



Montgomery County Transit Authority

Proposal and Background Analysis
(Chapters 6, 8, & 9)



With Contributions From
PFM Group, McKennon Shelton & Henn LLP, &
Montgomery County Government

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Transit Authority Report

- Chapter 1 – Rationale and Proposal
- Chapter 2 – Establishment/Legislative Requirements
- Chapter 3 – Authority Mission and Responsibilities
- Chapter 4 – Authority Structure
- Chapter 5 – Financial Capacity Analysis
- Chapter 6 – Transition Planning
- Chapter 7 – Alternatives Considered
- Chapter 8 – Profile of the Existing Division of Transit
- Chapter 9 – Background Research

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Transition Planning

- Specific tasks and order have not be identified at this date
- Some key tasks include:
 - Establishing the Authority Board and Bylaws
 - Hiring executive management
 - Establishing core functions
 - Transition/transfer of existing employees
- January 2015 proposal
 - County employees will be held harmless

Establish Authority Board

- Local legislation enacted by County Council
- Questions to be answered
 - How many members?
 - How long is their term?
 - Term limits?
 - Are there requirements?
 - Compensation?

Establish Bylaws

- Develop Bylaws
 - Degree of control set by Council
 - Provides mission
 - Management roles and responsibilities
 - Sets up committees
 - Outlines policies for public meetings/communications
 - Other areas deemed appropriate by enabling legislation

Other initial tasks

- Hire executive management
 - GM/CEO
 - CFO
 - Other positions based on initial roles and responsibilities
- Identify assets to be transitioned
- Establish core functions
 - Advance transit improvements
 - Establish existing transit operations
 - Advance transit and establish operations

Current County Employees

- Held harmless
- If a current County transit function is transferred
 - Employees that transfer would
 - Retain pay
 - Retain accrued leave
 - Retain health benefits
 - Retain retirement benefits
- State enabling law was written to allow CBA employees to retain those benefits

Profile of Existing Division of Transit

- Division within Montgomery County Department of Transportation
- Comprised of 7 sections
 - Operations
 - Safety
 - Training & Security
 - Operations Planning
 - Management Services
 - Customer and Operations Support
 - Commuter Services
 - Medicaid & Senior Transportation

Profile of Existing Division of Transit

- Transit Division focused on delivery of the Ride On service
- Employees 836 people
 - 688 – drivers
 - 30 – supervision
 - 12 – safety and training
 - Other staff in smaller numbers
- Many support functions handled by other County departments
 - Human resources
 - Risk management
 - Legal
 - Public information
 - Budget
 - Finance
 - Police, Fire, and Emergency Medical Services
 - Maintenance

Administration and Support Functions

- General Administration
 - Transit Division
- Legal
 - County Attorney
 - County Insurance
 - Risk Management
 - Police/Road Supervisor
- Safety and Security
 - Police
 - Fire and Rescue
- Regulatory Compliance
 - Transit Division
 - Risk Management

Administration and Support Functions

- Finance
 - Budget
 - Transit Division
 - Office of Management and Budget
 - MCDOT
 - County Executive
 - County Council
 - Procurement
 - Division of General Service (Vehicles)
 - MCDOT
- Human Resources
 - Office of Human Resources (10 FTEs)
 - Occupational Medical Services
- Information Technology
 - Technology Services
 - Transit Division

Administration and Support Functions

- Intergovernmental Relations
 - Transit Division
- Public Information
 - Media
 - Office of Public Information
 - Transit Division
 - Marketing
 - Transit Division
 - County Marketing
- Customer Service
 - Public Information Office
 - Montgomery County 311
 - Transit Division

Capital Programs

- Transit Centers/Bus Stops
 - MCDOT (Contracts)
- Fleet
 - Department of General Services



Operations

- Planning
- Scheduling
- Supervision
 - Road
 - Dispatch
- Road Operations
 - Fixed route
 - Paratransit
- Fare Collection
- Other functions
 - Commuter Services
 - Senior Transportation
 - TDM Programs
 - Taxis

Maintenance

- Vehicles
 - Preventative maintenance
 - Unscheduled maintenance
- Facilities
- Transit is largest fleet maintained by DGS (60%)
 - Separate maintenance from operations
 - Three facilities
 - Brookville
 - Nicholson Court
 - EMTOC

Background Research

- Case studies
 - Identify comparable organizational structures
 - Lesson learned
- Existing research and best practices
 - Scan of recent reports on transit agency organizational models, governance, and funding
- Scan of Transit Organizational Models
 - Identification of other transit organizational models not considers

Metropolitan Transit Authority of Harris County (Metro)

- Metro took over a municipally-operated service
- Created by a voter referendum with a \$0.01 sales tax dedicated Authority
 - Does not have power to raise other revenues outside of fares
- Has bonding powers
- 9 member board appointed by mayors and approved by councils
- Operations and maintenance staff are unionized employees of Metro



San Francisco Municipal Transportation Agency



- Took over operations of municipally-operated transit (MUNI), parking, and transportation
- Can raise revenues through parking fees
- Power to issue bonds
- 7 member board appointed by the Mayor and confirmed by Board of Supervisors
 - Members must ride transit once a week
- Operations and maintenance staff are unionized employees of SFMTA

Regional Transportation Agency of Central Maryland (RTA)

- RTA is the combination of management and administration of transit services for Howard, Anne Arundel, northern Prince George's County, and the City of Laurel
- Seeking to transition to an Authority
- Governed by board with 2 members each appointed by member jurisdictions
- Drivers and maintenance staff are unionized employees of the RTA, managed by a third party



Potomac and Rappahannock Transportation Commission (PRTC)

- Multi-jurisdictional agency
- PRTC does not have revenue raising powers, but the member jurisdictions can collect a fuels tax
- No debt raising capacity
- 17 member board
- Drivers, road supervisors, and maintenance staff are contracted



GRTC Transit System

- Independent transit corporation owned by City of Richmond and Chesterfield County
- Cannot raise revenue outside of fares
- Does not have bonding capacity
- 6 member board appointed by member jurisdictions
- Bus operators, maintenance staff, and cleaning staff are unionized employees of GRTC



Raleigh (CAT)

- Municipally-operated transit that transitioned from private operation
- Funded through transfers from the municipal budget
- 9 citizens appointed by City Council oversee general policy and budgeting, approved by Council
- Operations and maintenance are handled by contract staff



Nassau Inter County Express (NICE)

- Private bus operation taken over by Nassau County
- Operated as a contract service
- Operations overseen by County
- Operations and maintenance are handled by contract staff



Questions?





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