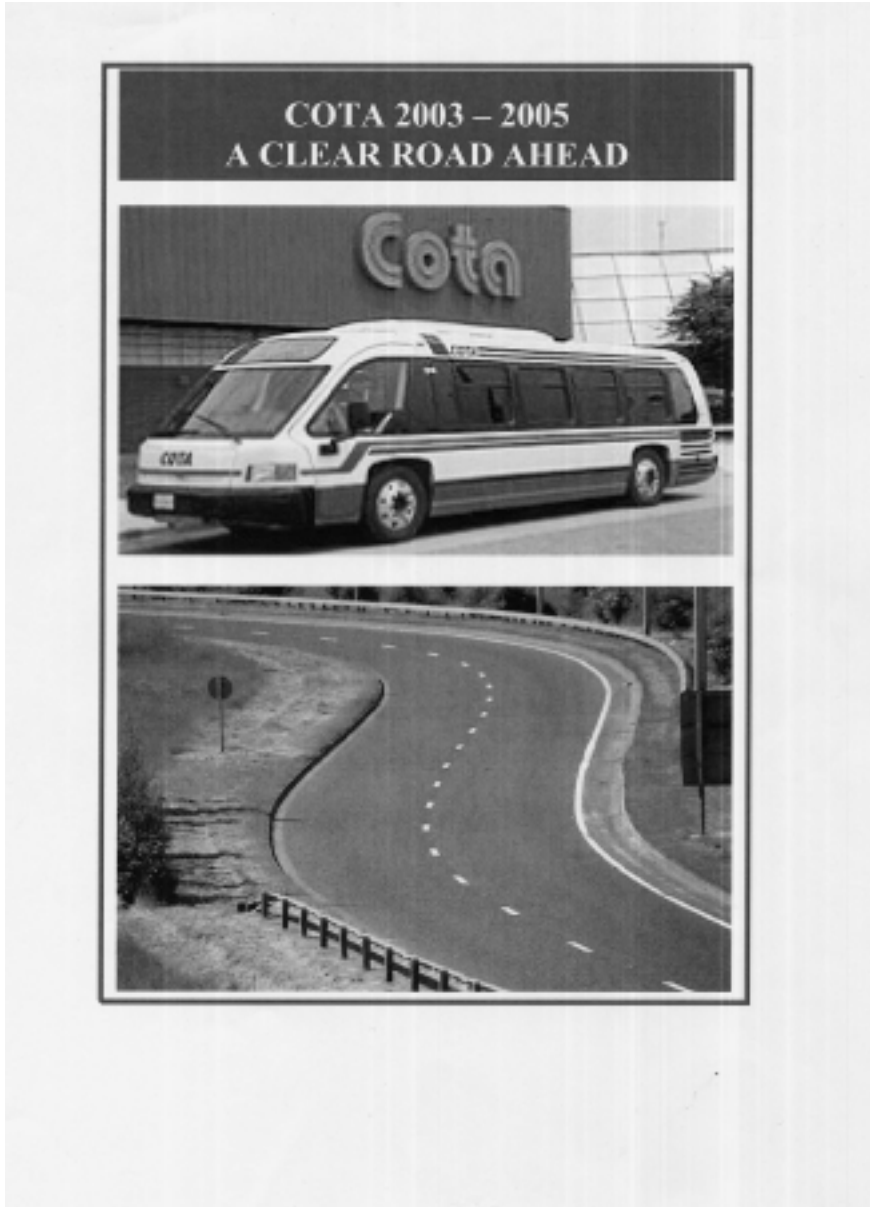


APPENDIX D

Materials Submitted by Case Study Agencies



This Document

This document summarizes the COTA Vision, Mission and strategic direction for the period 2003 - 2005, along with metrics, to measure COTA's success in responding to present conditions.

COTA's Vision Statement

The Central Ohio Transit Authority aspires to be the mobility manager for Central Ohio, a great community of the 21st Century, with convenient, affordable and user-friendly mobility for every resident and visitor.

COTA's Mission Statement and Values

To provide customer-focused mobility solutions for Central Ohio communities through strategic partnerships, innovative planning and implementation options.
COTA's values are Diversity, Integrity, Leadership, Partnership and Quality.

Strategic Goals

COTA has translated its vision and mission into five strategic goals or priorities for the next three years. These goals can be categorized by five (5) major initiatives: Products and Services; Branding and Market Positioning; Congestion; Internal Efficiency; and Finances.

Initiative: Products and Services

GOAL 1: Revolutionize products and services to expanded markets while providing excellent service to current markets

Initiative: Branding and Market Positioning

GOAL 2: Institutionalize COTA's value position in the community.

Initiative: Congestion

GOAL 3: Take the lead in establishing transit oriented development opportunities to ease congestion and improve the quality of life in Central Ohio.

Initiative: Internal Efficiency

GOAL 4: Transform COTA into a highly efficient organization which is market driven.

Initiative: Finances

GOAL 5: Redefine cost AND revenue mix to achieve short, medium and long term financial control.

CAUGHT IN THE ACT!

RTA BUS OPERATOR GETS CAUGHT EXCELLING

Just A Fact

The Customer Assistance Form or CAF is a communication tool for our customers to notify us on how we are doing.

As some of us go about our workday, parts of our job are repetitive and become second nature. As a professional RTA Bus Operator, you don't have this luxury, safety is always your priority and always on the forefront.

The job changes as often as the view outside your windshield. 10322 Passengers board and get off the bus, faces change as you say hello and goodbye. Then comes along a passenger that reminds you of what an outstanding job you have done.

Such is the case in a letter that came to the RTA Customer Programs department. Mr. Carl Lecoche, Chairman for the Alcohol Testing Alliance recently used the RTA to provide transportation for his conference shuttling passengers to the Texas State Aquarium.

Mr. Lecoche was so impressed with RTA Bus Operator, Kathy Ross, that he took the time to let us know. Mr. Lecoche wrote...

"I would like to personally commend Kathy Ross on behalf of the ATA. She was very cordial, personable and informative and made our short trips very enjoyable. She is definitely an asset to the RTA and it is evident that she takes great pride in her work. Thank you RTA and Ms. Ross for helping to make our conference an enjoyable experience for our guests."

Caught you Kathy!

"B" Notes

- Route #32 Southside Mini-B has gone back to regular route along McArdle.
- All of the RTA's fixed routes and B-Line Paratransit Services will operate on a Sunday schedule with Sunday fares on July 4, 2002
- Route #77 Harbor Ferry will operate on regular schedule July 4, 2002 Independence Day
- Route #76 CC Beach Tram will operate extended hours from 10:30 am until 10:30 pm on July 4, 2002

GENERAL CORPORATE PHILOSOPHY

Port Authority is a public enterprise financed by tax dollars and the fares of its passengers. As such, the Authority exists and operates for the purpose of providing mass transit service to residents and visitors of its service area. The importance of this mission has been repeatedly affirmed by legislative and administrative action at various levels of government. In order to promote the highest levels of attainment in the performance of this mission, the following principles are asserted to be the elements of a General Corporate Philosophy.

1 Port Authority acknowledges an ultimate responsibility to provide reliable, safe, secure, clean transit service at the most economical fares and convenient schedules attainable within available resources and constraints.

2 Port Authority acknowledges fiduciary responsibilities to the taxpayers that require diligent and effective efforts to be made to expend tax monies economically and only for duly authorized purposes.

3 Port Authority acknowledges a fundamental responsibility to provide working conditions, wages, salaries, benefits and a system of personnel practices that are conducive to an excellent level of performance by its employees.

4 Port Authority acknowledges the legal right and responsibility of the Board of Directors to direct its activities toward the fulfillment of its mission and to call upon the total cooperation of all employees in this effort.

5 Port Authority acknowledges its responsibility to funding agencies to meet all legal, regulatory and contractual requirements in the conduct of all activities for which subsidies have been provided.

6 Port Authority acknowledges a responsibility to provide authority and resources commensurate with the responsibilities assigned, and to support, with all legal and proper means, the efforts of management to secure optimal performance of the corporate mission.

7 Port Authority acknowledges a responsibility to the community at large to so conduct its programs, activities and functions that it is recognized as a major civic asset.



DEDICATED TO
A GOLD STANDARD
OF SERVICE

September 23, 2002

Dear Fellow Employee:

As you know, these are difficult economic times. The stock market fluctuates daily, cut backs in government funds cause reorganizations and the business world is not as stable as it was only one year ago. Someone that you know may have been laid off or have serious health problems. It is times like these when people need to know there are places where they can go for help.


One organization that has always come through in time of need is the United Way of Allegheny County. On Thursday, August 29, 2002, the United Way met with many of the laid off employees of Port Authority to offer help in dealing with issues they are now facing, including information on the programs that offer unemployed and displaced workers opportunities to gain new skills and career opportunities.

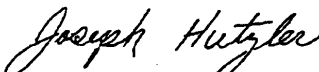
There is a United Way agency to assist in overcoming virtually any obstacle that you, a family member or a friend may have to deal with at some time in their lives. We never know when any one of us might need such supportive services.


That is one of the reasons why at this time of year we make a special effort to ask for your support on behalf of the United Way. The money generated through the Port Authority's United Way fund-raising campaign makes it possible for the United Way to assist our community in maintaining many human service programs. Our gifts also go toward helping children and youth to succeed, providing quality senior support, helping people find safe and affordable housing, and making neighborhoods vibrant.


We hope that you will continue to care enough to make a difference by contributing to the United Way. Please give generously when called upon during this year's campaign, October 2-18, so that the United Way can continue to provide the type of support services that makes this region so special.

Sincerely yours,


PAUL P. SKOUTELAS
Chief Executive Officer
Port Authority


JOSEPH M. HUTZLER
President-Business Agent
Local 85, Amalgamated Transit Union


TIMOTHY J. MORAN
Business Agent
Local 29, I.B.E.W.


DETECTIVE WILLIE DILLARD
President
Port Authority Transit Police Association



"VOTRAN VOICE"

February 2002

Birthdays for March

Thomas Herbert	1
Joshua Van Damm	2
James Bailey Jr.	2
Denise Driscoll	4
Robert Fulcher	4
Travis Eggerton	6
Carlton Kinney	6
Joseph Lewis	8
James Ford	9
John Andrews	12
Mark Gegaj	12
George Soloway	13
Terry Soncek	16
Gregory Pizzuto	17
Charles Battie	18
Gary Mullen	22
Tommy Robinson Jr	25
Rita Lappen	26
Richard A. Savelli	27
Evertt "Doc" Wilson	27
Edwin Vega	28
Patrick Hughes	30



IN THE SPOTLIGHT

Paratransit Department

Our paratransit department provides door-to-door service for people who require special assistance. VOTRAN has been operating paratransit service in Volusia County since 1994.

Our Reservations department handles between 500 to 700 calls per day. Our paratransit bus operators service nursing homes, residents, senior dining sites, ARC and WORC are among the most frequent clients. Our dispatchers are always helpful by informing operators when clients are ready for pick-up. Currently we provide between 1300 to 1400 trips daily.

Our Gold Department shines everyday!



COMPANY ANNIVERSARIES

ON FEBRUARY 21ST, CHARLES BATTLE OF THE MAINTENANCE DEPARTMENT CELEBRATED FIVE YEARS OF SERVICE AT VOTRAN.

JANUARY 3RD MARKED THE TENTH ANNIVERSARY FOR DIXIE BRADSHAW, OUR PAYROLL / BENEFITS COORDINATOR.

CONGRATULATIONS ON YOUR ACHIEVEMENT!

CHANGES IN FACES AND PEOPLE IN NEW PLACES.



Adrienne Dantels has moved to the Receptionist position and is enjoying this new opportunity immensely.

We would also like to welcome Richard Benson who started on temporary assignment in February and will join the new class of Fixed Route operators in March.

Sharon Menendez has joined us in February and is on temporary assignment.

A new class of Fixed Route Operators will begin their training in March 2002.

CONDOLENCES

We express our condolences **Jesse Anderson, Linda Opolnieks** and **Joshua Van Damm** on the loss of their close relatives.

We also extend sympathy to **John Foderaro** and his family with the death of his brother-in-law.

Our thoughts go out to the families!

Paratransit Rodeo

The Florida State Paratransit Rodeo is coming up on March 22 & 23, 2002 and is being held in Gainesville.



This year **David Hergert** and **Brian Farnum** will be representing VOTRAN at the competition.

Best of Luck to you both!

THE *Monday* Exchange

January 2, 2002

A Special Message From the General Manager

We often get so caught up in what we're doing at any given moment that we forget about what we at VTA are all about and how we affect the daily lives of our thousands of customers. Thankfully, some of our customers take a moment and remind us how important we are to them.

Among the many cards and letters we received over this holiday season there was one that seemed to summarize how so many of our customers feel about the job we do. It's important to note that while I was fortunate enough to receive the card, it was addressed to "the Valley Transportation Authority".... meaning YOU! It came from a woman who rides several of our bus routes on a nearly daily basis.

Her message was simple, yet complete in every way. She stated "May the gift of His marvelous grace abide with you all and those you love through all the years ahead." She then closed saying simply "with a thankful heart for all that you do for all of us, and for your courtesy and kindness".

As we approach this next year and the many, many challenges that face us, if we could remember her words and remind ourselves of the impact our chosen profession has on people, I can't help but believe that our jobs will become a little more gratifying and hopefully less stressful. As is often the case, when you realize you're doing something "for" someone, that task becomes more meaningful.

As many are aware, I usually take this opportunity to highlight several of the successes we had over this past year (and we truly had many), take note of those things we could have done better (we can always improve) and outline a few of the many challenges we have ahead of us this next year (and we have several of those). For the most part, I'm going to strictly limit my comments here and save most of that discussion (particularly that which focuses on the coming year) for a follow-up memo later this month.

This past year, as it always should be, our highest priority and number one task was to improve our Service Reliability. Due to many factors, not the least of which was a shortage of personnel, our reliability fell far below acceptable levels last year. We established a strategy to effectively address this issue and we successfully accomplished what we set out to do. Our vacancy rate dropped from 11% to today's 7%—a much more workable level, particularly when it's spread throughout the organization and not just concentrated in Operators and Mechanics.



New Fleet of Airport Flyers

Keep your eye out for the VTA Airport Flyer's new look. We now have new 35-foot Gillig low-floor buses for easier passenger boarding. Also, instead of having a full bus wrap, the new Flyers have busboards on the streetside, curbside and tail sections. Using busboards on the Airport Flyer is a cost-efficient way to maintain the identity of the service. Special signage, alerting riders to the new look, have been posted at both San Jose International Airport terminals, Santa Clara Caltrain Station and the Metro Airport Light Rail Station.

Mortgage Loan Assistance Available

The California Housing Finance Agency (CHFA) offers below-market-rate mortgage loans to low-to-moderate income first-time home buyers in high cost areas, including Santa Clara County. Information, including eligibility requirements, can be found at www.chfa.ca.gov/homeownership/



Upcoming Events

Friday, 8/9 Employee store open

VTA Employee Hotline:	(408) 321-7550
Employee Assistance Program:	(800) 977-2273





San Francisco Public Transportation Department

401 Van Ness Avenue, Suite 334, San Francisco, CA 94102

Phone: 415.554.4129 Fax: 415.554.4143



May 20, 2002

Dear Fellow Muni Employee:

Over the next months, Muni staff will begin to implement a number of new software systems that are designed to make it easier for us to do our jobs. These new software systems will be integrated over the course of the next few years and once we've familiarized ourselves with them, they should make a big difference.

The new Vehicle, Facilities and Inventory Management System will help us track when vehicles are due for maintenance and what parts are required so that vehicles and parts arrive at the same time which will keep more maintained vehicles in service. In the next few weeks, Spear Technologies will begin the process of custom tailoring the system to fit Muni's needs and business practices.

The next system to be introduced is the Scheduling System and Operator Dispatch software which will facilitate ease of generating, updating and producing schedules on a quarterly basis as well as facilitating minor changes to schedules as needed to respond to special events and construction closures. In addition we anticipate an increased efficiency in data analysis, record keeping, reporting, and an improved ability to meet service standards and performance objectives. The first phase of this project will happen in the next 12 to 18 months and will involve Dispatchers and the Scheduling Department.

TransitSafe is Muni's new web-based application designed to track Safety, Security, and Training data. This system will replace the current Accident Reporting System used by the Training Department and will include new tracking modules for System Safety and Security incidents. Safety, Security & Training, and the Potrero Division will begin using the application on July 1, 2002.

Muni has awarded an Automatic Vehicle Locator contract to NextBus. The first phase of the project is to complete a design review that meets Muni's requirements. To assist customers and station agents, Muni has placed personal computers running the NextBus system in the Station Agent booths in the downtown subway. Muni Riders will be able to see when their train will arrive without entering the paid area.

To facilitate this new technology, you will see new computers at the divisions with Potrero and Cable Cars being the first divisions to be equipped. By the end of August, division trainers, and dispatchers should have new computers on their desks. I encourage you to participate fully in the various trainings that will be made available to you so that you may familiarize yourself with this new technology.

On another front, after years of planning, community outreach and hard work, Muni is about to officially kick off the Third Street Light Rail Project. On Tuesday, May 28, Mayor Willie L. Brown, Congresswoman Nancy Pelosi and other federal, state and local leaders will participate in a groundbreaking ceremony at 4th and King Streets. This is an important project for us all and one in which we can all take pride. This project represents over a dozen years of collective effort to design a system that will respond to the needs of the Third Street Community and our riders.

Finally, I am pleased to announce that Muni has a new Mission, Vision and Values Statement! With the help of over one thousand employees, the MVV Steering Committee has reached consensus on a new statement. A new Mission Committee has been appointed and shortly will "roll-out" the new Mission Statement as well as their plans and ideas about how to best implement it. Your continued thoughts and suggestions about how to continue the positive trend we're on are always welcome.

Sincerely,

Michael T. Burns
General Manager

Abbreviations used without definition in TRB Publications:

AASHO	American Association of State Highway Officials
AASHTO	American Association of State Highway and Transportation Officials
ASCE	American Society of Civil Engineers
ASME	American Society of Mechanical Engineers
ASTM	American Society for Testing and Materials
FAA	Federal Aviation Administration
FHWA	Federal Highway Administration
FRA	Federal Railroad Administration
FTA	Federal Transit Administration
IEE	Institute of Electrical and Electronics Engineers
ITE	Institute of Transportation Engineers
NCHRP	National Cooperative Highway Research Program
NCTRP	National Cooperative Transit Research and Development Program
NHTSA	National Highway Traffic Safety Administration
SAE	Society of Automotive Engineers
TCRP	Transit Cooperative Research Program
TRB	Transportation Research Board
U.S.DOT	United States Department of Transportation