**

Chief Operating
Officer and Vice
President
Fort Worth
Transportation
Authority

WITH A GRANDFATHER THAT WAS ONE

of the original members of American Transportation Enterprises (ATE) and a father that is CEO of Greater Dayton Regional Transit Authority, Fort Worth Transportation Authority (The T) Chief Operating Officer and Vice President Shawn Donaghy was born into transit. Donaghy has been in transportation all of his career, starting on the logistics side in the airline industry.

Previously, Donaghy worked as the interim chief operations officer for the Southwest Ohio Regional Transit Authority, where he had started as a station manager for two divisions.

At The T, Donaghy is responsible for transit operations, fixed-route service, paratransit service, fleet maintenance, risk and safety, transit security, information technology and operational performance metrics. Since joining The T, he has reorganized the operations and maintenance departments for better efficiency and sustainability and is overseeing the implementation of major IT infrastructure upgrades.

Fact

He is a member of the Leadership of Fort Worth Class of 2015.

➔ MassTransitmag.com/12220359



MassTransitmag.com/12246420

In Cincinnati and in Fort Worth, making the technology accessible to the customer has been really important to Donaghy and in Fort Worth, he likes the challenge of a smaller system serving a very large service area and turning the Fort Worth metroplex into a region that wants to use transit. Situating The T for long-term growth in the region, he led the reorganization of several departments, including maintenance and operations. The progression planning of staff has improved the product they're providing to the city and provides growth within the organization for staff.

"The advice I always give everybody is that you have to run it like it's your business, that it's You Incorporated. You have to own your section of what you're responsible for and you have to treat it like it's your business. Your business is to serve your customer; don't leave any stone unturned."

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40 TOP UNDER 40 THE BEST AND BRIGHTEST



Caroline Ducas, P.E.
Senior Transit
Planner
VHB

AS A GRADUATE STUDENT, CAROLINE

Ducas had the opportunity of working with civil engineer Fred Salvucci on two different research projects, which fueled her passion for working in transit. She was working with him to develop metrics to quantify the livability benefits of transit and conducted research in Spain on its high-speed rail system.

Today, her responsibilities at VHB range from local planning studies and engineering projects to items that are regionally and nationally significant, such as the expansion of South Station for the Massachusetts Department of Transportation (MassDOT). Her work on the South Station Project has set the standard for transit capacity analyses in the Commonwealth, keeping VHB on the cutting edge of methods for evaluating line haul and station capacities for projects.

Ducas has worked on various projects for MassDOT and the Massachusetts Bay Transportation Authority (MBTA), showing a unique ability to

Fact

She obtained her professional engineer's license this past year and was named the 2013 WTS/Parsons Brinckerhoff Scholar for Eno's Leadership Development Conference.

 MassTransitmag.com/12220331

synthesize information and demonstrate the most pertinent information for leaders and decision-makers. Her years of professional experience in public transportation and rail planning, roadway and railroad design, and GIS-based transportation analysis has included working on some of the most complex projects in New England.

She recently worked on the development of an implementation plan for the MBTA to introduce diesel multiple units (DMUs) onto the existing commuter rail system. In an effort to provide more frequent rail service on commuter rail lines in urban areas around Boston, the MBTA is investigating procurement of a new fleet of DMU vehicles to operate on existing commuter rail routes.

"Be open to using your knowledge and experience but also open to thinking outside the box a bit ... not being afraid to be creative."



Congratulates **Caroline Ducas**

One of the Top 40 Under 40

Managing some of the most complex transportation projects in New England, Caroline helps translate visions into transit systems. With her exceptional planning and engineering expertise, she guides transit agencies and authorities to make informed, smart decisions to build the necessary infrastructure that supports growth—essential for the vitality of communities. With a passion for advancing the Transit and Rail profession, Caroline is an inspiration to all of us at VHB.

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Celebrating the Best and the Brightest

For more information, visit www.MassTransitmag.com/10066302

MARTHA COELLO'S INTEREST IN planning was sparked by the understanding of how the built environment could influence behaviors and community. She began her career at the Fairfax County Department of Transportation (FCDOT) as a transportation planner with a focus on transit-oriented development (TOD) planning and implementation, looking at mixed-use development at a time when that had not been done in the county.

As a member of the Tysons Urban Center Core Planning Team, Coello coordinated the transit and transportation infrastructure to transform the Tysons Urban Area into a multi-modal transportation hub to ensure consistency with the Washington Metropolitan Area Transit Authority's \$5.8 billion Silver Line rail extension. She was directly involved in planning more than 100 million square feet of mixed-use TOD, with a plan goal of providing more than 100,000 residents and 200,000 jobs by 2050 in the Tysons Urban Center.

She is instrumental in developing a comprehensive communication and

Fact

She holds a certification as an American Institute of Certified Planners.

➔ MassTransitmag.com/12220347

public involvement program to seek adjacent landowner and residents input on the Silver Line's project. Coello has identified new bicycle and pedestrian links with the eight new stations in Fairfax County, and coordinating bus infrastructure improvements with the county's Fairfax Connector transit system, linking all modes of transportation with the new transit system.

Coello continues to be an important and active part of Fairfax County's efforts to extend Metrorail service to Dullles International Airport and connecting Fairfax County with the National Capital Region.

40
TOP
UNDER
40
THE BEST AND BRIGHTEST



Martha Elena Coello, AICP

Senior Transportation Planner IV
Fairfax County Department of Transportation

"We have competing interests and it's really difficult to deal with those competing interests; that's the nature of the game. Sometimes the ideal is impossible so you really need to be creative in working with other people, trying to understand their needs and sometimes it's not the easiest thing to do but you work together to find solutions."

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40 TOP UNDER 40 THE BEST AND BRIGHTEST



Michael Finnern
Director of
Customer Service
Proterra

MIKE FINNERN PREVIOUSLY WORKED developing efficient and innovative powertrains for Ford Motor Co. During his tenure, he spent time in Michigan, Germany, United Kingdom, Sweden and Mexico creating and launching advanced vehicles. While at Ford, Finnern was the recipient of the Henry Ford Technology award for helping to develop the world's first partial zero emissions V6 engine.

He joined Proterra in 2009 as a vehicle controls engineer and then was soon responsible for managing the development and deployment of the first fast-charge, battery-electric, heavy-duty transit bus fleet. After the successful launch of the EcoRide buses in Pomona, California, he was promoted to the manager of controls engineering and system integration where he developed internal engineering capabilities.

In Finnern's current role, he is able to incorporate his technical background and expand on that with the customer service side. He has built a dynamic

Fact

Since joining Proterra, he has been awarded 3 high-tech, transit-related patents.

 MassTransitmag.com/12220351



MassTransitmag.com/12242094

team that ensures transit agencies are best able to fulfill their missions of providing riders with clean, quiet, reliable transportation. He initiated quarterly customer roundtables to initiate discussions with customers to provide them with better, complete information and to get feedback on their products for continual improvement.

Finnern serves as the chair of the American Public Transportation Association's Clean Propulsion Committee. Under his leadership, the committee has developed and released a Clean Propulsion Resource Guide aimed at helping those interested in learning more about the many new technologies available in the industry.

"If you see an opportunity, just go ahead and do it. That seems to serve people well. It helps to foster a good corporate culture or team culture whereby people are proactive and pushing to get things done."



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AS SPECIAL PROJECTS MANAGER, Foothill Transit's Katie Gagnon is learning something new every day. Oftentimes she gets a project that she doesn't have previous knowledge of; she's given the ideas people have a discussion about that nobody has a plan for her and her job is to come up with that plan.

After less than six months on the job, Gagnon brought a Class Pass program to local students, offering them an affordable way to get to college, to reduce the need for parking in the area, and to reduce traffic congestion during peak travel times. Confirming the success of the pilot program, within a year-and-a-half of launch, the students voted and 81 percent voted to keep the program going.

Two years after the initial pilot program, Gagnon has instituted the Class Pass at two schools, including California's largest community college, and is in discussions with three other schools.

Her Class Pass program has a unique technology aspect that connects students' college ID cards to their farecards, making

Fact

800,000 of Foothill Transit's 14 million yearly boarding's are now Class Pass students

 MassTransitmag.com/12220343

it easier for students to participate in the program while reducing fraud.

Gagnon is also focused on technologies and efforts to further Foothill Transit's sustainability programs. At the Foothill Transit Operations and Maintenance yards, Gagnon helped the team achieve ISO 14001 certification and was part of the initiative that worked to increase the agency's American Public Transportation Association's (APTA) Sustainability Commitment to Gold Level. In addition, Gagnon leads the agency's Eco Team, which focuses on employee initiatives to conserve resources.

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THE BEST AND BRIGHTEST



Katie Gagnon
Special Projects
Manager
Foothill Transit

"Many times I get a project that I don't have any previous knowledge of ... It's really challenging to do it, but I know I'm able to use the employees that we have here at Foothill Transit. We have so many capable people that I can bring on board and it helps me; I don't have to become a complete expert."

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Congratulations, Katie! From all of us at Foothill Transit

Congratulations on being recognized by Mass Transit in their top 40 under 40 list! Thank you for all of your hard work and dedication in leading our Class Pass student ridership program.


Foothill Transit
Going Good Places



For more information, visit www.MassTransitmag.com/10919958

40 TOP UNDER 40 THE BEST AND BRIGHTEST



Yoav Hagler

Sr. Technical Specialist
WSP | Parsons Brinckerhoff

YOAV HAGLER BRINGS A SHARP-EYED

analysis to his work as a senior technical specialist in planning for WSP | Parsons Brinckerhoff. With a background in finance and economics, and experience in quantitative analysis and modeling, Hagler has been an invaluable resource on large rail and transit projects for federal, state and local governments. One of his main efforts has been work on the Northeast Corridor (NEC) rail system.

Hagler is currently working with the Federal Railroad Administration (FRA) to develop a future service plan and infrastructure requirements for the entire NEC between Washington, D.C., and Boston, as part of a Tier I programmatic environmental impact statement and service development.

The future service plan includes a number of unique elements, such as introduction of a new class of service that fills the gap between existing Amtrak and commuter rail service, offering frequent and fast service to both intercity and major commuter stations along the corridor. Another innovative

Fact

While at Columbia, he was selected for the Outstanding Student Award from the American Institute of Certified Planners



MassTransitmag.com/12220342

feature of the service plan he developed for the NEC is the “pulse hub,” which provides for coordinated transfers among different routes and types of trains.

Hagler has been an innovator in the development of analytic tools for rail network planning and operations analysis. For the Federal Railroad Administration, he led a team that developed the CONNECT model, a tool kit that allows stakeholders to analyze the performance of high-speed and intercity passenger rail networks, including costs, ridership and revenue. It has become the FRA’s standard tool for analyzing potential future intercity rail corridors and networks.

“I like the challenge of working with complex rail networks and it’s really an outlet for creativity. What I do specifically in the spectrum of rail planning is work a lot on service planning — and that impacts all other facets of rail operations, from ridership to capital expenditures. I like that I have control on a central piece of rail planning.”

40 TOP UNDER 40 THE BEST AND BRIGHTEST



Shannon D. Haney, GISP

Intelligent Transportation Systems Coordinator
Hillsborough Area Regional Transit Authority

SINCE SHANNON HANEY’S ARRIVAL AT

Hillsborough Area Regional Transit Authority (HART), he has shown talents and leadership skills that have set him apart from the rest of the staff. The position of ITS coordinator was created so that Haney could devote more time to ITS pursuits. As part of his duties, he helps negotiate contracts for ITS service and support, including a recent 5-year agreement with Xerox. Haney partnered with the University of South Florida’s Center for Urban Transportation (CUTR) and Georgia Tech University to bring HART’s first real-time bus arrival app ‘OneBusAway’ to HART. He now serves on the national OneBusAway Board of Directors. From an original projection of 10,000 hits per day, OneBusAway now receives up to 500,000 hits on an average weekday.

A rising star in the ITS and service development arenas, Haney is responsible for more than development

Fact

Haney is known among colleagues for his consistently sharp ideas and creative solutions to service development challenges.



MassTransitmag.com/12241705

projects. Some of his key responsibilities include the management of the CAD/AVL systems, radio network, GIS/CAD services, and other intelligent transportation systems for all transportation modes of HART: fixed-route bus, on-demand, paratransit and streetcar. Haney continues to integrate and explore all facets of innovative technologies in HART services as he is working with the connected vehicles initiatives and the regional fare collection system.

“It really brings me satisfaction to hear comments of how the technology that we deploy in the public transit industry enhances the quality life of individuals in the community. What we may consider a “cool” project becomes a lifesaver for parents picking up their children after school, or grandparents getting to their doctor’s appointment on time, or helping people get to work.”

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40 TOP UNDER 40 THE BEST AND BRIGHTEST



Alex Harnocz
Transit Service
Planner
Akron Metro RTA

IT WAS AN OPPORTUNITY TO EARN some extra cash freshman year at college that Akron Metro RTA Transit Service Planner Alex Harnocz got his first step in transit as he worked at Ohio State's campus bus service throughout college.

An opportunity to work with data at Metro RTA opened up, to process all of the automatic vehicle location and passenger counter information that they were soon getting.

He was a major contributor to team efforts to implement a system-wide bus stop sign replacement project and to operationalize automated vehicle location systems on RTA's fixed-route fleet, enabling such features as real-time passenger schedule information interface, on-board bus stop announcements and automated passenger counters. His has also been valuable in advancing plans for a downtown circulator route in Akron and reporting usage of University Zip Cards by customers.

Harnocz was the lead planner and principal author of several key in-house initiatives, including a 6-year Transit

Fact

He volunteers at his great-grandparents church, a historic Polish church in Cleveland.



MassTransitmag.com/12220280

Development Plan; a Transit Design Guide; and an Arlington Corridor Bus Stop Consolidation Study, which was selected as one of five beta test projects for the U.S. Department of Transportation's Health in Transportation Planning Framework.

He came up with a statistical method for bus stop consolidation, and married that with data from local organizations to look at the operational side, as well as the soft relationship side of those impacts. The Transportation Research Board put out a call for proposals looking at data-driven decision making and Harnocz was alongside representatives from the Washington Metropolitan Transit Authority and Sound Transit to present his information.

"If we deliver the most frequent and the most reliable transit service we can to our area without breaking the bank, then we're being successful. While it's easy to get knocked off track or sidetracked by grand ideas, providing the basics is really what transit customers rely upon."

CONGRATS, TRANSIT PLANNER ALEX HARNOCZ!

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MICHAEL HAYNES IS ONE OF THE transit industry's premier technologists with deep theoretical and practical knowledge of all aspects of passenger information systems, including wireless communication technologies, GPS and GIS systems, onboard vehicle power systems, and rail signal systems. What really sets Haynes apart from his contemporaries is his passion for transit and skill at using technology to both improve service delivery and give customers the power of information.

Haynes was the key team member for the Chicago Transit Authority's (CTA) bus voice annunciation system, launched in 2004 and the bus tracker system, launched in 2007/2008, where CTA became the first large transit agency in the country to provide real-time GPS bus-arrival information on 100 percent of its routes. Haynes was the project manager on the installation of nearly 500 real-time bus location information signs

Fact

He has ridden public transportation on four continents, covering 10 countries.

➔ MassTransitmag.com/12226221

connected by 4G LTE at CTA bus shelters throughout the city; the installation of GPS and Utility Rocket modems on each CTA bus supervisor vehicle to track their locations in real-time; and most important of all, the CTA's new CAD/AVL (computer aided dispatch/automated vehicle location) system.

Haynes implemented CleverCAD, which is a state-of-the-art bus transit management system to replace CTA's 15-year old system in a matter of 12 months.

"As a kid I grew up in the far-out suburbs of northern New Jersey, scared of escalators, elevator doors and New York City seemed daunting. In college, I took a mass transit class and loved the concepts. While at the University of Texas, I finally found myself using a bus system daily. After a year in D.C. using the Metro and buses, the deal was sealed and I made my way to the CTA."

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THE BEST AND BRIGHTEST



Michael Haynes
Manager Transit
Systems Support
(IT)
Chicago Transit
Authority

JASON HENRY ENJOYS THAT EACH day brings new and exciting challenges working in the transit industry as it's one of the most innovative industries to be in right now. As transit manager in the city of Grande Prairie, he leads Grande Prairie Transit in a city with the prevalent car culture of Northern Alberta.

When he joined the organization, Henry brought the operations in house to gain flexibility and increase the focus on customer service and satisfaction. Within 15 months, he brought the operations in house and created the vision for the team.

Recently he deployed ITS technologies and used the opportunity to initiate a culture change. Henry garnered support from key decision makers and built a culture of innovation within the organization by laying out his vision for the future. He secured the necessary support and funding from the council to move the project forward, which has worked toward transforming people's perception of transit.

Fact

He was drafted in the 2nd round by the New York Yankees in 1997 as a pitcher.

➔ MassTransitmag.com/12220341

He's currently involved in working toward the city of Grande Prairie implementing North America's first solar energy storage system to charge its electric buses completely off-grid.

Henry is involved in the industry through the Canadian Urban Transit Association (CUTA) and serves on the Executive Committee of the CUTA Prairies Provinces & Territories Chapter. Along with his colleagues and peers, he has contributed to raising the profile of public transit in Alberta and the Alberta government is now in the process of developing a comprehensive provincial transit strategy.

"On day 1, I had a lot of questions, and 4 years later, I still have questions and the thing I like most is that I can always count on my transit colleagues all over North America to share their experiences and ideas. The transit industry is comprised of the brightest and most gracious folks you'll ever come across."

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Jason Henry, B.Sc.
Manager of Transit
City of Grande
Prairie (Grande
Prairie Transit)

40 TOP UNDER 40 THE BEST AND BRIGHTEST



Brandy L. Jones, APR

External Affairs Manager
Southwest Ohio Regional Transit Authority/
Cincinnati Metro

BRANDY JONES SERVES AS THE EX-ternal affairs manager for the Southwest Ohio Regional Transit Authority (SORTA)/ Cincinnati Metro. In less than two years in her leadership role, Jones has earned thousands of media placements across the country for SORTA, created the CEO's Millennial Council and helped facilitate essential partnerships with Uber and other key partners.

Annually, she coordinates more than 30 community events and outreach activities to engage current and potential riders, including orchestrating community listening sessions and recently assisting with the promotion of the third Metro Entertainment Bus event designed to encourage millennials and first-time riders to give Metro a try during a fun evening of visiting local entertainment establishments. Additionally, she's been instrumental in creating valuable community partnerships, including a Valentines promotion with Red Bike, a local bike-sharing service to promote what a "perfect pair" biking and riding makes; SORTA's partnership with Uber and with

Fact

Jones earned a Silver Blacksmith Award from the Public Relations Society of America.

 MassTransitmag.com/12244952



MassTransitmag.com/12246738

Gaslight, a local tech firm who used Metro's real-time data feed to create the bus app "Bus Detective." This free app now allows riders the convenience of seeing when their bus is due in real-time.

Jones' efforts led to SORTA's Marketing and Communications team being honored as the Communication's Team of the Year from the Public Relations Society of America and her promotion to External Affairs Manager in November of 2015. Earlier this year, Jones was elected to serve as president of the Cincinnati Chapter of the Conference of Minority Transportation Officials.

"I'm a writer and a storyteller at heart so this position is really a great platform. I tell stories in a way that is engaging to our community; it's honest and ethical information that they need to be aware of and the value of public transit, as well as how they can improve their lives. It also gives me variety and diversity in my day. I love that there are no two days that are alike."

40 TOP UNDER 40 THE BEST AND BRIGHTEST



Lyssa Leitner, AICP

Gold Line BRT Project Manager
Washington County

LYSSA LEITNER STARTED OUT AS A residential landscape designer but when the market crashed and she got laid off, she went back to school to get a degree in transportation planning. Her first day on the job interning in Washington County, Minnesota, was the day the request for proposal went out the door for the alternatives analysis for the Gold Line bus rapid transit (BRT) project and she was charged with the public involvement. Since that time, there have been 650 coordination and public involvement meetings.

Being the first BRT project in the region with a dedicated guideway, explaining it to people has been one of the most challenging parts of her job. Beyond explaining how BRT in its own lanes can move people, then people to understand larger transitways are intended to do so much more and making that connection with the public, getting people to understand the cost-benefits, is one of the things she enjoys most.

In 2015 she was promoted to project manager of the project and she now

Fact

The Gold Line bus rapid transit line is 12 miles through 2 counties and six cities.

 MassTransitmag.com/12219045



MassTransitmag.com/12246745

manages a multi-million dollar consultant contract to conduct the draft EIS — currently one of the largest engineering consulting contracts the county has had.

Since 2013, she has served as an adjunct faculty at the University of Minnesota's Humphrey School of Public Affairs, teaching two graduate courses: Transit Planning and Management and a capstone course on community and economic development.

Leitner co-led mobile workshops for the Rail~Volution Steering Committee in 2014 and has served on boards for the Women's Transportation Seminar's Minnesota Chapter and the Minnesota Chapter of the American Planning Association.

"I wanted to be involved in the world of mass transit because I was fascinated by how people function within their environment ... looking at how transportation affects all of our lives and all of our development patterns."

A photograph of a high-speed train in motion, blurred to convey speed. The train is white with orange and blue accents. It is passing a platform where a person is standing with a bicycle. In the background, there are palm trees and a modern building with a blue-tinted glass facade. The image is split diagonally, with the top half showing the train and platform, and the bottom half being a solid blue background with white text.

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Paul Lewis

Vice President of
Policy and Finance
Eno Center for
Transportation

PAUL LEWIS IS VICE PRESIDENT OF Policy and Finance at the Eno Center for Transportation. In that capacity, he directs Eno's policy research programs, including paper development and event organization.

Since joining Eno five years ago, Lewis has been instrumental in the organization's growth in the transportation policy field, while simultaneously balancing his role as the financial manager and leading a rapidly growing policy team. His portfolio of work has addressed critical issues in transit, such as Eno's transit governance report with Transitcenter, "Getting to the Route of It," and smaller pieces for Eno Transportation Weekly such as "Houston Has a Shiny New Bus Network." His passion for transportation goes beyond projects; anyone who knows Lewis knows about his enthusiasm for trains and buses.

Beyond his skills as a policy writer and team manager, Lewis's fiscal acumen has helped Eno reduce costs by 10 percent, securing the financial stability of an organization that has been a critical

Fact

Lewis started in engineering and then decided to move to a position where he was able to examine the broader picture of transportation policy.



MassTransitmag.com/12243158

part of the transit industry for 95 years. Lewis's involvement in the transportation world extends beyond Eno. In 2015, he served as president of the Young Professionals in Transportation Washington, D.C., Chapter.

Lewis received his Bachelor of Science in civil engineering from Ohio Northern University and his Master of Science in transportation from the Massachusetts Institute of Technology (MIT). Before joining the Eno team, Lewis was a contractor at MIT, conducting research on freight rail economics and policy.

"Professionals in the transit industry need to not be afraid to try something new or unexpected in a way that can provide benefits to the traveling public. The most important thing that the industry does is allow access to work, play and other destinations in their communities. The focus on the customer — and trying ways to improve that focus — should be the top goal."

40 TOP UNDER 40 THE BEST AND BRIGHTEST



Kate J.

Lichtenstein, PMP
Senior Project
Manager
Sound Transit

KATE LICHTENSTEIN HAS BEEN WITH Sound Transit since 2002. During that time she has had at least seven job titles and has worked on multiple transit infrastructure projects, from early planning to revenue start-up. Lichtenstein has taken on numerous challenges and is often tapped to manage unusual projects for which there are few precedents and that require cross-discipline thinking and creative problem solving.

Early in her career, Lichtenstein helped secure environmental permits and developed wetland mitigation strategies for bus and rail projects. One unusual project involved relocating an Osprey nest from a transmission tower to a new pole in a nearby park. Lichtenstein also helped write Sound Transit's first Executive Order on Sustainability and served on the team that developed Sound Transit's award-winning Environmental and Sustainability Management System (ESMS).

Lichtenstein began working as a specialist in Sound Transit's Transit-Oriented Development (TOD) program, looking for opportunities to transform Sound Transit

Fact

She plays guitar and fiddle in local string-bands, playing shows for community square dances and at local clubs.



MassTransitmag.com/12220321

facilities and property no longer needed into development that boosts ridership and supports community goals.

Lichtenstein currently serves as the senior project manager for design and construction of the underground U District Station, one of three light rail stations in the Northgate Link Extension, a \$1.9B, 4.3-mile expansion of light rail currently under construction. In this role Lichtenstein works closely with design, construction and outreach teams, and is often the face and voice of the project in the community.

"What's most interesting — working as a project manager with the many disciplines involved in planning, designing, building and operating transit — can also be the most challenging. Working and negotiating with staff, consultants or agency partners from many different disciplines means that our perspectives, values and objectives may differ even if we're all working on the same project and toward the same high-level goals. Communication is key."

BENJAMIN OWEN HAS WORKED AT

the Federal Transit Administration (FTA) since he started as a presidential management fellow in 2010 in the FTA's Office of Planning and Environment. The program requires an assignment and Owen chose to do his assignment at Embarq, World Resources Center, researching several national governments and how they structure funding programs for major mass transit projects to identify the state of the practice around the world and best practices in approaches that offered clear guidance. He co-authored a report and was able to bring that context back to the FTA as they work to ensure the guidance is clear in what they're seeking from agencies.

His transit background has given him an understanding of what the agencies face. His first job in transit was doing transit service planning for Pace Suburban Bus in the Chicago suburbs. While there, he worked on a project restructuring all of the service in the south and southwest suburbs; 40 percent of Pace service and about 80 municipalities. That meaningful project

Fact

He lived in Berlin, Germany, a few months during college and his experience using the system inspired him to work in transit.

 MassTransitmag.com/12220285



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delivered a service that was more reliable to meet the current ridership demands.

Currently Owen manages the FTA's Office of Planning and Environment planning contracts that enable the FTA to evaluate and rate proposed projects under the statutorily required project justification measures for land use and economic development. He's the team lead for projects in the Chicago-Twin Cities area, working with interdisciplinary teams to ensure projects that are seeking funding through the program are meeting policy and legal requirements, and also providing project sponsors with timely, accurate guidance about the program.

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Benjamin Owen

Community
Planner
Federal Transit
Administration

"We have a lot more going on at FTA than what people realize we do in terms of the amount of work and the support it takes to keep things going, especially something like the CIG program. We're making the funding decisions at the national level and there's a really elaborate policy framework of support that goes along with that."



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Heather M. Pekar
Vice President
Information
Technology
MTM Inc. and Ride
Right LLC

AS MTM'S VICE PRESIDENT OF Information technology, Heather Pekar is truly one of the best and brightest in the transit technology field. Pekar continually demonstrates excellent job commitment; industry involvement and contribution; personal, business, and industry achievement; and innovation.

Since joining MTM in 2015, Pekar has led the implementation, development, and oversight of MTM's technology and software solutions. MTM relies on Pekar to lead its Information Technology team in identifying technology trends and creating strategic plans for ongoing enhancements and innovation.

Over her past year with MTM, Pekar has led several technology initiatives, including MTM Access, a proprietary on-line application for managing functional assessments for Americans with Disabilities Act (ADA) paratransit eligibility.

Pekar is currently leading the development of MTM's new internal operating

Fact

Once she decided to move to Canada, but she realized that she needed to at least have a passport. She also had a fear of flying.

 MassTransitmag.com/12243057

system, Hive. Hive will control all aspects of MTM's operations, from call intake and customer service to trip dispatching and complaint management.

Outside of her time with MTM, Pekar has more than 10 years of experience leading the implementation of transit technology at organizations like MV Transportation. She was successful in implementing a pilot project for the New York Department of Education by creating an iOS and Android app to track the location of school buses in real time.






"...Get out there, in the trenches; listen, and think outside the box. Keep up with evolving technology."



Congratulations Heather Pekar!

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accomplishments and fortunate
to have you on our team!**

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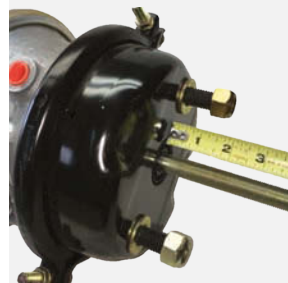
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DAYTON RTA RECRUITED AND HIRED

Brandon Policicchio in October, 2012 as its deputy chief operations officer. Since beginning at RTA, he has made numerous positive contributions to the agency, community and is a great example of young talent that RTA seeks to retain.

Policicchio leads four distinct business units that operate the day-to-day bus service for RTA and its customers. Those units include RTA Revenue Service and Dispatching Operations for Fixed Route and Paratransit, Safety & Security, Call Center, ADA Certification and Regional Coordination.

Policicchio has been successful in leading his teams to achieve positive results for both short-term and long-term goals of the agency. His leadership style is inclusive and he gets buy-in from his team before tackling complex tasks or projects. He understands that people drive results and that his job is to facilitate continuous improvement. Policicchio has been instrumental in realigning human capital within operations to ensure RTA has the right people focused on the right issues.

Fact

Policicchio provided leadership on developing the scope of work and contract award for RTA's 13 million dollar ITS upgrade.

➔ MassTransitmag.com/12220361

Since his arrival to RTA in late 2012, Policicchio and his team have improved fixed-route on-time performance from 75 to 82 percent and similarly, paratransit from 89 to 93 percent.

Policicchio has strengthened RTA's relationship with Montgomery County Department of Jobs & Family Services by identifying opportunities to streamline transportation services to County residents. RTA signed an agreement with the county in 2015 to incorporate its non-emergency medical transportation (NEMT) for Medicaid-eligible customers into RTA's existing paratransit services.

One of his strengths is his vision for technology in a transit environment to enhance the customer experience.

40
TOP
UNDER
40
THE BEST AND BRIGHTEST



Brandon Policicchio

Deputy Chief
Operations Officer
Greater Dayton
Regional Transit
Authority (RTA)

"Our drivers provide good insight, they really know our customers the most — they honestly help us to achieve and expand services from what the public is saying."



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40 TOP UNDER 40 THE BEST AND BRIGHTEST



**Björn Rådström,
P. Eng.**
Manager of Service
Development
Winnipeg Transit

WINNIPEG TRANSIT MANAGER OF Service Development Björn Rådström always loved city life. To this day, he loves exploring other cities to see them on a pedestrian scale. He didn't, however, always know that public transportation was in his future. His love for city life and the vital role transportation planning has in shaping a city seemed the ideal match.

While an undergrad, Rådström was awarded a Centennial Scholarship from the Canadian Urban Transit Association (CUTA), and wrote a technical manual for Winnipeg Transit called "Designing for Sustainable Transportation & Transit in Winnipeg," which won the Transportation Research Board Communication in Transportation Award in 2008.

Rådström began working as the transit planner for Winnipeg in 2007 and was part of several technical advisory committees for Winnipeg's city master plan and steering committee member for the Transportation Master Plan, all which helped produce important documents that leads the direction of the region.

Fact

He was awarded the ITE Young Professionals Award in 2010.

➔ MassTransitmag.com/12220289

As a member of the core project team that oversaw the design and construction of Stage 1 of the Southwest Transitway, Winnipeg's first bus rapid transit (BRT) corridor. He was project manager of the first phases of the Southwest Transitway Stage 2 and Pembina Highway Underpass Project, a \$590 million BRT project. He guided the project through planning, design, funding applications and the P3 request for qualifications.

Rådström was promoted to manager of Service Development in 2012 and manages a team of 15 that is responsible for planning, schedules, marketing, communications and passenger information for Winnipeg Transit.

"Transit plays such a vital role in the shaping of the city and everybody's ability to do what they need to do, to live their daily lives. Whether it's service planning or infrastructure planning or strategic planning, it all adds a real legitimate concrete impact on people's lives and the future of the city."

40 TOP UNDER 40 THE BEST AND BRIGHTEST



Nicole Recker
President of Marketing and
Communications
Denton County
Transportation
Authority

NICOLE RECKER WAS HIRED AT THE Denton County Transportation Authority (DCTA) in January 2015 as the agency's vice president of Marketing and Communications. In just a short amount of time, she has managed to revamp DCTA's marketing efforts, which has not only resulted in positive results for the agency, but has led to increased ridership on DCTA's A-train and bus system, where transit is still new to most Denton County residents who abide by the car culture that is prevalent throughout Texas.

Recker brings a wide range of skills and experiences to her position at DCTA and uses her vast background to make a big impact at DCTA and within the communities the agency serves. Recker's combination of public and private sector work allows her to be a visionary for DCTA within the realm of marketing and communications.

What makes Recker a great leader is that she talks the talk and walks the walk.

Fact

Recker was a ballerina for 24 years.

➔ MassTransitmag.com/12220586



MassTransitmag.com/12246760

She has nearly two decades of experience in both tactics and strategy. With a great understanding of tactics she can successfully build strategies that propel her staff and the agency overall. She believes in professional development and pushes herself and her staff to reach beyond the limitations of the norm. Recker is a firm believer that nothing can be done alone and that having a smart, capable and dedicated staff is paramount to achieving great success. One of her main goals is to set a positive example and extend learning opportunities to her staff.

"What I do is a great marriage between my skill set and my desire to think outside the box. I love what I do, and that every day is different. It's really become an industry that I believe in and I really enjoy working in."

BRETT ROBERTS BEGAN HIS CAREER

as a new media officer responsible for social media postings — growing Los Angeles County Metropolitan Transportation Authority's (Metro) social media presence for the Crenshaw/LAX Transit Project. Under Roberts' tenure, the project's social media presence grew exponentially. In addition to social media, he also authored several articles on the project area that are currently on the Metro website. Within a year of his time at Metro, he was promoted to senior construction officer, where he is responsible for conducting outreach on the \$2 billion Crenshaw/LAX Transit Project to the city of Inglewood and Los Angeles.

With the network and reputation that he has built in Los Angeles, Roberts makes it easier for the Metro team to build relationships with the local businesses. He is a true advocate of public transit and is a bright, intelligent, result-delivering transportation professional in Los Angeles who impresses his team, colleagues, and the community he works with on a daily basis.

Fact

He can make cartoon-like voices.

➔ MassTransitmag.com/12243095



MassTransitmag.com/12248140

Due to his network of community groups, businesses and other stakeholders Roberts is able to deliver messages to the community rapidly and effectively, which aids the team in approvals of permits in Los Angeles and Inglewood, to advance construction of the project.

This year, Roberts is on track to present project updates at more than 100 meetings. In addition to meeting with elected officials and providing their constituents updates, Roberts also regularly meet with innercity schoolchildren where he presents about careers at Metro, transit safety and his journey to working at Metro.

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Brett C.S. Roberts, MBA

Sr. Construction Relations Officer
Crenshaw/LAX Transit Project
Los Angeles Metropolitan Transit Authority

"Mass Transit is my passion and I'm honored to work in my dream job in my dream industry on a daily basis. I grew up using the public transportation system and to be on the forefront of changing the transportation landscape of Los Angeles is an amazing opportunity."

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Congratulations, Brett Roberts!

Thank you for your contributions and leadership on the Crenshaw/LAX Transit Project.

M Metro

For more information, visit www.MassTransitmag.com/10698285

40 TOP UNDER 40 THE BEST AND BRIGHTEST



Gheorghe Rosca Jr., P.E. MBA
Project Manager
– Associate Vice President
HDR

WITHIN FOUR YEARS OF EARNING HIS bachelor's degree, Gheorghe Rosca Jr. was named HDR Riverside's rail section manager. For two years he managed six staff members and projects ranging from \$30 to \$100 million in construction value.

He was then asked to take over HDR's Orange County rail and transit section and support a major client in program delivery throughout the next several years. During this time, he also completed his MBA with an emphasis in project management.

Rosca is a California-licensed professional engineer and serves on Committee 17 of the American Railway Engineering and Maintenance-of-Way Association (AREMA), working with transit and railway professionals to develop design criteria for high-speed rail infrastructure throughout the United States. He is a past president of the Railway Association of Southern California and continues to serve on the organization's board of directors.

Recognizing the need for more trained professionals in the industry, Rosca convinced his alma mater, California State

Fact

He is the eighth of 12 kids in the family; he speaks four languages, and was born in Romania.



MassTransitmag.com/12220356



MassTransitmag.com/12246768

Polytechnic University in Pomona, to start a railway engineering program and he began teaching the first railway engineering course in 2013 as an adjunct professor. The course covers topics such as history and development, regulatory environment, the future of rail in America, geometrics and the infrastructure necessary for safe and economical railroad operation.

In recognition of his many accomplishments, the American Council of Engineering Companies named Rosca one of its five Young Professionals of the Year for 2013.

"We were called up about eight years ago by one of our clients and they said that one of their bridges needed to be replaced immediately at Trestles Beach, right off of San Clemente. We had to be in construction within six to nine months of that phone call. We were able to get that designed and go through all of the strenuous environmental permits within six months. We got the project constructed successfully and it was really neat how everybody worked together to make that happen."



Bridging the gap between idea + achievement



Congratulations Gheorghe Rosca
"Top 40 Under 40" winner

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For more information, visit www.MassTransitmag.com/10065921

KEVIN B. QUINN HAD DONE PREVIOUS

consulting work for the Maryland Transit Administration (MTA), which was looking to replace a retired director of Planning and Capital Programming. Coming on in fall of 2014, Quinn moved swiftly to change the Planning Department from a reactive office to a proactive planning practice through his 15 for 2015 list. The 15 for '15 list included expansion of regional planning activities, modal long-range plans, a planning blog, a state-wide transit plan, creation of a GIS department, and an online Capital Project Database. Quinn led the group aptly toward achieving almost all initiatives by year's end. What Quinn could not have foreseen was a major agency project called BaltimoreLink coming about in late 2015.

Quinn has mobilized personnel across departments within the MTA and from numerous consulting agencies numbering more than 200+ who are working on BaltimoreLink. All the while, Quinn has been a constant point of stability and a person that everyone looks up to for leadership

Fact

He is on a lifelong pursuit to create the most amazing margarita.

➔ MassTransitmag.com/12220334

during the adversity of an almost impossible timeline, a demanding public, and intense political scrutiny.

Quinn continues to push for the Office of Planning and Capital Programming to advance a proactive agenda and has recently led the application for a TIGER grant nearing \$30 million to improve the corridor where the Baltimore Riots occurred in the summer of 2015. He is working with the Maryland Stadium Authority to enter into a joint project to renovate a Commuter rail station and plaza at the main entrance to the city, and is leading the effort to expand commuter rail service into Delaware.

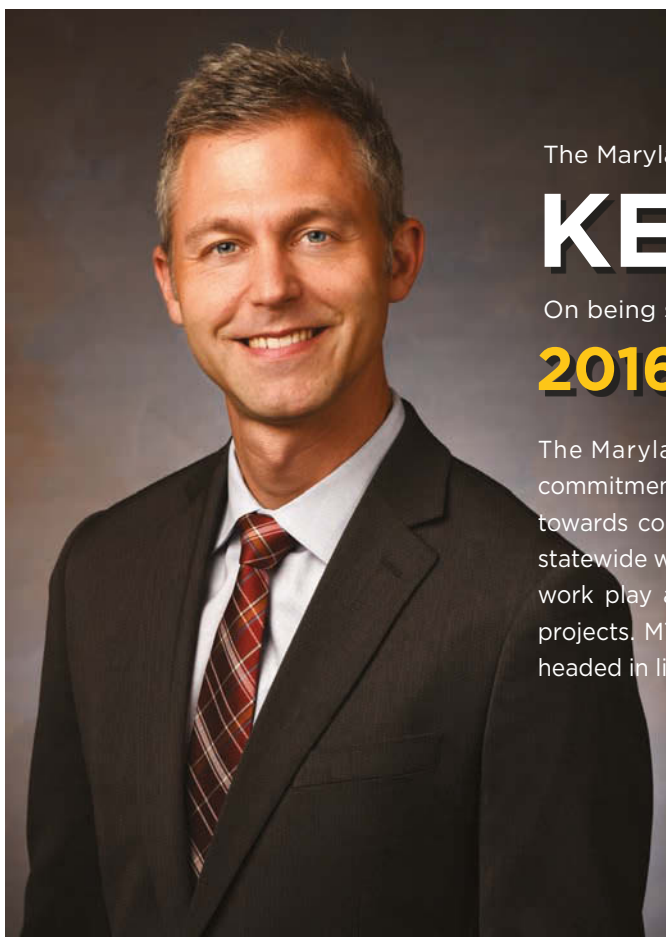
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Kevin B. Quinn, Jr., AICP

Director, Office of Planning and Programming
Maryland Transit Administration

"I'm most proud of working on our BaltimoreLink program, which is a complete reboot of our entire transit system with a focus on our bus network. We're taking a look at re-imagining the network and changing just about every single transit line to better serve our city and the Baltimore region. We're in the throes of all the planning for it."



The Maryland Transit Administration proudly congratulates

KEVIN QUINN

On being selected for Mass Transit's

2016 TOP 40 UNDER 40

The Maryland Transit Administration (MTA) has an ongoing commitment to serving customers across Maryland. We strive towards continuous improvement in connecting our passengers statewide with work, school and play. Kevin's dedication and hard work play an integral role in some of our most transformative projects. MTA is proving every day that no matter where you're headed in life, public transportation is a smart way to get around.



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For more information, visit www.MassTransitmag.com/10279620

40 TOP UNDER 40 THE BEST AND BRIGHTEST



Jacob Simmons,
M.S.TM
Senior Transit
Operations Planner
Regional
Transportation
Commission of
Southern Nevada

AT ABOUT THE AGE OF 6 JACOB SIMMONS started developing a fascination with maps, streets and roads. By the age of 8 he was starting to give adults directions and by the age of 10, he and his mom were transit dependent so his interest shifted to transit. As the transit system had control over what they could do and where they could go, he wanted to know as much about it as he could.

At the age of 17 Simmons was invited to meet with RTC management to discuss his ideas and observations and was hired as a summer intern and then as a part-time employee. Four years later, he became a transit operations planner.

His transit-dependent background has helped him in never losing site of the direct impacts the decisions they make have on so many people. In 2007 he took the lead on a major route restructuring package that were created to replace several large, one-way loops with two-way grid service to provide more direct travel. With that, they introduced a new continuous East-West route across the entire service area.

Fact

Simmons was promoted to senior transit operations planner in 2015, a role with responsibility to recommend service changes to a system that serves more than 2 million residents.

➔ MassTransitmag.com/12218512

Another accomplishment he is very proud of was the launch of a new North-South route in the western valley. It was a big breakthrough to finally get a new route in that area and 18 months after the route's launch, ridership far surpassed productivity standards. As a result, Simmons and the RTC team doubled its frequency and created a second parallel route supporting an even stronger transit grid. Combined, Route 120 and Route 121 average about 2,300 boardings per weekday.

Research regarding the ridership impacts of bus route span of service changes that he conducted for the capstone of his Master's degree from the Mineta Transportation Institute (MTI) at San Jose State University, will be published later this year.

"Never let the importance of what we do and the impact it has on our customers, try to never let that be lost on you. When we make these decisions, recognize how much of an impact that has for some folks."

40 TOP UNDER 40 THE BEST AND BRIGHTEST



Britt Tanner, P.E.
Senior Engineer
San Francisco
Municipal
Transportation
Agency

BRITT TANNER IS PASSIONATE ABOUT designing streets for transit and has developed a team of young engineers and planners that are transforming San Francisco. She started at the San Francisco Municipal Transportation Agency (SFMTA) as an engineering intern while a grad student at University of California, Berkeley, and risen through the ranks to senior engineer.

In 2008, she started the transit engineering group with the sole purpose to make traffic engineering and transit work better. What started out with five people has now grown to a team of more than 25 engineers and planners working throughout the city implementing the Muni Forward projects, which consist of capital projects to improve San Francisco for transit riders, pedestrians, cyclists and other roadway users.

Tanner has focused on the conceptual design, outreach, legislation and environmental review of projects, while others on the team lead approved projects through construction. She was the lead traffic engineer on the development of the SFMTA's

Fact

She intended on being a planning professor until she interned in the planning group in San Francisco's traffic engineering department.

➔ MassTransitmag.com/12220316

Transit Effectiveness Project (TEP), which included many corridor projects that are now being implemented through the Muni Forward program.

One project on Haight Street, her team worked with the community to remove 14 parking spaces and are now saving buses that carry 20,000 passengers a day, 2 to 3 minutes each trip. She also serves as the project manager for the Better Market Street and Geary Bus Rapid Transit projects.

Tanner is active in various industry organizations, including serving as a mentor through WTS.

"Even though each little change we do only saves a few seconds, we're working citywide. We make a couple dozen changes on a single bus route, and we've saved a couple minutes. When you add that up across the thousands of riders each day, that's thousands of hours you've saved — more time for people to do other things, more people riding transit because it's faster and more reliable, and money saved for the transit agency."

ABBY THORNE-LYMAN IS A GREAT AND trusted colleague who has intelligence far beyond her years as well as a deep commitment for the role that transit — and government — play in making lives better every day for people, regardless of their race or income. Since 2013, Thorne-Lyman has worked at San Francisco Bay Area Rapid Transit (BART) and is currently the manager of Planning. She is doing groundbreaking work to ensure that BART continues to positively impact the region and communities it serves. She is helping to lead efforts to create an affordable housing policy for the agency that will be a national role model for how transit agencies can leverage their assets and use their regional position to support community development.

Thorne-Lyman excels at working with diverse stakeholders, bringing people and institutions together around bold visions and executable implementation strategies. Her major accomplishments include launching BART's Art in Transit Program and she is currently supporting the BART

Fact

She is co-chair of the local host committee for this year's Rail~volution Conference, which will take place in October in San Francisco.

➔ MassTransitmag.com/12220345

board in implementation of a new TOD Policy, a new Strategic Plan Framework and an Affordable Housing Policy.

She helped usher in a new TOD Policy that was adopted by the BART board in June of this year, which addresses the region's critical issues: climate change and Greenhouse Gas Reduction, housing affordability, increasing transportation choices overall, and reducing barriers to infill development. This places BART back in a position of leadership to help the Bay Area get where it needs to be environmentally, economically and socially.

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Abby Thorne-Lyman

Manager of Planning
San Francisco Bay Area Rapid Transit

"I'm most proud of the fact that I am able to confidently move forward with helping shape district- and agency-wide policies. To be stepping into a space of thinking about the long-term future of BART, I'm proud of my ability to be at the center of that process and be really collaborative with people."

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Mass Transit Top 40 Under 40
Abigail Thorne-Lyman



For more information, visit www.MassTransitmag.com/10252647

40 TOP UNDER 40 THE BEST AND BRIGHTEST



Candace Toth
Capital Signage
Specialist
Design,
Engineering &
Construction
Management
Architecture & Art
Division
Sound Transit

CANDACE TOTH JOINED SOUND TRANSIT in 2012 after 6 years as a project manager for a nationally recognized East Coast public artist. Her responsibilities included evolving the artwork from concept through design, engineering, fabrication, on-site construction and installation. Toth now utilizes her experience managing the design, fabrication and installation of Sound Transit's Capital Signage program.

In 2013 she managed an update to Sound Transit's standards for customer signage, working closely with internal operating departments and stakeholders to overhaul signage design, the criteria for locating information at facilities, and the agency's process for signage development and installation. Over the past four years as the project manager for capital customer signage, she has implemented these new standards at five newly constructed stations, and integrated them into the design documents of 17 new stations/facilities.

This past year Toth managed the fabrication and installation of updated customer signage for the recently opened Universi-

Fact

Toth is a 2004 Ivy League Champion in NCAA Division 1 Fastpitch Softball; her position was catcher and she has a twin sister.

 MassTransitmag.com/12220329

ty Link Extension, including managing a \$750,000 signage contract for the new stations along the extension, and managing an additional \$1 million contract for the agency's first system-wide update to light rail signage at all 13 existing light rail stations. An integration effort for the University Link Extension opening channeling bus service to the high capacity light rail system was also undertaken. Through this integration effort, Toth marshaled resources from multiple transit agencies to ensure a smooth user experience for transferring passengers.

Toth is a member of Young People in Transit (YPT), the Society for Experiential Graphic Design (SEGD), Cascade Bicycle Club, and participates in WTS.

“... it ties into that desire for wanting to have an impact in my work. I believe that public transit and Sound Transit have social and environmental missions to improve the quality of life for our communities, as well as benefit the environment.”



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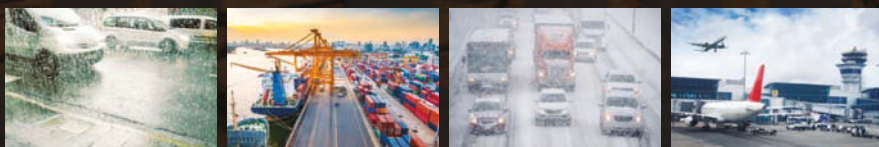
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40 TOP UNDER 40 THE BEST AND BRIGHTEST



Chang Yang
Assistant
Transportation
Manager
Metro Transit

AFTER WORKING IN LAW ENFORCE-ment and with the National Guard, Chang Yang began his career in transit in the driver's seat. Encouraged by his father, a Metro Transit bus operator, Yang joined Metro Transit in 2004 and spent the next three years behind the wheel.

In 2007, he transferred to light rail and worked as an operator on the Metro Blue Line. Yang was soon promoted to a new role as transit supervisor, where he was responsible for supporting bus operations in downtown St. Paul and a number of surrounding suburban communities. While a supervisor, he was involved in emergency rescue operations following the collapse of the I-35W bridge and coordinated several detours when the Republican National Convention led streets in downtown St. Paul to be closed. Yang remains active in Metro Transit's emergency response and continuity of operations planning, working to ensure the agency is prepared in the event of a disaster.

In 2011, Yang became the youngest employee to become an assistant trans-

Fact

Nearly half of the 70 operators he supervises have been hired within the last six months.

➔ MassTransitmag.com/12220336

portation manager. A native of Thailand who came to the United States as a refugee at a young age, the move also fulfilled his goal of becoming Metro Transit's first assistant transportation manager of Hmong descent.

Yang interacts with customers on a daily basis and works closely with bus operators, mechanics and staff from many other departments. Serving as a mentor to bus operators and seeing them get promoted and knowing he's had a direct impact brings him great honor. Always willing to give of himself, Yang continues to mentor several peers who, like him, hope to move into management roles.

"Encourage your employees to learn and continue to grow. Let's invest in our employees. I always tell everyone to be preparing and bettering themselves so when the opportunity crosses them they will be ready. They may be your co-worker or even your boss one day. The future is coming no matter what, so let's all get there together."

Metro Transit congratulates Chang and his fellow leaders.

*Thanks for helping transit
thrive in the Twin Cities!*



Chang Yang
Assistant Transportation Manager



For more information, visit www.MassTransitmag.com/12108312

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MORE THAN THE OTHER TOP 40 RECIPIENTS, our honorary Top 40 recipient does a lot of his work behind the scenes.

Argo is a 7-year-old German Shepherd Dog and Dallas Area Rapid Transit (DART) employee for nearly three years. A graduate of the National Explosives Detection Canine Team Program at Lackland Air Force Base, in San Antonio, Texas. He is a tremendous asset in keeping people safe, along with the assistance of his handler, DART Corporal Mace De Los Santos, a 13-year DART police officer that has been part of the Canine Explosive Detection Unit for six years.

For a system covering a large urban area with multiple jurisdictions, Argo helps to keep things moving. It's not uncommon for someone to leave a bag or briefcase at a transit facility and in a time of heightened awareness and sensitivity, Argo can go in to search for the distinctive odors of explosive devices and determine if there's no threat and quickly get the trains and people going again.

Fact

Argo's favorite reward is to play tug-of-war with his Kong, a rubber toy with a rope.

➔ MassTransitmag.com/12244677

In one case they were called to check an abandoned backpack and stroller at a DART rail station. Argo and De Los Santos investigated the scene and finding nothing of danger, the station was able to open to customer service.

Argo and his handler cover a 700-square mile service area and he works hard and plays hard. While he happily spends time sprawled out sleeping across the hallway at the police headquarters — requiring people to walk around him — there's nothing he likes to hear more than the word, "work." When he hears that word, according to his handler, Argo turns it on, knows it's "go" time and absolutely loves it.

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Argo

Canine Explosive Detection Unit with handler Corporal Mace De Los Santos Dallas Area Rapid Transit

"Every dog has their individual personality. You go from one end to the most laid back, like mine, to hyper-off-the-wall, but when you say "work," all of them are on the same level. Personalities are what makes it fun."

-MACE DE LOS SANTOS



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Project Update: Spotlight on Streetcar Development

By **Maile Bucher**

Faced with the issue of operating a streetcar in an area where they were unable to have overhead catenary, the Dallas Streetcar put to use innovative hybrid technology.



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THE DALLAS STREETCAR DEBUTED

in April 2015 and the current system runs on a 3.2-round-trip line. The streetcar is a hybrid, designed by Brookville Equipment Corp., the first of its kind in the United States. John Rhone, VP capital design and construction, Dallas Area Rapid Transit (DART) said that one of the most exciting parts of the project was working with Brookville and to see the streetcar's technology develop.

Design Innovation

Being a hybrid, the streetcar is designed with a battery, which allows for the streetcar to go off wire in places.

"It was driven by the historic Houston Viaduct Bridge, really. We were restricted from providing any sort of structure for the overhead catenary on that bridge," said Rhone. "That really drove the decision for the off-wire technology. There are not currently any other areas that we operate that are off wire."

One question that often arises when considering a hybrid streetcar is the battery and its ability to adapt to different climates. Rhone said that the weather in Dallas can



For more information, visit www.MassTransitmag.com/10066392



Photos by DART

DALLAS STREETCAR on the catenary.

face extreme cold temperatures and hot temperatures in the summer, and operators have had no issues with the battery or the energy storage system.

“The OEES is essentially two strings of redundant lithium-ion batteries that are integrated into the vehicle propulsion and auxiliary power systems and operate independently of the overhead contact system (OCS),” Adam Mohnney, marketing specialist, Brookville explained. “It is an alternate power source for the vehicle, kind of like a mobile device or laptop which can use a battery to operate or a power outlet to both charge and operate simultaneously, but obviously on a much larger scale.”



DALLAS STREETCAR phase II construction 2016.

Dallas Streetcar

3.2 mile
round trip

Dual-Mode Operation

Overhead contact system and off-wire electrical operation

The OEES charges while connected to the OSC on the spaces where the streetcar is able to have the overhead catenary. It also charges when plugged in at the vehicle maintenance facility.

“The system has sensors that monitor current power demands and state of charge and can be tracked through the VCU by the operator or remotely



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by transit agency staff. At the last station stop before the off-wire portion of the line, the pantograph is lowered in a matter of a few seconds, the vehicle switches to off-wire mode and begins drawing power from the OESS. At the first station stop with OCS connection after completing the off-wire run, the pantograph is raised and reconnected,

“We are able to store the vehicle and maintain it in the yard and we can operate from the yard onto the main line of the transit system until we reach the portion of the system that is dedicated for the streetcar.”

-JOHN RHONE, VP capital design and construction, Dallas Area Rapid Transit

switching to OCS power and recharging the OESS,” said Mohnney.

Brookville’s technical team needed to account for variables when the streetcar switches from wire to off wire. Mohnney explained that they needed to take into account track grades, distance, traffic patterns and scenarios, passenger loads, propulsion, auxiliary power loads, and how the OESS will interface with all of the other vehicle systems.

Operator Education

The streetcar operates out of DART’s light rail facility.

“We were actually able to accommodate the streetcar and the operation of it in our central rail operating facility, our yard for the light rail transit system,” said Rhone. “We are able to store the vehicle and maintain it in the yard and we can operate from the yard onto the main line of the transit system until we reach the portion of the system that is dedicated for the streetcar.”

Rhone said that the mechanics that were utilized in maintaining the streetcar are also light rail technicians.

“There was a series of training courses that they attended for preventative maintenance and directive maintenance associated with the streetcar so they would understand what it would take to not only preform preventative maintenance, but when needed, preform corrective maintenance, troubleshooting and diagnostic testing,” said Rhone.

The streetcars themselves are equipped with a train operators display (TOD). The TOD is integrated with the vehicle control system and it allows for the onboard streetcar operators to be alerted of how much remaining power there is. Rhone said that DART wanted to have the option to provide instant insights to operators as well as offer a real-time remote monitoring system.

Dallas Streetcar in the Process of Expansion

The second phase that DART worked on was the Southern Extension, which opened on August 29. The Southern Extension is .75 miles and was the first extension to be added onto the existing streetcar. Rhone said that DART is

Thinking Like a Passenger

FRIDAY 7:18AM *It’s going to be a busy day. If Joe can’t do lunch today I think I’ll go to the gym. Do I have my gym shoes? I think I left them in my locker. I’m glad I got a window seat on the bus. It makes the people watching during the morning commute so much more fun.*

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UTICA AV/ST JOHNS PL approaching	DUE
UTICA AV/FULTON ST 0.4 miles away	7 MIN
MALCOLM X BLVD 1.0 miles away	10 MIN
MALCOLM X BLVD/GATES AV 1.3 miles away	12 MIN
MALCOLM X BLVD/DE KALB AV 1.6 miles away	14 MIN

Today	Tomorrow	Thursday
66/59 °F	73/56 °F	70/54 °F

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also looking to construct the Northern Extension, which will be from DART's Union Station to Dallas's Omni Hotel.

"We're hoping to continue to grow the streetcar system and we're hoping to be the leading edge in innovation in the off-wire technology, and utilize the battery system," said Rhone.



DALLAS STREETCAR crossing the Houston Street Viaduct.

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One such way that Rhone said that DART hopes to integrate off-wire technology is where the streetcar loops around the Omni Hotel and back to the Union Station. Rhone explained that once they complete the Northern Extension, they plan to link the streetcar to DART's historic trolley system.

The Future of Hybrids

Both Rhone and Mohny both expressed that as it was the first hybrid system in the United States, it is a great feat for both DART and Brookville. Mohny said that Brookville is working on developing streetcars within other systems in the United States, including in Oklahoma City and Detroit.

"Many variables would need to be reconsidered for each unique alignment, as no two alignments and climates are the same, so Brookville has the opportunity to tweak and modify the system to best suit each city's needs."

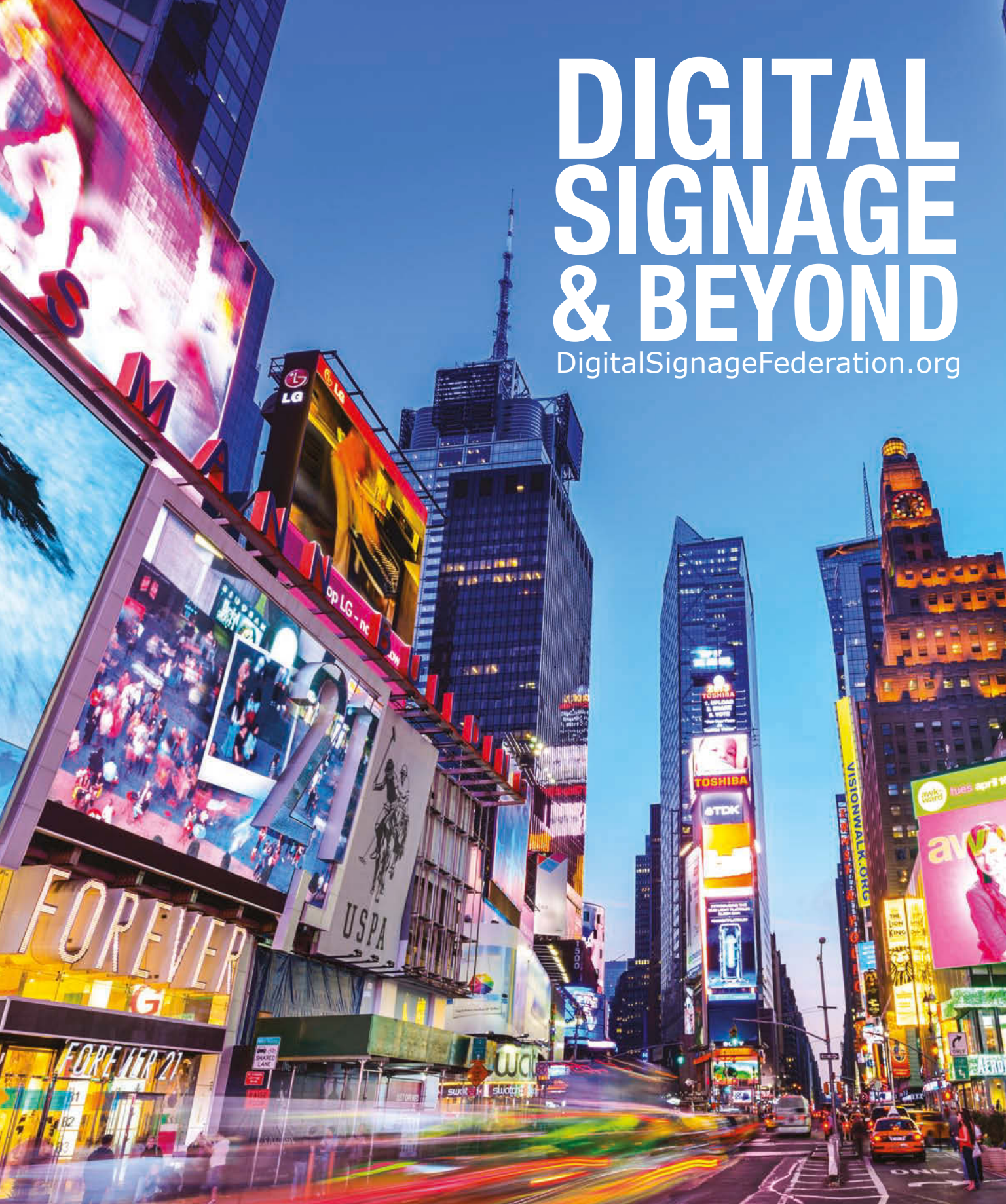
That includes adjusting for each different climate. Mohny outlined that there are several benefits of an OESS system, including making streetcars a most flexible option for agencies.

"OESS can keep historic districts and landmark areas free of overhead wire while also providing rider access directly to these locations or it can help overcome pre-existing infrastructure challenges, such as clearing an overpass or crossing a bridge, as in Dallas' case," said Mohny. "It can also potentially save cities on the cost of wayside systems by reducing the amount of poles, substations and wire needed along an alignment. We see it as a solution for reintroducing streetcars to American cities without the challenges associated with installing OCS along the entire route." 

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Election 2016 — Which Outcomes Should Transit Fans Cheer For?

By **Paul Dean**

With control over both the White House and the U.S. Senate on the line, the outcome of the November elections will have a profound impact on the future of the federal surface transportation program in the coming years.



THE CORE
philosophies lies in
the party platforms

THE UNPRECEDENTED ELECTIONS of 2016 will no doubt be long remembered for a variety of reasons. Whether you are for Donald Trump to “Make America Great Again,” or if you “Stand with Hillary Clinton,” there has been little real discussion of the substantive issues at a time when the stakes are high. With control over both the White House and the U.S. Senate on the line, the outcome of the November elections will have a profound impact on the future of the federal surface transportation program in the coming years. Putting all other issues aside, let’s take a look at the evidence we have from the presidential campaign trail, the candidates’ records and the party platforms to try to make an educated guess on what outcomes would be most beneficial to the future of public transportation in America.

The Candidate Platforms

For most of the entirety of this seemingly endless campaign season, both major party presidential nominees have had little to say about their plans for addressing our nation’s infrastructure crisis or improving our public transportation in America. However, in recent weeks, some detail has emerged. Here is the tale of the tape:

The Clinton Platform

Hillary Clinton wants to invest in America’s infrastructure in a big way. She has proposed an increase in federal investment in our nations’ infrastructure of \$275 billion over the next five years. Of that total, \$25 billion would be dedicated to the establishment of a National Infrastructure Bank, which she believes will leverage another \$225 billion in capital through loans, and loan guarantees and other debt instruments. She proposes to pay for this plan by generating revenue through tax reform — closing loopholes, repatriation of overseas corporate holdings, and charging an “exit tax” on domestic companies that choose to move their activities overseas. Her plan also proposes an expansion of the popular Build America Bonds program, and encourages public-private partnerships.

If this plan sounds familiar, it’s because it closely resembles proposals that have been advanced by the Obama Administration over the past few years. To put the numbers in perspective, the recently passed FAST-Act authorizes \$301 billion in spending over the next five years for highway, transit and rail programs. The spending increase would amount to about \$580 billion per year, although the investments would be divided among transportation, water, broadband

and other types of infrastructure priorities. This figure is slightly more than proposals floated by the current Administration, and far short of the amounts needed to address the \$1.4 trillion investment gap by 2025 for surface transportation, according to the American Society of Civil Engineers. Moreover, these funding levels have been routinely rejected by the current Republican Congress.

By the Numbers

\$275 billion

Proposed infrastructure investment by Clinton

\$25 billion

of the \$275 billion would help to establish a National Infrastructure Bank.

The Trump Platform

Donald Trump has repeatedly stated that America needs to invest in its “crumbling infrastructure.” However, as of press time, his campaign has not offered a detailed proposal how his Administration would address the funding gap. On the bright side, statements by the candidate seem to reveal a break from the traditional conservative approach from his own Republican party. Fresh off the heels of the unveiling of Clinton’s proposal, Trump announced in an interview with Fox Business Network that he would double his rival’s investment levels, stating that “we need much more money to rebuild our infrastructure. I would say at least double her numbers, and you’re going to really need a lot more than that.”



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On several occasions, Trump has stated that America needs to invest in the development of an advanced high-speed rail and public transit system. He believes the nation should be taking advantage of low interest rates to borrow money to pay for transportation improvements, including the creation of a

“We need much more money to rebuild our infrastructure. I would say at least double her numbers, and you’re going to really need a lot more than that.”

-DONALD TRUMP

special bond program that would allow companies and individual citizens to invest in the improved network.

There is more. As reported by Martine Powers (Dr. Gridlock) of the “Washington Post” in his article, “The Irony of the GOP’s New Promise to Cut Mass Transit Funding? Donald Trump Loves Trains” (July 20), Trump noted in the preface of his 2015 book, “Crippled America: How to Make America Great Again.”

“Domestically, we need to undertake a massive rebuilding of our infrastructure. Too many bridges have become dangerous, our roads are decaying and full of potholes, while traffic jams are costing millions in lost income for drivers who have jobs in congested cities. Public transit is overcrowded and unreliable and our airports must be rebuilt. You go to countries like China and many others and you look at their train systems and their public transport. It’s so much better. We’re like a third-world country.”

Powers goes on to add that Trump has told multiple parties that he wanted to be the “Greatest Infrastructure President” in the nation’s history.

The Party Platforms

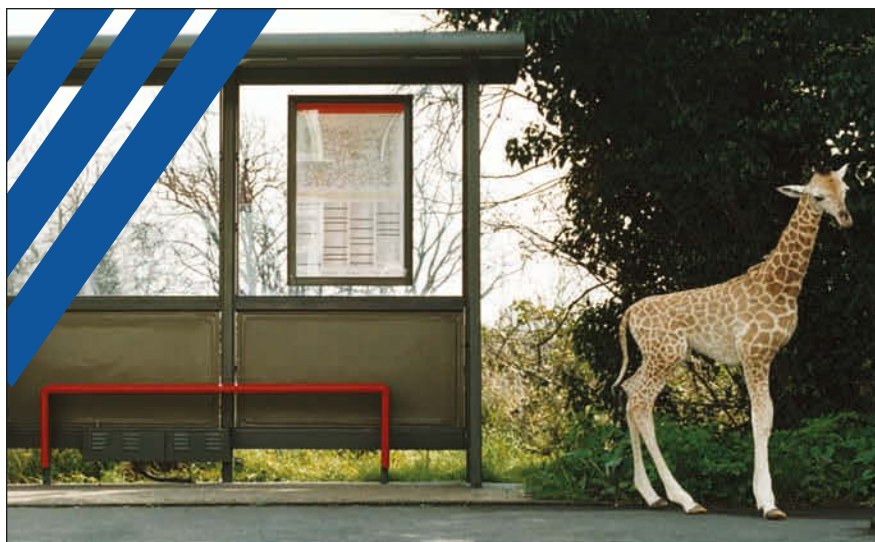
Another source of insight into the core philosophies of each party lies in the official party platforms, adopted at the both the Republican and Democratic nominating conventions in July. Although not officially endorsed by Congressional leadership, the party platforms provide policy guidance used by their respective parties at both at the executive and legislative level. With the control of the U.S. Senate at stake in the coming elections, the platforms should not be ignored.

Read more on the party platforms at: www.MassTransitmag.com/12244552

As we progress into this election season, here’s to hoping that we will see a true discussion of the importance of investing in our nation’s transportation infrastructure, and the emergence of thoughtful policy solutions. **MT**



Paul Dean is the director of Dean & Dean Consulting LLC.



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The background of the advertisement is a photograph of a white Siemens TRAM train, number 409, stopped at a station platform. The train's destination sign displays 'AIRPORT' in orange letters. Above the train, there are blue, glowing wireframe graphics that represent a complex network of tracks and infrastructure, with a stylized train car floating within the network. The Siemens logo is positioned in the upper left corner of the image.

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The Rise of Aggressive Vandalism

By **Jeffrey Green**

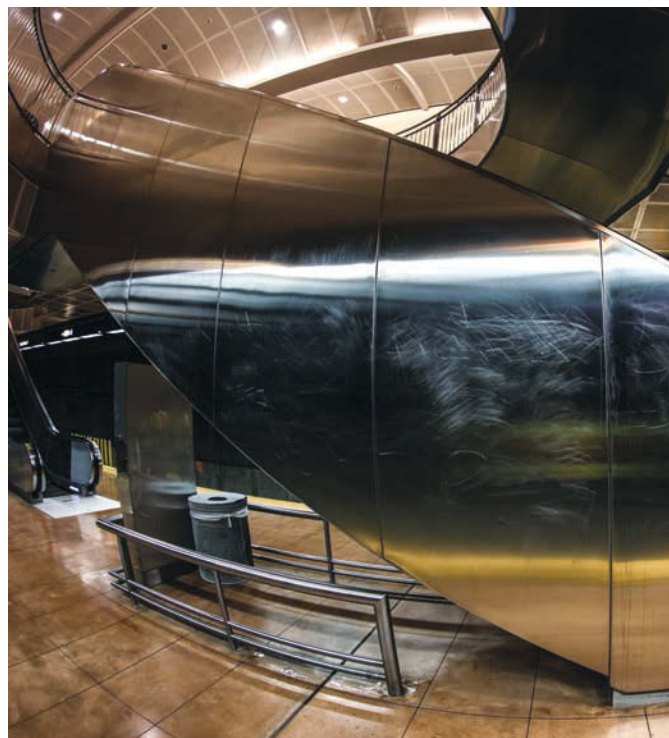
Transit agencies need to budget for dealing with aggressive vandalism before it grows out of control.

TODAY'S MASS TRANSIT IS growing at astonishing rates in many cities around the globe. Every day we read about a new plan for transit in a city or a completion of one that helps the infrastructure of that city grow and prosper. As these new systems and existing systems grow, it is really important to look at how to properly budget for the unforeseen challenges that occur to transit facilities and rolling stock.

A new trend that is happening is aggressive vandalism on the hard surfaces of facilities and rolling stock. In the past it was always known that a station or rolling stock vehicle would be vandalized by traditional graffiti, like spray paint, markers or slap tags, and while these types of vandalism are still occurring, they are removable with chemicals and some elbow grease. This new trend of aggressive vandalism is a type of graffiti that is permanent. The practice includes the use of a sharp object like keys, carbide drill bit, knife and even sandpaper. Damage is done by these instruments and carving into the surface, leaving the surface etched and permanent damage is visible for all to see. Some are even using forms of acid and mixing it with a colored shoe polish

to make their etching stand out after it dries. This trend is getting more and more costly.

With the growing trend, agencies are forced to deal with this damage by either replacing or fixing the surface that gets vandalized. An example is the brand new Los Angeles County Metropolitan Transportation Authority (Metro) Gold Line Kinkisharyo cars that were recently put in service in Los Angeles. Immediately after their launch, the window sills, seats, walls, windows and doors were being engraved. As an example for the magnitude of the cost of damage, let's look at just the window sills. The only fix for this damage was to remove the entire side panel, sand, primer, repaint, then install the panel back into the train. That's 40 union labor hours,



RAIL CAR window sill engraved by a sharp object.

ELEVATOR CAB vandalism.



plus material. This doesn't include the lost revenue of the train while it sat idle being repaired. This is just one area of the train that gets vandalized and one train of hundreds in the fleet.

Elevators are a prime target, too, since the majority of them are a mix of glass and stainless steel. Elevators are enclosed spaces that allow a vandal do their damage with privacy and plenty of time while the elevator goes from an underground platform to a mezzanine or street level. They vandalize the doors, side panels or cab fronts directly by carving into the metal surface. If the cab has glass, then that surface is vandalized leaving a very uninviting space. Many patrons will see this as offending and believe that the agency doesn't keep up the maintenance on its equipment.

Other areas vandalized are escalator and stair sides on platforms and mezzanines, which are mostly made of stainless steel cladding. While this surface gives the appearance of a clean environment and looks very nice, the vandals see this as a giant canvas to put their moniker on. The common vandalism is using a sharp object to engrave their moniker or using the acid method previously mentioned. These areas are normally



AN ETCHED
escalator.

Photos by Graffiti Shield

the first area a patron sees when getting off a train.

All this vandalism can be fixed by spending many hours resurfacing the area by grinding the glass then polishing, or re-graining the stainless steel and hoping to get the surface to match. On average, it takes about 60 minutes to resurface one square foot of damage.

The most unfortunate case is when a new vandalism event occurs on that newly repaired surface. While this is not something factored, it is a normal occurrence that starts the whole cycle over again.

Most agencies and patrons believe that the majority of the tags are from gang activity. While this may be true on traditional graffiti due to the high visibility a painted tag gives, the fact is, many of the tags are being done by boys

and girls of different ages with no gang affiliations and come from all walks of life. It is believed that the peer pressure from other kids, friends, or for the sheer fact the “rush” they feel by doing something wrong and the mark that is left for bragging rights.

Most agencies have some sort of budget for traditional vandalism, but not aggressive. Agencies of today must start budgeting for dealing with aggressive vandalism before it grows out of hand and is too late. Once a train, bus, or station gets badly damaged.

There are many new solutions to these growing problems that can be a major cost saver than repair. There are many coatings available to resist traditional vandalism and make it easy to remove paint, markers, and the like. There are also spray on coatings that can be

applied to a vandalized area, but most give you a repaired look and are not removable in most cases. The newest solution is removable surface protection films. These films can be clear for glass, in a stainless steel, mirror and custom color finish to match the surface they are covering. The premise is to hide the damage or protect a known area from damage before they occur. Once the surface has been vandalized or worn, you simply remove the film and replace. The films can be installed by agency staff or by outside contractors. Most of the materials are installed in a pre-cut fashion to allow a very discreet look offering a virtually invisible layer of protection. These types of protection systems are growing in popularity due to the cost savings and time savings advantages they offer. **MT**

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Bill Urian
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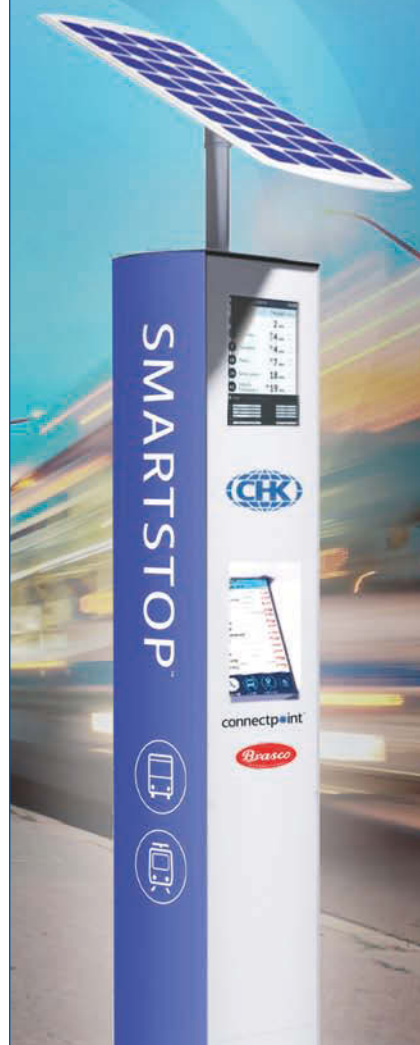
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Secured Cities 2016 will be hosting several on-site security tours of venues in the Houston area. All tours will be scheduled for November 17, and will leave directly from the Reliant Crowne Plaza Hotel via bus. All tours are subject to change and will be limited in attendance. Some venues may require vetting and will be first come, first served. Scheduled Venues include the Houston Emergency Center (HEC), NRG Stadium and NASA's Johnson Space Center.

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- Finding and Budgeting the Right Technology: A Case Study of the County-Wide Safety and Security Initiative in Montgomery County, Texas – Eric Lowery, Business Systems Coordinator II, Montgomery County IT Services
- Procedural Justice: Policing in the 21st Century to Restore Trust – Luis Soler, Chief of Police, Crowley Police Department (TX)
- The Paris Experience: Deploying Cutting Edge Technologies to Fight Threats – Mike O'Dea, Director - North America, Teleste
- Gunshot Recognition Analytics: Delivering Actionable Information to Law Enforcement and First Responders – Samuel Hood III, Lieutenant, Citiwatch, Baltimore Police Department
- CCTV - Where's the Money – Edmund Goode, Criminal Justice Associate, Baltimore City Police Department
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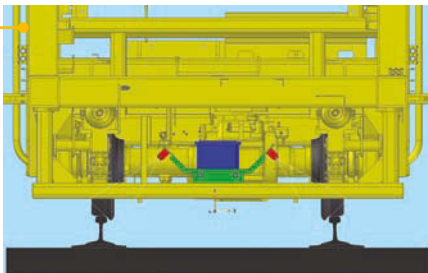
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Melissa Gaffney, mgaffney@

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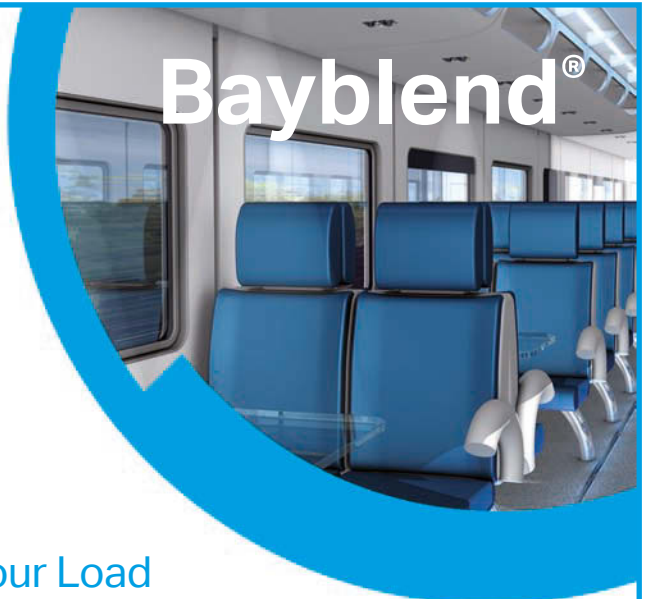
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Pasadena, Calif.

We review our succession plan annually to ensure we are identifying and developing our talent for key leadership positions.

AS AN INTERNATIONAL ENGINEERING, technical and management services firm, Parsons derives its livelihood and profitability from our world-class employees and their ability to deliver one-of-a-kind, complex rail and transit projects, as well as roads/highways and aviation infrastructure. The size and scope of our projects require that we continually seek, hire and engage top talent, including credentialed engineers, project managers, construction managers, inspectors, project controls personnel, safety professionals, and operational or technical specialists.

Our methods for identifying and attracting talent is a combination of external recruiting, networking and internal redeployment. Whenever feasible, we initially look to our existing transportation and infrastructure staff to support critical mass transit needs. We employ a workforce planner to effectively mobilize internal talent and help determine which positions internal staff could fill or require outreach to external candidates when critical or specialty needs arise.

Parsons also has fully developed succession planning, internal development, and high-growth leadership competencies assessment programs to maximize retention and critical managerial skills. We review our succession plan annually to ensure we are identifying and developing our talent for key leadership positions. We have found that our internal development and high-growth leadership competencies assessment programs have helped prepare our transportation and infrastructure leaders to assume



Debra Fiori
Sr. Vice President,
Corporate Talent Management
Parsons

progressive — and critical — managerial and technical roles.

When we need to conduct an external search, some of our best critical hires have come through referrals from our technical staff who have an extensive network within the mass transit, infrastructure and transportation industries. Moreover, our employee referral program rewards staff who have made a successful referral.

Regarding recruiting, we have two recruiting teams: one team is based in North America and the other is in the Middle East-Africa region. Our recruiters are assigned by discipline. When a large transportation project is awarded, we adjust the recruiters' workloads and often create a mini-team to rapidly scale recruiting in order to meet our customer's mobilization needs. We also have an internal executive search practice that has been instrumental in finding senior transportation and infrastructure talent and candidates with esoteric mass transit skill sets. Parsons also employs sourcers who support both our executive search team and our recruiting team.

As described, Parsons has the ability to rapidly scale recruiting that meets our transportation and infrastructure business needs and effectively mobilizes both external and internal talent. Overall, our capability to identify critical mass transit, transportation, and infrastructure talent contributes to Parsons' financial strength and helps staff projects with the best-qualified professionals in this vital industry.

Montreal, Qué.




Matt Shick
Vice-President,
Human Resources,
North America
Alstom

Identifying successful candidates for critical positions is more of an art than a science and, in some cases, a gamble.

AS A GLOBAL LEADER IN TRANSPORTATION, Alstom looks for the right combination of education, training and experience, as well as creative and communication skills. Identifying successful candidates for critical positions is more of an art than a science and, in some, cases a gamble. That means, more than likely we occasionally fall victim to what I call "resume camouflage." This is usually revealed after the person starts and you then realize that they are a wrong fit.

So, how do we mitigate the risk of a bad hire? At Alstom, we take a two-phased approach to the hiring process. First, we use a 3rd party provider to source and identify candidates for us. The 3rd party not only sources the candidates, but also prescreens them before they are submitted to Alstom hiring managers for resume review.

After our 3rd party provider and hiring managers clear the candidates, we kick off our screening and interview. We use a combination of behavioral techniques and situational questions to better assess an individual's passions, organizational skills, creativity and adaptability, as well as their ability to communicate. Our efforts have proven to mitigate the risk of hiring the wrong person and we believe that our attrition rates rank well below average. Because we are leaders in the transportation industry, expectations from our customers are high, as they should be. Therefore, our process is comprehensive and rigorous. 

 Read more about succession planning at MassTransitmag.com/12242910



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RFQ#: R34211
DUE DATE: 10/18/16
TITLE: R34211 Purchase of 1025 Subway Cars

DESC: The Metropolitan Transportation Authority, acting by the New York City Transit Authority (NYCT), is issuing a Request For Proposals (RFP) for Solicitation Number R34211 for the purchase of 1025 Subway cars as follows: A base order of 285 cars comprised of 10 open gangway cars (R211T) for the NYCT "B" Division, 75 cars for the Staten Island Railway (R211S) & 200 cars for the NYCT "B" Division (R211A). In addition there will be an option for 740 R211T or R211A cars for the NYCT "B" Division. There will also be an additional option for up to 520 Cars for the NYCT "B" Division. The Contractor will provide all design, engineering, testing, manufacturing, delivery, warranty, training, spare parts, tools, diagnostics test equipment & other services necessary. This contract will contain Federal funds. A Pre-Proposal Conference will take place on 9/8/16, 10AM, location to be determined.

Proposals from responsible proposers will be evaluated with respect to the evaluation criteria set forth in the RFP, which are summarized below. Please consult the RFP for a complete description of the evaluation criteria. Evaluation Criteria: 1) Technical Proposal & Overall Technical Qualifications: Technical features of the Proposal; experience of the Proposer/Suppliers/Subcontractors; demonstrated capability to make or improve on delivery of cars based on Contract delivery schedule; evaluation of major subsystems; systems integration experience; management approach; system support; quality assurance; & a U.S. Employment Plan. 2) Overall Project Cost & Financial Benefit to the Authority 3) Other Relevant Matters.

All inquiries should be addressed as follows: Marian Murray, ACPO, MTA New York City Transit, 2 Broadway, Rm D19.83, New York, NY 10004, Ph: (646) 252 - 6040, E-mail: marian.murray@nyct.com. The release date of the RFP is 7/22/16 & may be obtained on or after that date by going to the website <http://web.mta.info/nyct/procure/rfp/rfp.htm>

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Last Words

National View

2016 Transportation Investment Generating Economic Recovery (TIGER) grant recipients

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GUAM

■ RURAL AWARD
● URBAN AWARD

ST. CROIX

Discussion



@joshuahmel

It's not a coincidence that almost every transportation professional I know carools, takes transit or rides a bike to work. [#WalkTheTalk](#)

@DavidMc068

"Good BRT and Rail projects grow best out of successful high frequency bus service" [@humantransit](#) [#actportland2016](#)

@CEOMARTA

Excited that we could partner with [@GACommute](#) in encouraging Pokémon GO players to try transit [#transittrainers](#)

@andredarmanin

AVs are coming fast and furious, but policy and planning still need to be addressed.

Breakdown 2016 Transportation Investment Generating Economic Recovery (TIGER) grant recipients



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Snapshot Light Rail Trains Roll on R Line

► Carl Shankstter boards the test train for the Regional Transportation District (RTD) R Line test run on August 1, 2016. The R Line (also known as the Aurora Line/I-225 Rail) is a 10.5-mile extension of rail from the current Nine Mile station north to the University of Colorado A Line. The R Line will travel 22 miles.



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