

SRTA

SUSQUEHANNA REGIONAL TRANSPORTATION AUTHORITY

DATE: May 25, 2023

TIME: 10:00 AM

PLACE: 901 N. Cameron St. Harrisburg, PA
A Zoom option will also be offered.
Public may participate at Cameron Street or Zarfoss Drive Locations.

PURPOSE: May 2023 Board Meeting

ORDER OF BUSINESS

1. Call to Order
2. Changes or Modifications to the Agenda
3. Public Comment: Accepted in Person or in Writing
4. Approval of Minutes
 - A. Meeting Minutes of April 27, 2023 (Pages 3-7)
5. Communications
6. YAMPO Transit Committee – No Business
7. Treasurer’s Report
8. Old Business
9. New Business
 - Resolution 2331 – LOCAL TRANSPORTATION ORGANIZATION RESOLUTION CERTIFYING THE LOCAL MATCH FOR STATE OPERATING FINANCIAL ASSISTANCE (Page 7)
 - Resolution 2332 – APPROVAL TO EXECUTE A ONE-YEAR RIGHT OF WAY AGREEMENT WITH LUMEN ON THE CUMBERLAND VALLEY RAILROAD BRIDGE (Page 8 - 12)
 - Resolution 2333 – AUTHORIZATION TO NEGOTIATE CONSTRUCTION COSTS WITH PIONEER POLE BUILDINGS, INC. (Page 13-14)
 - Resolution 2334 – UNACCOMPANIED MINOR POLICY (Page 15-16)
 - Resolution 2335 – APPROVE ANNUAL WORK PLAN FOR FY2023/2024 (Page 17)

10. rabbitcares Presentation
11. Performance Review Action Plan Report (Page 18)
12. Future Procurements (Page 19)
13. Staff Report
14. Executive Session
15. Adjournment

Next Meeting: Thursday, June 22, 2023, 415 N. Zarfoss Dr. York, PA
10:00 am – SRTA Board Meeting

MINUTES OF SRTA BOARD MEETING

April 27, 2023

Present were board members: LaToya Winfield Bellamy, Eric Bugaile, Carrie Gray, Jarrod Johnson, Richard Kotz, Keith Martin, Raymond Rosen, Kirk Stoner, and Jill Nagy, Counsel, was also present.

Administrative Staff Members present were Stephen Baldwin, Rose Cook, Patti Deimler, Richard Farr, Nicole Hansen, Bev Hockenberry, David Juba, Jamie Leonard, Eric Maguire, Trevor Manahan, Paul Mathis, Cory Matthews, Jenna Reedy, Richard Trout, Sherry Welsh and Christopher Zdanis.

CALL TO ORDER

The April Board meeting of the Susquehanna Regional Transportation Authority was called to order by Chairman Raymond Rosen at 10:00 AM.

CHANGES OR MODIFICATIONS TO THE AGENDA

There were no changes or modifications to the agenda.

PUBLIC COMMENT

There was no public comment.

APPROVAL OF MINUTES

Motion to approve the February 23, 2023 meeting minutes was raised by Eric Bugaile, seconded by Keith Martin, and passed unanimously.

COMMUNICATIONS

There was no communication.

YAMPO TRANSIT COMMITTEE

There was no YAMPO Transit Committee business.

TREASURER'S REPORT

Keith Martin presented the March 2023 Financial Statement and Statistical Notes. Keith Martin stated that the February financial statements were sent out but the March Board Meeting was cancelled. Keith deferred to Stephen Baldwin for further details on the March 2023 Financial Statement and Statistical Notes. Stephen Baldwin noted the following highlights from the report:

- RIDERSHIP: Year to date comparisons to the prior year and to pre-covid levels are as follows:
 - Fixed Route ran 18% above last year and at 65% of pre-covid ridership.
 - Paratransit was 16% above the previous year and 82% of pre-covid ridership levels.

- Commuter Express was 15% above last year (YTD) but only 34% of pre-covid levels. The Governor's decision to bring more staff back to their offices in Harrisburg beginning in March may have a positive impact on Commuter Express Ridership.
- Microtransit's ridership was 296% of the same time last year.
- REVENUE: Year to Date Grant and Contract Income is below budget by \$5.1 million because less subsidy was required than the budget anticipated.
- EXPENSES: Year to Date Total Expenses are \$3.6 million or 8% lower than budgeted.
- Unfilled positions is down one (1) from February to a total of seventy-two (72) or 11% of approved positions.
- RESERVES: As of March 31, SRTA had 112 days of cash on hand, as State payments (of February invoices) were processed between seven (7) and fifteen (15) days late. In April, processing times returned to normal.
- LINE OF CREDIT: There are no draws on the organization's line of credit.
- CAPITAL EXPENDITURES (over \$50,000)
 - \$95,774 - Bus Wash Doors – York
 - \$551,55 – Five (5) Paratransit Vehicles

OLD BUSINESS

No old business.

RESOLUTIONS

RESOLUTION 2322 – HONORING SITE MANAGER PATRICIA DEIMLER FOR 40 YEARS OF SERVICE

Motion to approve was raised by Keith Martin, seconded by LaToya Winfield Bellamy, and passed unanimously.

RESOLUTION 2323 – HONORING SITE MANAGER II ROSE COOK FOR 40 YEARS OF SERVICE

Motion to approve was raised by LaToya Winfield Bellamy, seconded by Keith Martin, and passed unanimously.

RESOLUTION 2324 – AWARDING MONTH-TO-MONTH CLEANING CONTRACTS

Motion to approve was raised by LaToya Winfield Bellamy, seconded by Keith Martin, and passed unanimously.

RESOLUTION 2325 – AUTHORIZING THE FILING OF A STATE CAPITAL GRANT APPLICATION AND CERTIFICATION OF LOCAL MATCH

Motion to approve was raised by Keith Martin, seconded by Eric Bugaile, and passed unanimously.

RESOLUTION 2326 – FREE BOARDINGS ON FIXED ROUTE IN RECOGNITION OF RIDER APPRECIATION EVENT

Motion to approve was raised by LaToya Winfield Bellamy, seconded by Keith Martin, and passed unanimously.

RESOLUTION 2327 – APPROVAL TO PROCEED WITH TITLE VI MAJOR SERVICE CHANGE PROCESS

Motion to approve was raised by Keith Martin, seconded by Kirk Stoner and passed unanimously.

RESOLUTION 2328 – APPROVING A TEMPORARY MODIFICATION TO THE ESSENTIAL REQUIREMENTS (RETENTION) AND EMPLOYMENT QUALIFICATIONS/DRIVER POLICY

Motion to approve was raised by Keith Martin, seconded by Eric Bugaile, and passed unanimously.

RESOLUTION 2329 – RESOLUTION OF THE BOARD OF DIRECTORS OF SUSQUEHANNA REGIONAL TRANSPORTATION AUTHORITY AUTHORIZING THE JOINING OF FRANKLIN COUNTY WITH SRTA

Motion to approve was raised by LaToya Winfield Bellamy, seconded by Keith Martin, and passed unanimously.

RESOLUTION 2330 – AUTHORIZATION TO PURCHASE PARATRANSIT AND MICROTRANSIT ROLLING STOCK

Motion to approve was raised by Eric Bugaile, seconded by Keith Martin, and passed unanimously.

PENNDOT PERFORMANCE REVIEW UPDATE

There was no discussion on the PennDOT Performance Review, which was included in the Board packets.

FUTURE PROCUREMENTS

The list of procurement projects was reviewed.

STAFF REPORT

The following staff updates were presented by Richard Farr. Updates included:

- Statement of Financial Interest due by May 1, 2023.
- Surveys after the April 18 Board Retreat are still being compiled. A report will be forthcoming.
- Budget and Annual Work Plan Meeting will take place during the May 25 SRTA Board Meeting.
- Working on coordination of a legislative summit to support new Harrisburg facility.
- PennDOT flexing additional \$12.7M CARES Act. SRTA will use the same amount in 5307 for the new facility.
- Submitted a grant request for \$60M for new bus and bus facility.

- David Zipper to be a speaker at the PPTA Conference on June 6 – SRTA Board Members invited to attend.
- Anticipate a ribbon-cutting ceremony for new shelters at the train station in July.
- Working through service conversion to microtransit in Shippensburg.
- Conversation on preserving some of the building artifacts with new facility.

ADJOURNMENT

The next scheduled Board of Directors meeting will take place on May 25, 2023, at 10:00 AM at 901 N. Cameron St. Harrisburg, PA.

The meeting adjourned at 11:01 AM.

Respectfully Submitted,

A handwritten signature in blue ink, appearing to read "Richard Kotz", is written over a horizontal line.

Richard Kotz
Secretary

Resolution 2331

**LOCAL TRANSPORTATION ORGANIZATION
RESOLUTION CERTIFYING THE LOCAL MATCH
FOR STATE OPERATING FINANCIAL ASSISTANCE**

The Board of Directors of the Susquehanna Regional Transportation Authority (dba rabbittransit) resolves and certifies that the operating financial assistance of \$22,052,657 provided pursuant to 74 Pa.C.S. §1513 is needed in Fiscal Year 2024 or in a subsequent fiscal year to help pay for projected operating expenses, including asset maintenance costs; and that these funds will be used for this purpose only, because these funds are ineligible to be used for asset, or capital improvements projects; and that any funds not used this Fiscal Year will be retained and used only for operating assistance in a subsequent fiscal year(s).

WHEREAS, the Board of Directors of Susquehanna Regional Transportation Authority resolves and certifies that the required local matching funds of \$2,000,405 will be secured from local contributors no later than the end of Fiscal Year 2023/2024 to match the requested Section 1513 funds.

I, Raymond Rosen, Chairman of the Board of Directors of Susquehanna Regional Transportation Authority do hereby certify that the foregoing is a true and correct copy of the Resolution adopted at a regular meeting of the Board of Directors held the 25th day of May, 2023.

DATE: May 25, 2023 _____
(Signature and Official Title)

ATTEST:

Susquehanna Regional Transportation Authority
(Name of Transportation Authority)

By: _____
(Signature) (Date)

RESOLUTION 2332

**APPROVAL TO EXECUTE A ONE-YEAR RIGHT OF WAY AGREEMENT
WITH LUMEN ON THE CUMBERLAND VALLEY RAILROAD BRIDGE**

WHEREAS, the Cumberland-Dauphin-Harrisburg Transit Authority owns the Cumberland Valley Railroad Bridge over the Susquehanna River in Harrisburg, PA; and,

WHEREAS, the Authority has historically provided right of way agreements for the placement of utilities on the bridge; and,

WHEREAS, the Authority was contacted by Lumen, a technology company, for the placement of fiber optic cable on the bridge; and,

WHEREAS, the Authority has initiated the evaluation bridge disposal and therefore is not in a position to offer a long-term right of way agreement; and,

WHEREAS, Lumen has agreed to enter into a one-year agreement with the Authority; and,

NOW THEREFORE BE IT RESOLVED by the Board of Directors that a one (1) year right of way agreement be offered to Lumen in the amount of \$15,618.

DULY RESOLVED, this 25th day of May 2023, by the Board of Directors in a lawful session duly assembled.

**CERTIFICATION OF OFFICERS
OF
SUSQUEHANNA REGIONAL TRANSPORTATION AUTHORITY**

I certify that the foregoing is a sound and true copy of a Resolution adopted at a legally convened meeting of the Susquehanna Regional Transportation Authority Board Members held on May 25, 2023.

Attest: _____
Richard Kotz
Secretary

Raymond Rosen
Chairman

RESOLUTION 2332 FACT SHEET

RIGHT OF WAY AGREEMENT

KNOW ALL MEN BY THESE PRESENTS that, SUSQUEHANNA REGIONAL TRANSPORTATION AUTHORITY (SRTA), 901 N. Cameron Street, Harrisburg, PA 17101, a Municipal Authority (hereinafter called "GRANTOR"), does hereby for itself and its successors and assigns, grant unto CENTURYLINK COMMUNICATIONS, LLC, a Delaware corporation, whose principal place of business is located at 1025 Eldorado Blvd. Broomfield, CO 80021 (hereinafter called "COMPANY," which term shall include its affiliates, subsidiaries and parent entity), its successors, assigns and lessees, a nonexclusive right-of-way and easement, including all privileges and authority to construct, reconstruct, maintain and operate its telecommunications facilities (hereinafter the "Facilities") over and along the property which said Granter owns or in which it has any interest located on the Grantor's Susquehanna River Bridge, said bridge being formerly owned by Cumberland Valley Rail Road (hereinafter the "Bridge"). The Bridge crosses the Susquehanna River from Mulberry Street, in the City of Harrisburg, Dauphin County, to the southern part of City Island and on to a point in the Borough of Lemoyne County of Cumberland, Commonwealth of Pennsylvania; and along the public highways adjoining the said property, including the right of unlimited ingress and egress to and from the said Facilities for any of the aforesaid purposes. This Agreement shall commence upon execution of the Agreement by both parties and continue for one (1) year. Parties may agree to extend the agreement at any time. Should the agreement not be extended, the Company will remove its property within 30 days of the conclusion of the agreement. Upon removal, the company will send a letter certifying that the equipment is no longer in use. TO HAVE AND TO HOLD this right of way and easement unto Company together with the right,

from time to time, to assign and convey this right of way and easement, and the rights granted hereunder, freely, in whole or in part.

At the time of execution of this Right Of Way Agreement by both parties, Company shall pay to Grantor the sum of \$15,618 as full and complete consideration for the rights granted herein covering the one year term of agreement.

Grantor hereby approves the engineering specifications relative to the placement of the Facilities, attached hereto and incorporated herein as Exhibit A. Should Grantor determine that Company's Facilities require either temporary or permanent relocation of the Facilities due to scheduled maintenance or repair of structural damage, Grantor will provide Company with a minimum of sixty (60) days prior written notice of said relocation. Company will assume complete responsibility for the relocation, removal or maintenance of the Company owned Facilities.

Company shall install its conduits under the ballast and base materials in the body of the bridge. Company may not install manholes, handholes, or pull boxes under the track.

Company shall be responsible for ensuring that the track stability is not compromised by Company's construction or maintenance activities.

Company shall be responsible for performing (at its own cost) all maintenance and repairs of its facilities.

Each party agrees to indemnify and hold harmless the other from and against any and all claims, demands, damages, or causes of action for property damages or personal injury that are caused by: (a) any activity, work, or thing done or permitted by such indemnifying party in or about the easement area; (b) any negligent acts of such indemnifying party, or the employees, agents or contractors of such party, unless said actions are a direct result of the other party's negligence or willful misconduct.

Company shall ensure that its employees, contractors and subcontractors engaged in construction of its Facilities shall have had safety training and confined space training and work in full compliance with OSHA and railroad worker rules.

Amtrak has a right-of-way agreement on the east end of the bridge. Company is responsible to coordinate with Amtrak for any work within their right-of-way.

After completion of construction Company shall provide Grantor with "as-built" drawings that depict the construction and location of Company's facilities.

No portion of this agreement can be assigned or transferred, except by written approval of SRTA. The Company must notify SRTA with any change of ownership. Failure to notify SRTA of any ownership change will result in SRTA removing the equipment from the bridge without need to notify the company and at the company's expense.

This Agreement shall be governed and construed under the laws of the Commonwealth of Pennsylvania.

This Agreement constitutes the entire agreement between the parties and shall supersede all previous negotiations, commitments, representations and writings written or oral. Any alteration or amendment to this Agreement shall be acceptable only if presented in writing and signed by the party against whom enforcement of same is sought.

[Signature Page Follows]

IN WITNESS WHEREOF, Grantor has caused this Right of Way Agreement by and between Susquehanna Regional Transportation Authority and CenturyLink Communications, LLC to be executed in its corporate name by its proper officers, this 25th day of May, 2023.

ATTEST:

Richard Kotz, Secretary
SRTA

Raymond Rosen, Chairman
SRTA

ATTEST:

Signature

Signature

Print Name

Print Name

Title

Title

CenturyLink Communications, LLC

James Nickerson, Manager NIS/ROW

RESOLUTION NO. 2333

EXECUTING SUPPLY AND CONSTRUCTION CONTRACT

WITH PIONEER POLE BUILDINGS, INC.

WHEREAS, the Susquehanna Regional Transportation Authority (SRTA) had a need to develop a new office and bus storage space in Cumberland County; and,

WHEREAS, working in concert with Cumberland County Commissioners and PA DOT Bureau of Public Transport (BPT) a location was identified and design undertaken for a new bus barn, administration office area, and bus wash; and,

WHEREAS, the BPT identified a COSTARS State Contract with Pioneer Pole Buildings, Inc. of Schuylkill Haven, Pennsylvania which would provide both the designed buildings and erection of those buildings. This state contract was evaluated by SRTA counsel and determined to satisfy purchasing requirements, allowing SRTA to issue a Purchase Order to place the order for the manufacture of and erection of said buildings; and,

WHEREAS, this State Contract was competitively bid and administered by the Pennsylvania Department of General Services (DGS) it provides a mechanism to efficiently source the required buildings while responsibly utilizing public funding; and,

WHEREAS, the quoted cost for the manufacture and erection of these buildings is Two-million, six-hundred, twenty-eight thousand, three-hundred, seventy-nine Dollars, and Zero Cents (\$2,628,379.00).

NOW, THEREFORE, BE IT RESOLVED, by the Board of Directors of the Susquehanna Regional Transportation Authority to authorize the issuance of a Purchase Order to Pioneer Pole Buildings, Inc. in the amount of Two-million, six-hundred, twenty-eight thousand, three-hundred, seventy-nine Dollars, and Zero Cents (\$2,628,379.00)

CERTIFICATION OF OFFICERS

OF

SUSQUEHANNA REGIONAL TRANSPORTION AUTHORITY

Attest:

Richard Kotz,
Secretary

Raymond Rosen
Chairman

RESOLUTION NO. 2333

EXECUTING SUPPLY AND CONSTRUCTION CONTRACT

WITH PIONEER POLE BUILDINGS, INC

FACT SHEET

- This Purchase Order will pay for the manufacture, delivery, and erection of three buildings
 - Admin Building: 55 feet wide x 90 feet long x 10 feet tall to include conference room, driver break room, dispatch area, and administrative offices
 - Bus Wash Building: 28 feet wide x 61 feet long x 18 feet tall to house the vehicle wash system.
 - Bus Barn: 90 feet wide x 120 feet long x 18 feet tall and include a canopy to connect the bus storage and administrative areas
 - All buildings will have spray foam insulation,
- COSTARS Contract 008-E22-945
- COSTARS: Cooperative Sourcing to Achieve Reductions in Spending
- The earthwork, plumbing, electrical, drywall, and fire suppression will all be publicly bid per State labor divisions as specified within the Separations Act.

RESOLUTION NO. 2334

ADOPTION OF THE SRTA UNACCOMPANIED MINOR POLICY

WHEREAS, the Susquehanna Regional Transportation Authority (SRTA) (d. b. a. rabbittransit) provides public transportation services to a wide range of individuals of varying ages; and,

WHEREAS, SRTA recognizes that there may be times when minor children need to travel alone; and,

WHEREAS, SRTA takes its role of providing safe mobility seriously; and,

WHEREAS, SRTA offers four modes of transportation that offer different levels of service, including Fixed Route, Microtransit (Stop Hopper), Express Service and Paratransit; and,

WHEREAS, each of those modes caters to a different type of rider; and,

WHEREAS, SRTA operators, while they do not offer child supervision to unaccompanied minors on the vehicle, they do provide general oversight similar to what they provide for any other riding passenger; and,

WHEREAS, SRTA cannot be held responsible for children riding alone on the vehicle; and,

WHEREAS, age parameters have been established based on each mode for when an unaccompanied minor may travel alone (Fixed Route – age 13, Stop Hopper – age 13, Express/Commuter Service – age 16, Paratransit – age 10) and at no time will a minor child under the age of 10 be permitted to ride alone; and,

NOW, THEREFORE, BE IT RESOLVED, by the Board of Directors of the Susquehanna Regional Transportation Authority that it authorizes the Adoption of the Unaccompanied Minor Policy.

CERTIFICATION OF OFFICERS

OF

SUSQUEHANNA REGIONAL TRANSPORTATION AUTHORITY

I certify that the foregoing is a sound and true copy of a Resolution adopted at a legally convened meeting of the Susquehanna Regional Transportation Authority Board Members held on May 25, 2023.

Attest: _____
Richard Kotz
Secretary

Raymond Rosen
Chairman

FACT SHEET – RESOLUTION NO. 2334

ADOPTION OF THE SRTA UNACCOMPANIED MINOR POLICY

SRTA POLICY MEMO

POLICY TITLE: Unaccompanied Minor Policy

Effective Date: May 25, 2023

Susquehanna Regional Transportation Authority (d. b. a. rabbittransit) takes its role of providing mobility seriously. We recognize that in order to meet specific needs, there may be times when minor children need to travel alone.

rabbittransit offers four modes of transportation- Fixed Route, Microtransit (Stop Hopper), Express Service and Paratransit. Each of the various modes offered by rabbittransit provides a different level of service and typically caters to a different type of rider. Therefore, age parameters have been established based on each mode.

rabbittransit cannot be held responsible for children riding alone on the vehicle. While our operators do not offer child supervision to unaccompanied minors on the vehicle, they do provide general oversight similar to what they provide for any other riding passenger.

At no time will a minor child under the age of 10 be permitted to ride alone.

Unaccompanied Child Age Parameters by Mode

Fixed Route –

- Children ride for free under 3’8” (44 inches) when accompanied by a fare paying passenger. When boarding the bus, please see the designated measurement zone at the driver’s area. Unaccompanied minors may travel on Fixed Route from the age of 13. Anyone under the age of 13 must travel with a responsible person who is 16 or older.

Stop Hopper –

- Unaccompanied minors may travel on the Stop Hopper from the age of 13. Anyone under the age of 13 must travel with a responsible person who is 16 or older.

Express/Commuter Service –

- Unaccompanied minors may travel on the Express Service from the age of 16. Anyone under the age of 16 must travel with a responsible person who is 16 or older.

Paratransit –

- Unaccompanied minors may travel on Paratransit from the age of 10. Anyone under the age of 10 must travel with a responsible person who is 16 or older.
- Please note: If you are under 18, you are permitted to be accompanied by a parent or other relative/guardian at no cost. We must know at the time of trip booking to ensure capacity on the vehicle.

RESOLUTION 2335

**ADOPTING THE MANAGEMENT WORK PLAN FOR FISCAL YEAR
2023/2024**

WHEREAS, the Management Work Plan for FY2023-2024, which includes the proposed operating budget, and management objectives, was reviewed with the Susquehanna Regional Transportation Authority Board of Directors as a whole at the May 25, 2023, Board of Directors meeting; and,

WHEREAS, the proposed Management Work Plan for FY2023-2024 presents reasonable assumptions regarding the operation and investment in Authority assets; and,

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Susquehanna Regional Transportation Authority that it adopts the Management Work Plan for FY2023/2024.

CERTIFICATION OF OFFICERS

OF

SUSQUEHANNA REGIONAL TRANSPORTATION AUTHORITY

I certify that the foregoing is a sound and true copy of a Resolution adopted at a legally convened meeting of the Susquehanna Regional Transportation Authority Board Members held on May 25, 2023.

Attest: _____
Richard Kotz
Secretary

Raymond Rosen
Chairman

RE: CAT System Act 44 Performance Review & Action Plan (August 27, 2018 Report)

FACT SHEET

- Act 44 of 2007 increased transportation funding by 50% (up to \$800M)
- Critical Act 44 requirements for accountability, performance improvement, and Return on Investment (ROI) were implemented to:
 - Assess efficiency
 - Agree to 5-year performance targets
 - Develop an improvement plan to reach targets
 - Reassess the organization on a 5-year cycle to see if goals were met
- CAT's initial review was March 2010 (pilot agency), 5-year targets established
- In 2015, targets were updated after consultation with management. Action plan was developed to address improvement opportunities. CAT actions items were:
 1. Consolidate Administrative Positions [Completed]
 2. Develop an Initial Strategic Business Plan [Completed]
 3. Promote Advertising, Route Guarantees, Other Revenue Sources [Completed]
- The 2018 review evaluated the progress towards performance goals
- Four required performance criteria and 2018 results:
 1. Passengers / Revenue Hour = In-Compliance
 2. Operating Cost / Revenue Hour = At Risk [Trending Negatively]
 3. Operating Revenue / Revenue Hour = In-Compliance
 4. Operating Cost / Passenger = In-Compliance
- 2018 Performance Review PA DOT recommended action plan for improvement [and current status]:
 1. Develop a Transit Development Plan (TDP) to set long-term vision for sustainability
 - *Completed with CAT 20/20 Plan. Assessed CAT service and identified needed adjustments and improvements. Led to reduced expenses and improved efficiency*
 - *SRTA is undergoing TDP which should be completed 2023 for entire organization*
 2. Set maintenance productivity standards
 - *Implemented improved software June 2022*
 - *Hired a Maintenance Data Analyst*
 - *Working on a Maintenance Analytics Plan*
 3. Improve system reliability by ensuring all bus trips / pull outs occur and system achieves a high measure of on-time performance and report to the BOD
 - *On-going action. Implemented Avail system to improve monitoring*
 - *Bid operator work 3 times per year*
 - *Continued service adjustments*
 - *Significantly reduced missed trips*
 - *Dashboards presented to the BOD continually modified, with unique measurement highlighted monthly*
- Additional system improvement actions taken:
 - November 2019 Shared Ride Fare Adjustment to better align costs and fares, eliminate subsidy need for shared ride
 - Implemented a detailed plan for staff retention and hiring
 - Continual comparison of budgeted vs. actual results and implemented corrective action measures as required
 - 2019 Fully-integrated Financial Model (CAT and CPTA). Allows for future sustainability projections based on current inputs. Continually refined and updated.
 - BOD member training to clearly define member roles and responsibilities

Current and Future Procurement Projects

Name	Type	Released	Questions Due	Bid/ Proposal Due	Contract Start	Value
20220218 - Zarfoss Compressor	Small Quote	TBD				\$ 20,000.00
20220311 - Fleet Management Software	RFP	8/8/2022	8/29/2022	9/19/2022	TBD	\$ 400,000.00
TASK ORDER - CAMERON STREET BUS SHELTER	Task Order					\$ 8,000.00
20220328 - Dauphin Oil-Water Separator	IFB	10/19/2022	11/3/2022	11/15/2022		\$ 300,000.00
20220331 - Cameron Shelter	IFB	TBD				
20220411 - Plumbing Maintenance Contract RFP	RFQ	4/19/2022	5/5/2022	5/23/2022	7/6/2022	\$ 10,000.00
20220428 - York Transfer Center Call Box	Small Quote	4/28/2022				\$ 12,000.00
20220611 - York Vending RFP	RFP	7/25/2022	8/22/2022	9/5/2022	10/14/2022	TBD
20220712 - Genfare Boxes - FastFare Conversion	Sole Source					\$ 1,400,000.00
20220809 - Dauphin Admin Vehicle Lights	Small Quote					TBD
20220815 - Union County Lot Cameras	Small Quote					\$ 35,000.00
20220826 - Fare Collection	RFI	3/23/2023	4/5/2023	5/18/2023		NA
20221004 - Uniform RFP	RFP					
20221019 - Dauphin Service Truck	Small Quote					\$ 120,000.00
20221025 - Franklin Lot Security	TBD					TBD
20221115 - CRM Software	RFP	TBD				TBD
20221122 - General Contracting	RFP					TBD
20221130 - Engine Coolant Recovery Machine	Small Quote					\$ 12,000.00
20230124 - King Street Heat- Plumbing Repair	TBD					TBD
20230209 - Dauphin Wheel Coating	Small Quote					TBD
20230302 - Remote Site WiFi	RFP					TBD
20230308 - MTS - Zarfoss Camera Installation	RFQ	3/24/2023	4/27/2023	5/11/2023		\$ 116,000.00
20230309 - Zarfoss Lobby Repair	small Quote					\$ 1,975.00
20230310 - Dauphin Service Truck Lift Gate	Small Quote					TBD
20230313 - Systemwide Radio Upgrade	RFI					\$ 1,800,000.00
20230316 - Zarfoss Door Repairs	TBD					\$ 35,000.00
20230316 - York Replacement Jack	Micro Purchase				4/24/2023	\$ 1,056.20
20230317 - Zarfoss Video Servers	TBD					TBD
20230405 - Zarfoss Compressor	TBD					TBD
202304004 - Dauphin Refridgerator	Micro Purchase					\$ 1,500.00
20230411 - Call Center Software	TBD					TBD
20230420 - Ford Diagnostic Tool	Small Quote					
20230420 - Rugged Laptops	Small Quote					\$ 8,825.04
20230504 - System Wide Standing Desks	Small Quote					\$ 29,000.00
20230505 - Dauphin Chair Replacement	Micro Purchase					\$ 3,444.00
20230511 - PTASP Software	TBD					TBD
20230512 - Northumberland Roof Replacement	RFQ					\$ 60,000.00
20230515 - Dauphin Security Additions	Small Quote					\$ 10,000.00
20230516 - Thin Client Replacement	TBD					TBD
20230517 - York Boardroom Tech Upgrade	TBD					TBD



Management Work Plan 2023-2024

Board of Directors Presentation
May 25, 2023



Management Work Plan

2023-2024

Board of Directors Presentation

May 25, 2023

Strategic Priorities



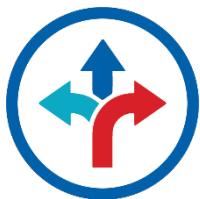
People First



Customer Experience



Excellence in Operations



Agility & The Future of Transportation



People First

rabbitransit remains committed to its stakeholders and is dedicated toward fostering an equitable, diverse and inclusive environment for staff and board members that prioritize their development, training, upskilling and enhancement.

Strategies:

- **Advancing Employee Pathways: Developing Employees For the Future**
 - Update, Revitalize and Implement Talent Management Plan
 - Development of Employee Growth Plans with emphasis on career pathways, succession planning and growing entry-level employees based on market shifts.
- **Pursue Innovative and Modern Recruitment Practices**
 - Explore Creative Scheduling Strategies that Support Retention and Recruitment
 - Evaluate shift swapping/scheduling software
 - Explore fractional scheduling
 - Leverage Partnerships to Advance Retention and Recruitment
 - Explore partnership with HACC for employee development/tuition benefit
 - Explore/Advance partnerships with Votech Coop Programs for Maintenance candidates



People First

***rabbitransit** remains committed to its stakeholders and is dedicated toward fostering an equitable, diverse and inclusive environment for staff and board members that prioritize their development, training, upskilling and enhancement.*

Strategies:

- **Continue Development of Organizational Culture with emphasis on diversity, equity, inclusion and belonging.**
 - Identify training framework to advance diversity, equity, inclusion and belonging within the workplace.
 - Identify and advance objectives of the Diversity Council which works to build an inclusive and equitable environment for all staff and riders.



Customer Experience

Continuously improving our customers' experience involves a better understanding of them, mapping their desired experience(s) and creating meaningful ways to measure our performance against both internal and external standards while ensuring equity of service.

Strategies:

- **Bridge the Gap Between Perception vs. Reality in Rider Experience**
 - **Exploration of High Intensity Transit Lines balancing frequency compared to geographic reach.**
 - Create Mobility Corridor with robust amenities.
 - Develop criteria to determine placement and evaluate effectiveness on an ongoing basis.
 - Evaluate impact and/or expansion of Microtransit.
 - **Completion of 2023-2024 Transit Development Plan**
 - Compile consolidated inventory of all modes with a focus on Fixed Route and Commuter Bus.
 - Provide a baseline evaluation for the development of system-wide service standards.
 - Assist in definition of Key Performance Indicator (KPIs).
 - Serve as a guide for future transit and service demand planning strategy.



Customer Experience

Continuously improving our customers' experience involves a better understanding of them, mapping their desired experience(s) and creating meaningful ways to measure our performance against both internal and external standards while ensuring equity of service.

Strategies:

- **Bridge the Gap Between Perception vs. Reality in Rider Experience**
- **Collaborate in Development of Human Service Coordinated Transportation Plan**
 - Collaborate with planning stakeholders to implement human-centered design strategy for data collection to assist in creation of Coordination Plan.
 - Reduction of cognitive or emotional barriers to provide a superior experience based on insights gleaned.
 - Adaptation to changing Rider Demographics by adjusting offerings or past practices.
 - Evaluate experience for customers and customer journey touchpoints along mobility experience path based on insights gleaned.
- **Overcome Municipality Barriers**
 - Identify municipalities with greatest transit propensities and build relationships



Excellence in Operations

Our commitment to excellence in operations ensures that we will continually seek to be an organization looked to and modeled by agencies nationwide.

Strategies:

- **Explore Modernization of Fare Collection system evaluating financial and operational efficiencies.**
 - Evaluate multiple options including:
 - Incentivize conversion to mobile only for multi-trip passes
 - Multi-tier fare structure
 - Fare abatement initiative
- **Create Climate Action Plan to pursue lower emissions and decarbonization focus.**
 - Investigate current practices internally and evaluate alignment with Federal and State objectives to identify plan goals



Excellence in Operations

Our commitment to excellence in operations ensures that we will continually seek to be an organization looked to and modeled by agencies nationwide.

Strategies:

- **Emphasize Data Health and Analysis including collection and utilization of data to assist the organization with its operations and benchmarking.**
 - Identify relevant and meaningful datasets
 - Signal prioritization project impact to on-time performance
 - Formulate Key Performance Indicators, Daily Performance Indicators and general metrics
 - Review and update data privacy policies
 - Incorporate best in class industry standards
 - Align with existing cyber liability coverage
 - Confirm compliance with any state or federal privacy laws and guidelines

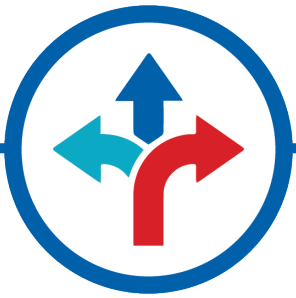


Excellence in Operations

Our commitment to excellence in operations ensures that we will continually seek to be an organization looked to and modeled by agencies nationwide.

Strategies:

- **Optimize Operations by enhancing evaluation criteria and methodology to inform decisions on service adjustment.**
 - Assessing frequency compared to geographic reach based on rider input.
(see CE High intensity corridors)
- **Identify data-centric opportunities to increase data automation or collaboration.**
 - CRM Solution: Customer Relationship Management database solution to more effectively manage its partner stakeholders
 - Evaluate if an Enterprise Resource Planning (ERP) system is viable
- **Develop 3-year IT Investment Plan 2024-2027 in coordination with PennDOT Technical Assistance.**



Agility & The Future of Transportation

***rabbittransit** understands that the world is changing rapidly and we are committed to evolving into a more agile organization that's adept at peering around corners to position itself for what's next instead of what's now.*

Strategies:

- **Create Climate Action Plan to pursue lower emissions and decarbonization focus.**
 - **Investigate Current Practices Internally**
 - Inventory and evaluate alignment with Federal and State objectives to identify plan goals
 - **Create Climate Action Plan**
 - FTA Sustainable Transit for a Healthy Planet Challenge – Pledge/Preserve right to act in the future
 - Modify procurement scoring structure for % of points for those with Climate Action Plans/Sustainability Plans
 - Federal and Statewide Initiatives/Align with HATS & YAMPO on Statewide Climate Initiatives
 - **Craft Our Story**
 - Quantify it and share from a decarbonization perspective
 - Include ridership = fewer individual vehicles
 - Identify audience(s) (i.e. regulators)
 - Identify municipalities with greatest transit propensities and build relationships



rabbitcares

rabbitcares was developed and operates today based on the premise that we need to be responsive to the individual rider, not just the masses. That is, we need to address not what we assume is the need, but what we hear are the needs - from the riders themselves.

Strategies:

- **Fare Abatement Initiative** – Explore funding opportunities to eliminate fare barriers on fixed routes.
- **Understanding the Rider** – Seek opportunities to better assist **rabbittransit** with understanding its rider populations.
- **Communication Enhancement and Elevation** – Engage in active communication to stakeholders regarding **rabbitcares**' efforts and initiatives.



rabbitcares

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Strategies:

- **Strategic recruitment of Board Members** – Seek new **rabbitcares** board members that represent the entity's expanded geographic footprint.
- **Enhanced Funding Streams** – Utilize stakeholder relationships to explore, identify and secure new funding streams.

Susquehanna Regional Transportation Authority Proposed 2024 Budget

Assumptions

- Anticipate Inflation continuing to moderate to an annual rate of 5%
- Ridership
 - Paratransit -7% Growth
 - Fixed Route- 7% Growth
- Microtransit Growth- 20%
- New Initiative-
Franklin County Microtransit Expansion

Budget Achievements

- Conservative
- Fully Supports Management Work Plan
- Maintains Targeted Reserves at Current Levels
- Accommodates New Initiative
- Current Year Revenues and Operating Grants Equal Expenses

Initiatives to Support Management Work Plan

- More Robust Employee Training
- Continuation of Strong Employee Retention Efforts
- Continuation of Strong Employee Recruitment Programs
- Diversity, Equity and Inclusion Emphasis
- Continue to Harden and Expand Technology and Systems

Susquehanna Regional Transportation Authority

Proposed 2024 Budget

	Proposed Budget	FY2024 Projected Actual	FY2023 Adopted Budget	% Change FY24 Budget/FY23 Projected	% Change FY24 Budget/FY23 Budget
REVENUE					
Operating Revenue	\$ 25,397,455	\$ 23,658,539	\$ 22,415,308	7%	13%
Grant/Contract Income	\$ 36,281,655	\$ 33,062,062	\$ 36,950,798	10%	-2%
TOTAL REVENUE	\$ 61,679,110	\$ 56,720,602	\$ 59,366,106	9%	4%
Wages	\$ 26,801,125	\$ 25,029,385	\$ 27,388,613	7%	-2%
Benefits	\$ 16,053,369	\$ 14,945,286	\$ 15,612,128	7%	3%
Services	\$ 3,831,706	\$ 3,284,177	\$ 3,411,728	17%	12%
Fuel	\$ 4,914,875	\$ 4,243,496	\$ 4,905,637	16%	0%
Tires	\$ 329,432	\$ 304,594	\$ 300,297	8%	10%
Materials and Supplies	\$ 1,625,589	\$ 1,517,946	\$ 1,718,237	7%	-5%
Utilities	\$ 1,359,590	\$ 1,258,880	\$ 1,207,842	8%	13%
Casualty and Liability Costs	\$ 1,524,748	\$ 1,299,169	\$ 1,074,815	17%	42%
Purchased Transportation	\$ 4,329,215	\$ 3,983,033	\$ 2,712,212	9%	60%
Miscellaneous Expenses	\$ 356,101	\$ 349,486	\$ 369,798	2%	-4%
Leases and Rentals	\$ 141,999	\$ 137,863	\$ 250,000	3%	-43%
Passed Through Expenses	\$ 411,361	\$ 367,287	\$ 414,799	12%	-1%
TOTAL EXPENSES	\$ 61,679,110	\$ 56,720,602	\$ 59,366,106	9%	4%
TOTAL NON OPERATING GRANT INCOME **	\$ 5,851,827	\$ 5,645,337	\$ 4,255,740	4%	38%
TOTAL NON OPERATING GRANT EXPENSES **	\$ 5,818,539	\$ 5,613,613	\$ 4,255,740	4%	37%
NET NON OPERATING	\$ 33,288	\$ 31,724	\$ -	5%	
TOTAL REE/(EER)	\$ 33,288	\$ 31,724	\$ (0)	5%	

Key Metrix

- Increase in Total Expenses 9%
- Additional Fares 7%
- Increase in Subsidy Usage 10%*

* A small amount of FY 2024 State 1513 operating funds will be deferred for future use.

Wage/Benefits

- Increase (+\$1.8M)

7%

- Filling empty positions
- Additional Training Hours/OT increase
- Wage increases

Benefits (+1.1M)

7%

Other Expenses

- Services (+500K) 17%- Information Technology support and security & increased Marketing
- Fuel (+550K) 16%- Additional Miles (7% growth)+ price pressure
- Purchased Transportation (+\$300) 9% trending volume Increase
- Casualty an Liability Costs (\$346K) 17% reflects trend and increased property footprint.
- Pass through expenses (+44K) 12%- MATP Mileage Reimbursement trending increase