



Leadership APTA 2019 Team 4: Public Transportation's Impact on Quality of Life

Brian Funk – Metro Transit, Mpls-St. Paul
Jana Demas – King County Metro, Seattle
Michael Helta – MTA, Baltimore
Erin Kleist Gaynor – CTA, Chicago
Ed Burger – MTA, Flint
Elizabeth Solis – The Solis Group, Los Angeles



Public Transportation directly impacts the quality of life (QOL) for individuals and groups in the communities we serve. While the industry is constantly changing with technology morphing on an almost daily basis and new mobility services taking hold, we as practitioners need to be cognizant of our core purpose - to get people to where they need to go. This paper addresses how public transportation impacts the quality of life for those in the communities we serve and provides recommendations in two key areas – enhancing our quality of service and ensuring the best possible quality of experience for our riders.

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Executive Summary

Transit agencies across the country work each day to deliver quality service, a quality experience and to grow ridership. Our research asserts that the quality of our systems service and the quality of the rider's experience strongly influences customer's satisfaction as well as decisions about how often they ride, whether they choose transit when other options are available, and whether they choose to live on transit lines. Our paper will provide recommendations for the role of transit systems in our communities and how our decisions impact the quality of life of our existing and future riders. It will consider how transit agencies see themselves and how others (including employees, communities, social service agencies, politicians, other government entities, etc.) see the role of transit.

Service that works well and meets people's needs is imperative and essential for any organization. There are controllable aspects of service that can impact the quality of the service that is provided. These include: frequency, reliability, connectivity, cleanliness and amenities. Across the industry there have been various strategies enacted to address some of these controllable concerns to increase customer satisfaction with the quality of the service provided. Short term investments such as pop-up bus lanes and coordinated transit stop cleanliness require minimal investments, but signal that transit is a priority for the communities. Investments in longer term solutions could include more substantial solutions such as bus stop re-balancing, implementing dedicated bus lanes, transit signal priority and off board-expedited fare collection, as well as partnerships with housing and land use entities to impact the future transportation landscape. Although these lists are not all encompassing they include proven methods for addressing the quality of the service for the rider.

The quality of experience is just as important. Transit agencies must ensure that we have insight into the experience that our riders have so that we are improving their quality of life. Engaging internal and external communities in their quality of experience can take many different forms. Reaching out into the community, riding the system, talking to your employees and asking the riders what they need are useful tools when developing a strategic plan for service and ridership. The quality of the experience that a customer has is also heavily influenced by our front line employees. Engagement of those employees in how they influence their customer's quality life, providing them with the tools they need to succeed and showing them they are valued are important tool to assist in development of that strategic roadmap for an agency's success.

As we position ourselves for the future to deliver on the new mobility paradigm, we must not lose sight of the importance of the established transit network in communities and the important role we play in the quality of life of our customers. Through investments in the quality of service and the quality of the experience of our riders, employees and communities, we can have the most profound impact on people's quality of life.

Quality of Life

What exactly is “Quality of Life”?

This topic can be looked at from many different lenses. If you ask a 25-year-old shift worker and an 85 year old retiree what quality of life means to them, you could expect to elicit very different responses. If you ask someone who lives in a heavily urbanized area what quality of life means, you could expect a very different response from someone who lives in a suburban or rural location. Even though responses would differ, there would be commonalities in people’s responses. We wanted to find a set of ideals that resonate regardless of external factors. Our research led us to the following definition: **“quality of life is the standard of health, comfort and happiness experienced by an individual or group and their ability to participate in meaningful life activities”**



While we feel this passage defines quality of life well, we sought to narrow it down even further in order to find the intersections between Public Transportation (transit) and quality of life to determine where we can influence people’s lives the most. Our research pointed to three basic tenants that transit can influence and support:

- People want to be happy
- People want to be healthy
- People want to participate in life’s events

To gain further understanding of how transit may impact quality of life we engaged industry leaders in discussions to capture their thoughts, experiences, and learn from their guidance. A conscious effort was made to cast a wide net to assemble voices ranging from large to small agencies spanning the majority of the United States, and diverse voices including a balance of women and men and people of color. We also looked outside of our own industry for insights from partners.

The following questions guided our conversations with industry leaders:

- *What is the role of public transportation as you see it? How does public transportation impact quality of life?*
- *How does your agency focus on our dedicated riders/transit dependent to improve their quality of life? Where do you feel your organization has been successful?*
- *Where do you see key opportunities for improvement when addressing the quality of life for the dependent rider? At your agency? Across the industry?*
- *As we shift to the new mobility paradigm, what do we need to keep in mind in order to continue to stay relevant and provide the best quality of service to our dedicated riders?*

A recurring message from our interviews is that every agency is incredibly busy just assuring that service hits the street on a daily basis. Every agency is completely different from the next with unique circumstances including funding and politics. It is rare in an industry to have every agency with a similar goal yet each operating in a very different manner.

A common thread acknowledged that transit agencies are busy and have a lot to focus on which takes most of our time. Considering this, how do we assure that what we produce impacts a rider's quality of life in a positive manner?

Two themes emerged regarding what transit can do to improve the quality of life:

1. Quality of Service
2. Quality of Experience

These two themes or elements make up the core of how we impact the rider, the employee, and the community surrounding both.

Focusing on the Quality of Service

ser-vice | \ 'sər-vəs: *a facility supplying some public demand*

Service that works well for people is essential in any industry. Defining what that means for public transportation was our first step. In the majority of our interviews with industry leaders, we repeatedly heard that **transit is not impactful if it does not meet customer expectations of convenient, reliable, safe and effective service that gets people where they want to go.**

Our industry does not control all factors that impact the quality of our service and the levels of ridership it creates. Variables such as economic development, land use decisions, shifts in demographics, changes in gas prices, changes in technology are but a few elements of the equation

beyond our control. Furthermore, traffic, infrastructure condition, first-and-last-mile solutions all have an impact on a rider's decision process on whether or not to choose our service.

Despite the plethora of external factors, a recent report published by [Transit Center](#), a foundation that works to improve public transit in cities across the US, called "[Who's On Board](#)" says that **the quality of our service is the single most important aspect people use to determine whether or not to use transit.** According to Transit Center, providing frequent and reliable service in dense areas where people ride, ensuring that people can connect to other modes and services, and paying attention to the amenities and cleanliness are significant factors of rider satisfaction that can equate directly to increased ridership. These factors are all ones that we, as an industry, can control and can work to improve through a variety of strategies. The following list highlight some recent trends agencies have implemented to address service quality:

Pop-up bus lanes: Provides an opportunity to test an operational improvement while also signaling to the riders and the adjacent uses that transit is a priority. Requires minimal capital investment but coordinated stakeholder cooperation. If successful, the agency now has quantifiable evidence to propose permanent and expanded implementation.

Coordinated Transit Stop Cleanliness: No one likes a dirty bus stop or train station. All too often, our agencies are stretched thin with janitorial resources. An alternative approach is to work with your neighborhood stakeholders. Neighborhood associations and business associations want clean stops too since they share the space/sidewalks. It benefits all to pool resources to leverage an increased eye and care of our stations and also fosters a sense of community pride and ownership. This example has a relatively low capital cost with stakeholder coordination.

Partnering with innovative first/last mile solutions: We can't put buses and trains on every street and go everywhere our customers would like to go. Instead, we can look to partner with providers that can fill that niche to provide a complete suite of services that does allow our riders the freedom they seek. Partnerships with scooter parking at bus stops, shared ticketing with bikeshare, and even partnering up with TNCs to provide service where and when it does not make sense for our service to go. This example also has a low capital cost option. However, agencies should consider the technical resources and potential subsidies when evaluating operational costs.

Network Redesign: Many agencies have undertaken network redesigns of a variety of scales, from full redesign to large scale re-alignment to route tweaking. The redesign allows the agency the opportunity to step back and look beyond a single route change and analyze if the system works as a whole and serves the appropriate communities and employment centers. This also allows for a serious dialogue with the communities and riders it impacts to create a common vision for where the agency should go. This strategy is labor intensive and not a short term solution but it can set up the network for future enhancements. If the routes aren't in the right places and at the right times, further enhancements are foolishly applied.

Bus Stop Balancing: Four stops in four blocks is not efficient. Creating guidance for stop spacing and applying it is an approach many agencies have recently undergone. A well-reasoned guide will allow for a baseline and justification for improving stop spacing and in turn reduced dwell times.

Dedicated Bus Only Lanes: Roll out the red carpet! Dedicated bus lanes provide a defined movement space for vehicles and puts a priority on moving them regardless of adjacent congestion.

Transit Signal Priority: Dedicated bus lanes are great. Buses often race ahead but get held up at the same lights as the adjacent traffic so coordinate with city officials and traffic departments can allow for the opportunity to assure that the advantage of dedicated lanes won't go to waste.

Off-Board/expedited Fare Collection: Imagine if you had to wait for every rider to pay as they boarded a subway car? If it takes 75-90 seconds to board 10 passengers, often any advantages in scheduling, dedicated right of ways, or queue jumps are erased. Dwell time is often tied to the technology for fare collection. Providing ways to expedite this process can improve travel times and reduce variability in our service. Providing cashless payment options via mobile ticketing or smart cards is an approach, but even better is having all customers pay before the service arrives. Off-board fare collection can remove this sizable loss of time and keep your vehicles moving.

This is not an exhaustive list but rather one to get practitioners to start thinking of the variety of approaches to take. By making big and small improvements to service quality, we can demonstrate our ability to be innovative and adaptable, to stay relevant and to improve the quality of life of our riders as the transportation landscape shifts.

While improving the quality of our service and providing the best possible product sets an agency up to provide improved service, how do agencies know if those strategies are actually working? In order to gauge this, agencies also need to focus on the quality of the customer experience.

Focusing on the Quality of the Experience

ex-pe-ri-ence (\ ik-'spir-ē-ən(t)s): *practical knowledge, skill, or practice derived from direct observation of or participation in events or in a particular activity*

As an industry we use survey tools, performance metrics, and customer feedback to understand how our riders experience our services. From the many conversations we had with industry leaders, we learned that in order for us to gain practical knowledge, we need to prioritize direct observation and participation in our systems. The leaders we interviewed emphasized that this is not as intimidating as it may sound. Many pointed to three steps that will enable transit leaders to have more insight into their systems than any survey or metric could inform. Leaders we interviewed encouraged others to get to know their systems, not just the lines on the map but the people that ride them and the employees that make they systems run.

Ask Your Riders: Industry leaders encouraged us to place a priority on actually engaging with our riders. They will ride more routes and know the system inside and out. Often conversations with your riders will bring to light issues regarding reliability, cleanliness, safety, and customer service weeks or months before the issue would make its way onto an action list. Former BART General Manager Grace Crunigan made it

a priority to visit a different station every week, unannounced, for two hours to simply talk to riders or employees on the platform or as they are entering the stations. This firsthand information often led to swifter resolution of issues at that station but also started to allow a senior leader to see trends as they developed across the system and act to resolve issues quicker.

Talk To Your Front-Line Employees: Industry leaders encouraged meaningful engagement with employees. Employees see the good and the bad and also understand what is possible when a resolution is developed. Often employees can provide a solution that will work better than something developed in an office back downtown. Furthermore, employees often have a network of fellow employees and are adept at noting trending issues quicker than most any other method. Visiting and talking to your front-line employees provides invaluable on the street information and also provides support and understanding of what can be done to also improve their situations as issues arise that directly impact them. Jeff Kneuppel, General Manager of the South Eastern Pennsylvania Transit Authority (SEPTA), has made it a priority to spend a day with an employee in a different department once a month to learn the ins-and-outs of their job and responsibility. These observations are collected and prioritized for resolution. By understanding how each of his department's functions, he is better able to equip them to succeed in their roles which in turn will often lead to an improved experience for the customer at the end of the line. Kevin Quinn, CEO of Maryland Department Of Transportation's Maryland Transit Authority (MTA), visits bus and rail divisions at different times throughout the day and serves the front-line employees' coffee and donuts. Termed "Coffee with Quinn" this is a great way for him to learn what the issues are and to act on them in an expedient manner. It also is a great way to develop a communication and feedback loop with front line employees who often feel they do not have a voice in the way the agency functions.

Ride The System: There is nothing like first-hand experience. Leader should also make it a priority to be a customer. Leaders can plan their way to work on the bus or metro and see what it is actually like to ride the service we provide. Some questions to ask could include:

- Is it easy to plan your trip?
- Do you have routes that even get you there?
- Do you know how to get to your stop?
- Does your bus come on time? If not, were you able to know in real-time?
- Was the bus able to pull all the way to the curb?
- Did the farebox work?
- How was the operator's demeanor?
- Are the floors clean?
- Is the temperature appropriate?
- Is the seat clean?
- Is the operator driving safely?
- Do the next stop buttons work on the bus?
- Do you encounter bottlenecks you didn't know were on the street?
- Are there any turns that the bus can't make or require stop bar adjustments?

All of these questions could be answered in as little as 30-45 minutes on your way into the office.

- How do any of these issues make you feel?
- Were you happy with your experience?
- **Would you do it tomorrow if you had a choice?**

These are all things that our riders experience every day. If your answer to the last question was no, you have some insight into improvements that could be made to your system. If it was yes, ride it home and see if it is the same experience in the afternoon. And keep riding because every chance you get to ride your system gives you more insight into what your customers experience on a daily basis.

The project team decided that this last element, riding the system, was essential to understanding and improving the quality of the experience. While we were able to share with each other how each of our agencies approached employees riding the system, we all came away with the thought that our agencies could improve in getting employees, especially management, to ride more.

As experiential knowledge is one of the most impactful methods to understanding we decided to survey others in the industry to learn what other agencies do for employee ridership, gauge interest, and gather willingness to participate.

An online survey was created with the following questions:

1. Does your agency/company have a program that requires or incentivizes employees to use your transit service?
 - a. If so, Please provide an overview of your Employee Rider Program
 - b. Who is the program targeted to?
2. Are managers required to ride the system?
3. Are employees required/encouraged to provide feedback?
4. Do you think that requiring employees to ride the system can improve an agency's understanding of the experience they provide and in turn improve the system for all users?
5. Would you be willing to be required to ride the service as part of your employment?

The Results

- **31 different agencies represented**
- **12% of agencies require management ridership**
- **75% think that requiring management to ride the system would be beneficial to improve the system**
- **75% Would be willing to ride and provide feedback as a condition of employment**



75% of management respondents think this approach would be beneficial to the service and 75% of them would be willing to do it as part of their job yet only 12% of agencies have a program in place. This is a missed opportunity. Look to develop a manager ridership program at your agency and increase understanding and first-hand knowledge of those that are asked to make the decisions that impact your riders on a large scale.

As a leader, you are only one person. Change happens when many minds work together to come up with solutions. While these observations may lead to issue discovery, the question remains about how you move your agency towards being able to respond to issues and develop solutions more efficiently and effectively.

Engaging your Employees

en·gage | \ in-'gāj: *to come together and interlock*

Every company has untapped talents and abilities in their employees that often go undiscovered. The best companies figure out ways to tap into those talents, get people to come together and commit to a cause, and develop solutions. In our discussions with experts across the industry we often heard that priority is placed on getting service out the door and it is difficult to work on much else. Employee engagement and development is often something that occurs when there's spare time. The problem is, spare time rarely occurs. Engaged employees are more likely to provide a quality customer experience. They are willing to go the extra mile, take initiative in solving conflicts and contribute to a positive culture within an organization. Front-line employees need to understand how crucial they are in influencing the quality of life for the riders.

In order to positively influence our rider's quality of life we need to give customer-facing front-line employees the tools they need to succeed and exceed which begins with training. Not just operational training, but also soft skills training such customer service and conflict resolution. It is also valuable to the employees and the organization to offer them opportunities for continuous improvement through management training and skill development.

And yet, training only gets you so far. We need to listen and acknowledge employees. This all starts with stopping and having a conversation, a simple smile and giving a thank you go a long way to personalize and acknowledge a job well done and to reinforce to your employees that they are a real benefit to the entire company.

Best Practices From Outside of Transit

We looked outside the industry to see if we could glean any ideas from successful companies that have prioritized employee engagement and development to the benefit of the company, to learn from people that do it well. There is no need to reinvent the wheel. There are companies like Toyota, LinkedIn and AT&T that have created processes and programs that foster employee engagement and development.



TOYOTA

Cross-Collaborative Teaming

Toyota implements and encourages cross-functional team collaboration in product design and many other aspects of the business. The cross-functional groups are designed to ensure flexibility and multiple areas of expertise, ultimately giving the company its best-in-class capabilities in production process efficiencies, product design, and lean manufacturing. Even if you are unable to organize your company in cross-functional teams, talking and working with others from different backgrounds (and encouraging this behavior in others) will help move your company toward an innovation mindset and culture.

Have you tried to gather employees from different departments to approach unresolved issues? Have you given them the opportunity to learn from others and grow in knowledge and confidence? How could a more educated and well-rounded workforce help?



Everyone has ideas

Once a quarter, any employee at LinkedIn can come up with an idea, put together a team, and pitch their idea to an executive team. If the project is approved the team then gets to spend up to three months turning that idea into an actual product or service. These ideas can be anything from internal tools to HR programs to technology improvements. The goal here again is to give employees a chance to get their ideas and their voices heard and to make it easy for anyone to be able to turn an idea into a reality.

How often do you give your employees the opportunity to pitch innovative solutions to uncommon problems? Do you allow them to see the project management process from beginning to end?



AT&T

Creative Workspace Initiative

Each person learns and communicates better in different ways. Some people are better at hearing a presentation while others need to see charts. Better yet, others absorb information better simply by reading it themselves. Some people are great on the phone, while others are effective on email, while others prefer to speak in person. While some employees will find ways to work in a way effective to them, why do we often prescribe everyone to be at the same desk, with the same computer, with the same phone, yet expect each of them to achieve similarly. How do you foster people's skills and talents in order to let them perform to the best of their abilities? AT&T has created a creative workspace initiative where they allow for an almost undefined workspace for employees to work in. It allows for people to define their work style and plays up to their strengths by allowing the freedom to work from a couch, standing up, at a desktop, or sitting on the ground. Obviously that is a simplified approach, but perhaps allowing people to be comfortable will also allow them to work better.

Engaging your employees provides an opportunity to grow and expand capabilities internally. What if we took this approach externally?

The better we engage out employee in the purpose and the mission of the organization, the greater the likelihood that the customers will have a positive experience. This leads to a service that costs less to provide, leads to customers becoming repeat users and allows organizations to move the needle towards innovation.

Remember "if you take care of your employees; you take care of your customers." Expanding this mantra outwards, how can we apply similar concepts of collaboration and creative problem solving into our communities?

Actively Engage Your Community

Transit agencies can only do so much. Often, we need to call upon our stakeholders and community members for assistance and perhaps just as often, they need to do the same and call upon us. As an industry, we need to engage with our communities to understand where the need is, how we can assist, and how the community can assist us. Engaging our communities and stakeholders allows for a trust to be built up among all parties. Furthermore, it increases understanding on all sides regarding the issues everyone encounters and struggles with. By understanding the struggles, collaborative efforts can be developed to better the quality of life for the riders. The Mass Transportation Authority (MTA) in Flint, Michigan provided two very powerful examples of how proactively engaging with your community can result in major quality of life improvements for the citizens.



Transit Fills in the Gap

In Flint, Michigan, an economic downturn led to grocery store closings creating food deserts. Many residents simply did not have access to grocery stores which is where the Mass Transportation Authority of Flint stepped in. They had vehicles that could be utilized for the development of a service and had worked with the Health Alliance Plan (HAP) before through a variety of smaller initiatives. There was a need for access to these grocery stores, MTA had the vehicles, and HAP had the resources to connect the residents in need. Through this partnership, both sides were able to see a need and develop a solution that neither could provide themselves. “Rides to Groceries” has been so successful that it has been expanded to serve more of the community with changes to Fixed Routes to get people to more grocery stores.



Transit Is There In Times of Need

Proactively engaging your community also develops a communication line that can also be used in times of emergency. During the Flint Water Crisis, distributing fresh water to all of the population was a huge logistical challenge. Past communications between MTA and community stakeholders meant that the distribution centers knew who to call at MTA when they had an idea. What if we made transit hubs a distribution place for water? Usually accessible from the entire city, hubs are a great place to centralize the effort for almost any population. Furthermore, MTA was able to put in place a program where if you had a case of water, you rode free. They wanted to remove any barrier to promote health and well-being and in turn improved the quality of lives for the citizens across the city in a time of need.

Proactively engaging your community outside of projects but rather just to create connections can and will pay off when all parties least expect it. Think outside of the box. Listen and learn of the barrier's riders face to get to where they need to go to improve their quality of life. I.E grocery stores, farmers markets, doctors' visits, pharmacy and employment. Fill the gap of needs identified by riders. Special circumstances could include social service agencies which are places geared to improve quality of life.

*Have you reached out to your community partners recently and asked them what they need help with?
Have you told them what you need help with?*

Cycle of Poverty

The cycle of poverty and disability is a vicious problem in our society that has a huge impact on quality of life. Those who are in poverty are twice as likely to end up with a disability. It is also true that those with a disability are twice as likely to end up in poverty.

Those with a disability are also twice as likely to have lack of transportation as a barrier to get access to needed resources and/or employment. There are many agencies that provide resources to help those with disabilities and/or are in poverty. Often, these types of support are available at no charge and will cover transportation to get people to the resources. This is where public transportation can have a direct impact on the quality of life.

By providing transportation, we can remove the barrier to accessing needed resources. Job coaching, interview skills, nutrition, physical therapy, rehabilitation and many other opportunities that can help break the cycle of disability and poverty can be taken advantage of by using public transportation.

Having great relationships and being active in the community helps increase awareness of the challenges and opportunities to overcome them. Partnering on grant opportunities and other initiatives increases the chance of getting funding. Being a constant partner and contributor to solving issues in the community helps to embed public transit in the fabric of people's lives. When that happens, we improve their quality of life.

Summary

Transit can have a major impact on the quality of our rider's lives. But how do we get there?

Improve the quality of your service and get out on your system to figure out if it is improving the quality of the experience. Engage your employees to collaborate, motivate, and educate in new ways to improve your agency's capability to resolve issues and improve service. Work with your communities to learn where the gaps are and fill them.

At the end of the day, transit is the backbone and life support system for almost any region where it operates. We move people to opportunities at all times of day and night. We touch local communities and are uniquely positioned to impact all communities. Through improving the quality of our service and the quality of the experience, we can truly enhance the quality of life of the regions we serve.

Recommendations

❖ **Quality of Service –Safety, Frequency, Flexibility, and Convenience**

- These four words can mean many different things and include many different programs but are the four pillars for Quality of Service.
- Any new implementations you make must circle back to “how will this improve the quality of my service?”
- Adjusting your service or implementing new technologies must improve the convenience aspect of your service. They can’t be introduced just to keep up with technology demands. They must improve the quality of life of your riders.
- Agencies must continue to remind themselves that customers want a solid product they can trust.

❖ **Quality of Experience –**

- Having an agency’s C-suite make it a priority to ride their system is the best source of advertisement! it will also give multiple departments a first-hand view of how their service ‘really’ works. Los Angeles Metro’s CEO, Phil Washington, rides his service every day.
- It is crucial to be tuned in to your system. You must know in real time how things are operating. Encouraging and incentivizing agency staff to ride your systems means you become the best champions for improving ridership experience.
- Talk to your customers first-hand. Some things you may hear will be hard...but it will be honest and in real time.
- Customers want to be heard and they want to see your service improve. Listen to them!
- Remember that riders are not your only customers. When improving the quality of your riders experience remember to engage your employees and community members. They can also be your most underutilized allies.
- Be an active participant in the community. Your community supports you. Let’s support them back!

❖ **Quality of Life –**

- Everyone needs public transportation! Whether we refer to our riders as dependent riders or choice riders, the fact remains that everyone needs public transportation in one form or another. Providing reliable and dependable options is what will bring customers back to mass transit. We must be willing to give our riders what they want, not what we want.
- Transit must be affordable. Our customers need modes of transportation they can depend on. We must not allow unaffordability to be a barrier between us and our customers. It is our responsibility.

“Nothing else matters if your service doesn’t contribute to the quality of life of your riders” is something we heard repeatedly from transit CEO/GMs to maintenance staff to transit operators on the front line. We must take this to heart and improve upon our service and self.

Northern Arizona Intergovernmental Public Transportation Authority's CEO Erika Mazza has a motto "**Getting you where you want to go**". As agents in mass transit, doesn't that say it all? It is our responsibility to make sure that we move towards merging these three Q's so that we indeed become **socio-economic enablers**.

Finally, our team would like to thank our sponsoring agencies who have allowed each of us to learn, grow and flourish by participating in the 2019 Leadership APTA Program. Each one of us have gained valuable insights by connecting with industry leaders and expanding our professional network to deliver a project focused on a core value of public transportation, Quality of Life.

Team Four – Quality of Life (a-z)

Ed Burger, Mass Transportation Authority (MTA), Flint MI

Jana Wright Demas, King County Metro, Seattle WA

Brian Funk, Metro Transit, Minneapolis/St. Paul MN

Erin Kleist Gaynor, Chicago Transit Authority, Chicago IL

Michael Helta, Maryland Transit Administration (MTA), Baltimore MD

Elizabeth Solis, The Solis Group, Los Angeles CA

APPENDIX

Agencies Participating in Phone or In-person Interviews

Agency Roster	Location
Translink	Vancouver, Canada
King County Metro	Seattle, WA
Bay Area Rapid Transit	San Francisco, CA
Metrolink	Los Angeles, CA
Los Angeles County Metropolitan Transportation Authority	Los Angeles, CA
Metro Mobility	Minneapolis, MN
Metro Transit	Minneapolis, MN
Southwest Transit	Eden Prairie, MN
Regional Transportation Authority	Chicago, IL
Rockford Mass Transit District	Rockford, IL
Des Moines Area Regional Transit	Des Moines, IA
Mass Transit Authority	Flint, MI
Chicago Transit Authority	Chicago, IL
Transit Authority of River City	Louisville, KY
Rite Aid Corporation	Flint, MI
Dallas Area Rapid Transit	Dallas, TX
New Orleans Regional Transit Authority	New Orleans, LA
Northern Arizona Intergovernmental Public Transportation Authority	Flagstaff, AZ
Disability Network of Michigan	Flint, MI
Greater New Haven Transit District	New Haven, CT
Maryland Department of Transportation Maryland Transit Administration	Baltimore, MD
TransitCenter	New York, NY
Jacksonville Transportation Authority	Jacksonville, FL
Southeastern Pennsylvania Transportation Authority	Philadelphia, PA