

**Testimony of Peter Varga,  
Chief Executive Officer (CEO) of The Rapid, and  
Vice Chair, American Public Transportation Association  
before the  
Highways and Transit Subcommittee  
of the  
House Transportation and Infrastructure Committee  
April 25, 2013**

Chairman Petri, Ranking Member DeFazio, and members of the Subcommittee, thank you for the opportunity to testify today on implementation of Moving Ahead for Progress in the 21<sup>st</sup> Century Act (MAP-21), which was enacted last July. I am the chief executive officer of The Rapid, which is the public transportation agency serving riders in and around Grand Rapids, Michigan. In the 10 years since we were established, ridership on The Rapid's expanding network of bus routes has more than doubled. Ours is but one of many examples of the growing nationwide demand for public transportation. Today I testify as a representative of public transportation systems across the country, as I am also the vice chair of the American Public Transportation Association (APTA).

APTA is a nonprofit international association of 1,500 public and private member organizations, including transit systems; commuter, intercity and high-speed rail operators; planning, design, construction, and finance firms; product and service providers; academic institutions; transit associations; and state departments of transportation. More than ninety percent of the people using public transportation in the U.S. and Canada are served by APTA member systems.

### **Implementation Principles**

Recognizing the enormous task facing the Department of Transportation (DOT) and the Federal Transit Administration (FTA) as they implement the significant programmatic changes made in the two-year MAP-21 bill, APTA recommends some general principles to guide these efforts. For those changes to programs and policies that could significantly impact the public transportation industry for years to come, industry stakeholders must be afforded a genuine opportunity for meaningful input. In its pursuit of an aggressive timetable for implementing key program and policy priorities, the FTA should resist "one size fits all" approaches, and ensure that requirements placed on transit agencies are scalable based on agency size, resources, and operational complexity.

MAP-21 includes important programmatic changes long sought by the public transportation industry that we are eager to see fully implemented, including changes that will streamline the New Starts process, expedite environmental reviews, and ensure that public transportation has a seat at the table in regional planning decisions. A healthy opportunity for public involvement in developing these and other policy decisions will ultimately produce stronger, consensus-based rules that can be effectively implemented by the industry. These changes take place in an environment of constrained funding from all levels of government, so we ask that the FTA provide significant flexibility and discretion to transit agencies as they work to expand service to

meet ever-growing ridership demands, sustain public transportation's enviable safety record, and modernize our aging systems.

There is much to laud in the Department's MAP-21 outreach and implementation efforts to date. The FTA wisely included extensive early guidance in its FY 2013 apportionment notice. Departmental staff have held webinars and listening sessions and conducted several online national dialogues on major MAP-21 provisions. The FTA has actively participated in all of APTA's recent meetings to share information and solicit industry input on the new law. Moving forward, we strongly urge DOT to follow all public notice and comment procedures for rulemakings, circulars, and policy guidance to the maximum extent possible, to afford all stakeholders the opportunity to be heard.

We appreciate the Committee's attention at this time to MAP-21 implementation, yet we emphasize that in many respects, the process of issuing new regulations to implement the law is just beginning. In the less than 10 months since enactment, the FTA has issued few formal notices of proposed rulemaking, and our ability to comment on the details of how the law will be implemented is therefore limited. We recognize that the short timeline for implementing this two-year bill makes this task more difficult for the FTA; it also makes this Committee's review of the law prior to expiration more difficult too. APTA will remain an engaged and active partner throughout all implementation efforts.

#### **Federal Safety Performance Authority**

One of the major new programs in MAP-21 is the public transportation safety program, under which the FTA is required to create a national safety plan for all modes of public transportation and establish minimum safety performance standards for rolling stock not regulated by other federal agencies. The law directs the FTA to establish a safety certification program for federal and state employees who conduct safety reviews and for safety officers at transit systems. Transit systems are required to develop comprehensive safety plans that must contain specific elements and state safety oversight agencies that now oversee safety at transit systems that operate rail transit could continue to do so if they meet certain standards and are certified by the FTA.

While no formal guidance or proposed regulations have been issued to date, APTA's member organizations are committed to complying with the new program and hope to work with the FTA on the implementation of this program, which provides significant new regulatory authority to the FTA. The FTA leadership has made clear that this is a priority under the new law, and has also stated that they intend to develop a program that recognizes both risk and agency size.

APTA trusts that the FTA will work cooperatively with the industry in the development of the program, including the development of safety standards, certification of safety personnel, and the scope and detail of program requirements for rail, bus, and other safety programs. In particular, APTA has administered both rail and bus safety management audit programs for many years, and it would like to share its experience and expertise with the FTA as it implements the new law. Moreover, industry experience, expertise, and input should be considered in the development of standards and guidelines for both operating and equipment standards. APTA

developed the Passenger Rail Equipment Safety Standards (PRESS) program during the 1990's to fill a void in safety standards for commuter rail cars, and we urge the FTA to take advantage of APTA's experience in this regard. Finally, as mentioned earlier, we urge the FTA to develop safety programs that recognize the difference between agencies that operate large-scale, complex systems and smaller bus agencies with much smaller personnel and financial resources.

### **Transit Asset Management/SGR and Performance-Based Planning**

Increasing the reliability and performance of our public transportation systems is one of APTA's most fundamental aims. Especially in our current funding climate, we recognize investment decisions must be systematic and data driven. Our progress in establishing standards for collecting sound, reliable data on asset conditions and performance predates MAP-21. Many of our agencies already collect regular condition and performance data to better focus scarce resources on coaxing greater reliability from aging assets. The FTA must encourage common asset management principles flexible enough to accommodate a broad range of transit asset management (TAM) plans, from sophisticated practices already functioning well at some agencies, to more general approaches suitable for smaller systems just initiating asset management plans.

Underpinning any TAM plan is the ultimate goal of bringing assets into a state of good repair (SGR). We commend the FTA for recognizing that transit systems can continue to be safe while working to bring their assets into a state of good repair. Further defining what constitutes a state of good repair is made more challenging by MAP-21's requirement that the term include objective standards for measuring the condition of capital assets. "Objective" must not be interpreted to require rigid or prescriptive standards, be they based on asset condition, age, performance, or reliability. Additionally, the broad applicability of the term "state of good repair" across several programs should weigh strongly in favor of a simple, flexible definition.

The MAP-21-mandated performance management goals around safety and state of good repair will be developed by transit agencies. Through the metropolitan planning process, these goals are harmonized with the regional plan; we support this process. Other important goals are defined at the regional level, such as environmental sustainability, land use, and mobility. These regional priorities, for which transit plays a key role, are equally important and should follow a similar performance management approach.

We are encouraged by FTA feedback from informal listening sessions and solicitation of stakeholder input via national dialogues on these topics, yet we still await critical rulemakings and guidance on transit asset management plans, the definition of state of good repair, and performance-based planning.

### **Capital Investment Grant Program**

Building on a rulemaking already underway when MAP-21 was enacted, the FTA has already revised the New Starts program to reflect some of the law's changes here, including simplifying the project development process and revising rating and evaluation criteria. While moving quickly on these revisions, the FTA sought significant public input, including hosting a New

Starts listening session at APTA's Annual Meeting last October. We strongly support FTA's move towards simplified, more comprehensible measures. However, we remain concerned that some of the approaches for evaluating projects do not adequately account for the substantial differences in project length, scope, complexity, and investment size among the wide breadth of projects seeking grants. Some evaluation measures apply identical rating thresholds to both New Starts and Small Starts projects, holding smaller project sponsors to an inappropriately high standard. We urge the FTA to modify its policy guidance to recognize the legitimate differences between large and small projects in the areas of mobility improvement and land use.

There remain a number of significant New Start changes not yet implemented by the FTA, including the transition to MAP-21's simplified project development process, expanded eligibility for core capacity projects, a new congestion relief rating criterion, program of interrelated projects eligibility, and the process for expedited technical capacity review. We are eager for the rulemaking implementing these MAP-21 changes to get underway. Expanding eligibility to include core capacity projects, while also slightly reducing program funding, further strains the capacity of the New Starts program. To maintain stakeholders' confidence in the integrity of decisions made in this highly competitive discretionary program, the process behind departmental approvals and funding recommendations must be transparent.

### **Environmental Streamlining**

Public transportation projects can and should be approved by FTA more quickly. Streamlining project approval and delivery processes will accelerate projects, thereby reducing costs and regulatory burdens and more efficiently using the limited resources of all levels of government and the private sector, all without compromising environmental safeguards. We applaud FTA's continued efforts to streamline the National Environmental Policy Act (NEPA) review process for federally funded transit and highway projects.

In addition to a recent final rule expanding categorical exclusions (CEs), in February the Department issued a notice of proposed rulemaking establishing CEs for certain projects within rail transit operational rights-of-way and projects receiving limited federal financial assistance. We would like to see a strong outreach program to ensure all involved understand the changes and that this rule is implemented consistently throughout the country.

### **Emergency Relief Program**

Last fall, Hurricane Sandy impacted the lives, property, and transportation systems of millions of Americans along the East Coast. New York and New Jersey in particular – comprising our Nation's most transit-reliant region – suffered unprecedented damage to their subways, buses, and commuter rail systems. Congress responded by passing the Disaster Relief Appropriations Act, providing \$10.9 billion for the transit Emergency Relief program newly established in MAP-21. FTA has allocated the initial \$2 billion to transit properties in New York, New Jersey, Connecticut, Massachusetts, Pennsylvania, and Rhode Island for expenses incurred in preparing for Hurricane Sandy, reconstructing or replacing damaged equipment and facilities, and mitigating the impacts of any future natural disasters. The FTA and the Federal Emergency Management Agency (FEMA) also acted swiftly to complete the required Memorandum of

Agreement (MOA) that delineates the roles and responsibilities for each agency as this grant program is administered.

Assisting citizens, States, and localities in the wake of natural disasters is a fundamental role of the federal government. We are grateful to both Congress and Administration for providing and streamlining the federal assistance greatly needed by East Coast communities, riders, and transit systems as they continue to work to fully restore their systems and prepare for the inevitability of future storms.

### **Joint Development**

One significant benefit of public transportation is its ability to catalyze community development. In proposed guidance issued last month, the FTA incorporated MAP-21 provisions and consolidated its earlier collection of guidance concerning joint development, which governs how federal transit grants and federally-funded real property may be used in coordinated development of public transportation projects with other, non-transit development of real property. In reviewing transit agencies' joint development decisions, FTA should respect local authorities' findings on whether a project offers a meaningful level of benefit. Nor is it appropriate for the agency to define the benefit of a project solely in terms of revenues accruing to the local transit agency. Instead, the FTA should enable localities to consider a project's cumulative, net benefit to public transportation and the community in the context of the joint development project as a whole.

The substantial local investment of time and resources necessary to reach a final development agreement are daunting in any project scenario. The departmental project review process here must provide early, concise, and timely input, consistently implemented across the federal regions. Transparent and early action by the FTA is a key component in attracting the private capital needed to make these projects successful.

One hurdle to effective joint development involves some transit agencies' inability to take advantage of value capture, that is, to secure a dedicated revenue stream from the increased property values attributable to a transit joint development project. In some jurisdictions, these property tax revenues are only available for use by municipal governments. We look forward to working with this Committee and with FTA to address this issue and ensure transit project sponsors appropriately share in the benefits their projects bring to communities.

### **CMAQ Funding for Operating Assistance**

Flexing CMAQ (congestion mitigation and air quality improvement) funds to transit operating assistance has been an approved, well-established practice that provides essential funding for the first three years of new or expanded public transportation service. In an amendment to the CMAQ program, MAP-21 essentially codified this operating assistance eligibility. We are therefore concerned that, almost 10 months after passage of MAP-21, FTA has released no revised CMAQ guidance, creating considerable confusion. In some communities, FTA has refused to release pre-MAP-21 CMAQ funds for approved grants, asserting that all CMAQ funds – including funds authorized in legislation preceding MAP-21 – are now subject to rules DOT has

yet to make public. For transit agencies with approved CMAQ grants, the Department's suspension of operating assistance is untenable. APTA urges the Department to release these approved grants as quickly as possible.

### **Bus and Bus Facilities Program**

For a great number of smaller cities, towns, and rural areas across the country, public transportation means bus service. While both the urban and rural formula programs did increase under MAP-21, bus and bus facilities program funding was cut by more than half and discretionary bus funding was eliminated. Where agencies operating predominately bus service had the opportunity to apply for grants to fund large but infrequent major capital purchases, under MAP-21, they are now struggling to pull together alternative sources. We understand the rationales for maximizing formula funding in MAP-21, and we hope to work with the Committee to find a more workable and better-funded solution going forward.

### **Conclusion**

While not directly related to MAP-21 implementation efforts, the Department's progress in revamping its triennial review program also merits mention today. By assessing information before the on-site review and making other changes, the FTA has developed a more targeted and risk-based approach that is focused on preventing problems before they occur. We are encouraged by this new streamlined approach and the FTA's industry outreach on the process.

I conclude by reaffirming APTA's commitment to continue participating with the FTA and other transit stakeholders in meeting our shared aim of fulfilling the nation's growing demand for reliable and safe public transportation. Hallmarks of this implementation effort must include broad opportunities for public input as each MAP-21 policy and rulemaking is crafted, and flexible final requirements scalable to transit agencies of widely differing sizes and resources.

Thank you for the opportunity to testify today. I am happy to answer any questions you may have.

**COMMITTEE ON TRANSPORTATION AND INFRASTRUCTURE**  
*Truth in Testimony Disclosure*

Pursuant to clause 2(g)(5) of Rule XI of the Rules of the House of Representatives, in the case of a witness appearing in a nongovernmental capacity, a written statement of proposed testimony shall include: (1) a curriculum vitae; and (2) a disclosure of the amount and source (by agency and program) of each Federal grant (or subgrant thereof) or contract (or subcontract thereof) received during the current fiscal year or either of the two previous fiscal years by the witness or by an entity represented by the witness. Such statements, with appropriate redaction to protect the privacy of the witness, shall be made publicly available in electronic form not later than one day after the witness appears.

**(1) Name:**  
Peter Varga

**(2) Other than yourself, name of entity you are representing:**  
Interurban Transit Partnership (Grand Rapids, MI) and the American Public Transportation Association (APTA)

**(3) Are you testifying on behalf of an entity other than a Government (federal, state, local) entity?**  
  
YES

**(4) Please list the amount and source (by agency and program) of each Federal grant (or subgrant thereof) or contract (or subcontract thereof) received during the current fiscal year or either of the two previous fiscal years by you or by the entity you are representing:**

**INTERURBAN TRANSIT PARTNERSHIP**

<b><u>FY 2011</u></b>	
FHWA CMAQ/STP	\$1,037,029.00
FTA 5307 Urbanized Area Formula	\$8,085,372.00
<b>Total</b>	<b>\$9,122,401.00</b>
<b><u>FY 2012</u></b>	
FTA 5339 Alternatives Analysis	\$600,000.00
FHWA CMAQ/STP	\$900,315.00
FTA 5307 Urbanized Area Formula	\$8,190,635.00
FTA 5309 Very Small Starts	\$1,963,200.00
FTA 5309 Very Small Starts	\$10,924,743.00
<b>Total</b>	<b>\$22,578,893.00</b>

**AMERICAN PUBLIC TRANSPORTATION ASSOCIATION (APTA)**

Please see Schedule Of Expenditures Of Federal Awards attached separately



*Peta Varga*

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Signature

April 22, 2013  
Date

**American Public Transportation Association**  
**FINAL Schedule Of Expenditures Of Federal Awards**  
**For the Year Ended June 30, 2011**

APTA Reference Number	Federal Grantor/ Pass-through Grantor/ Program Title	Federal CFDA Number	Agency or Pass-through Number	Federal Expenditures
<b>MAJOR FEDERAL AWARD PROGRAMS</b>				
760	Federal Transit Administration Intelligent Transportation Systems Best Practices Workshops	20.205	DC-26-7272-00	\$ 52,652
773-005	Federal Transit Administration TCIP Standards/UTFS Facilitation	20.205	DC-26-7282-03	<u>352,719</u>
				<u>\$ 405,371</u>
601	Federal Transit Administration 2011 APTA Youth Summit	20.514	DC-26-7293-00	\$ 25,000
731	Federal Transit Administration Develop and Maintain Transit Standards	20.514	DC-26-7257-03	740,177
732	Federal Transit Administration Security Standards Development	20.514	DC-40-5260-01	165,668
742	Federal Transit Administration Mobility Management Outreach and Education	20.514	DC-26-5254-00	142,915
743	Federal Transit Administration International Activity Support	20.514	DC-26-7256-09	19,968
746	Federal Transit Administration International Activity Support	20.514	DC-26-7315-00	21,752
748	Federal Transit Administration Information Sharing and Analysis Center	20.514	DC-26-5259-01	487,882
749	Federal Transit Administration National Academy of Sciences TCRP Wayside Energy Storage Project J-06(075)	20.514	DC-26-7304-00 DOT-6608-001 TCRP J-06(075)	8,281
753	Federal Transit Administration New Starts Webinar	20.514	DC-26-1005-01	5,047
771	Federal Transit Administration National Academy of Sciences TCRP Dissemination Project J-01(B)	20.514	DC-26-7081 DOT-4650-099 TCRP J-01B	615,252
785	Federal Transit Administration Planning Partnership for Improved Transit	20.514	DC-26-1009-00	<u>541</u>
				<u>\$ 2,232,483</u>
<b>OTHER FEDERAL ASSISTANCE</b>				
745	Federal Highway Administration Mobility Services for All Americans	20.215	DTFH61-06-H-00004	<u>\$ 33,571</u>
				<u>\$ 33,571</u>
<b>TOTAL FEDERAL AWARDS</b>				<u><u>\$ 2,671,425</u></u>

American Public Transportation Association  
 FINAL Schedule Of Expenditures Of Federal Awards  
 For the Year Ended June 30, 2012

APTA Reference Number	Federal Grantor/ Pass-through Grantor/ Program Title	Federal CFDA Number	Agency or Pass-through Number	Federal Expenditures
<b>MAJOR FEDERAL AWARD PROGRAMS</b>				
733	Federal Transit Administration TCIP Standards/UTFS Facilitation	20.205	DC-26-7282-04	\$288,085
742	Federal Transit Administration Mobility Management Outreach and Education	20.205	DC-26-5254-00	80,130
746	Federal Transit Administration International Activity Support	20.205	DC-26-7315-01	10,490
760	Federal Transit Administration Intelligent Transportation Systems Best Practices Workshops	20.205	DC-26-7272-01	<u>88,481</u>
				<u>\$467,186</u>
731	Federal Transit Administration Develop and Maintain Transit Standards	20.514	DC-26-7257-04	\$866,896
732	Federal Transit Administration Security Standards Development	20.514	DC-40-5260-01	248,108
748	Federal Transit Administration Information Sharing and Analysis Center	20.514	DC-26-5259-02	653,765
753	Federal Transit Administration New Starts Webinar	20.514	DC-26-1005-01	757
763	Federal Transit Administration Stakeholder Outreach and Facilitation	20.514	DC-26-7322-00	6,009
771	Federal Transit Administration National Academy of Sciences TCRP Dissemination Project J-01(B)	20.514	DC-26-7081 DOT-4650-099 TCRP J-01B	711,550
785	Federal Transit Administration Planning Partnership for Improved Transit	20.514	DC-26-1009-00	<u>6,171</u>
				<u>\$2,493,255</u>
<b>OTHER FEDERAL ASSISTANCE</b>				
745	Federal Highway Administration Mobility Services for All Americans	20.215	DTFH61-06-H-00004	<u>\$32,240</u>
				<u>\$32,240</u>
<b>TOTAL FEDERAL AWARDS</b>				<u><u>\$2,992,682</u></u>

**American Public Transportation Association**  
**FINAL Schedule Of Expenditures Of Federal Awards**  
**JULY 1, 2012 - MARCH 31, 2013**

APTA Reference Number	Federal Grantor/ Pass-through Grantor/ Program Title	Federal CFDA Number	Agency or Pass-through Number	Federal Expenditures
<b>MAJOR FEDERAL AWARD PROGRAMS</b>				
733	Federal Transit Administration TCIP Standards/UTFS Facilitation	20.205	DC-26-7282-05	<b>\$240,217</b>
746	Federal Transit Administration International Activity Support	20.205	DC-26-7315-02	<b>14,154</b>
760	Federal Transit Administration Intelligent Transportation Systems Best Practices Workshops	20.205	DC-26-7324-00	<b>52,748</b>
				<b>\$307,118</b>
731	Federal Transit Administration Develop and Maintain Transit Standards	20.514	DC-26-7257-05	<b>\$88,627</b>
732	Federal Transit Administration Security Standards Development	20.514	DC-26-5260-02	<b>182,427</b>
748	Federal Transit Administration Information Sharing and Analysis Center	20.514	DC-26-5259-03	<b>701,177</b>
763	Federal Transit Administration Stakeholder Outreach and Facilitation	20.514	DC-26-7322-00	<b>13,510</b>
771	Federal Transit Administration National Academy of Sciences TCRP Dissemination Project J-01(B)	20.514	DC-26-7081-15 DOT-4650-099 TCRP J-01B	<b>506,908</b>
785	Federal Transit Administration Planning Partnership for Improved Transit	20.514	DC-26-1009-00	<b>1,763</b>
				<b>\$1,494,413</b>
<b>TOTAL FEDERAL AWARDS</b>				<b>\$1,801,531</b>

**Peter J. Varga**

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PROFESSIONAL EXPERIENCE

**Interurban Transit Partnership –  
The Rapid**  
Grand Rapids, Michigan

*December 1993 to Present*

CEO. 1997 to Present. Chief Executive Officer (CEO) of the Interurban Transit Partnership (ITP – *The Rapid*), an urban transit system. *The Rapid* has an operating budget of \$40.16 million, and a capital program that ranges up to 30 million dollars. Director of an executive and management staff of thirteen and a work force of (362) Three Hundred and sixty two. ITP's representative on the Board of Directors of the American Public Transit Association (APTA). Directly responsible under the policy direction of a fifteen member board consisting of the six cities in the Grand Rapids metro region, for all the activities of the transit authority; these include strategic development, long and short range planning, marketing, administrative and financial oversight, as well as the management of safe, reliable and efficient transportation services provided to the community. Director of ITP's mobility management system and its family of services which include fixed route and paratransit services, vanpooling, rideshare, mobility training, travel assessments, City of Grand Rapids DASH services, business transportation consulting and the transportation brokerage of several urban programs for the cities and Kent County such as welfare to work transportation, supportive housing, rural dial-a-ride, and other special services. The Rapid is the winner of the American Public Transportation Association Outstanding Public Transportation System Award in 2004 and the Grand Rapids Area Chamber of Commerce Nonprofit of the Year Award in 2005. In 2008, was appointed to the Transportation Funding Taskforce, the thirteen member commission appointed by Governor Jennifer Granholm to "Review the Adequacy of Surface Transportation and Aeronautics Service Provision and Finance in Michigan".

DIRECTOR OF OPERATIONS. December 1993 to September 1997. Chief Operating Officer of an urban transit system. Director of the Transportation, Maintenance and Paratransit departments with an operating budget of \$8.5 million. Manager of staff and employees of 146 people. Responsible for GRATA's equipment and facilities and replacement plans. Manager of labor relations and chief contract negotiator for the Authority. Deputy to the Executive Director and member of GRATA's executive team.

**Muskegon Area Transit System**  
Muskegon, Michigan

*August 1991 to December 1993*

TRANSIT SYSTEMS MANAGER. Executive Director of small urban transit system of 21 buses in Muskegon, County, Michigan with an annual operating budget of \$1.6 million. Manager of staff and employees of (32) thirty two people. Directly responsible, under the policy direction of a nine member Muskegon County Board of Commissioners, for all activities of the transit system;

**Santa Cruz Metropolitan Transit District**  
Santa Cruz, California

*February 1980 to July 1991*

SAFETY AND TRAINING COORDINATOR. Conducted and directed training programs for 200+ employees; bus operators, supervisors, staff and management. Supervised operators in training and the supervisors in the Safety/Training Department. Administered district safety program. Received award from the Santa Cruz Transportation Commission for Outstanding Contribution in 1987 for the City of Watsonville route redesign. Previously worked as Bus Operator, Transit Supervisor and Operator/Line Instructor.

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## E D U C A T I O N

- University of California, Los Angeles (UCLA)** 1972 - 1976  
Los Angeles, California  
POSTGRADUATE STUDIES IN PUBLIC ADMINISTRATION & POLITICAL SCIENCE; PASSED MASTER'S COMPREHENSIVE IN PUBLIC ADMINISTRATION; NDEA FELLOWSHIP 73-76; FORD FOUNDATION GRANT, 1972; G.P.A. 3.62
- New York University** 1970 - 1972  
New York City, N.Y.  
M.A. POLITICAL SCIENCE; M.L.KING JR. FELLOWSHIP; G.P.A. 3.75.
- New York University** 1966 - 1970  
Washington Square, N.Y.C., N.Y.  
B.A. HISTORY & POLITICAL SCIENCE
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## O R G A N I Z A T I O N S

- Michigan Public Transit Association (MPTA)** 1992-2013  
Lansing, Michigan  
PAST PRESIDENT 2007-2009 & 2002-2004; PRESIDENT 2004-2006 & 1999-2002; VICE PRESIDENT (1996-1998); BOARD MEMBER (1991-2001); CHAIR OF LEGISLATIVE COMMITTEE. (2010, 2011, 2012 & 2012)
- American Public Transportation Association (APTA)** 2001-2013  
Washington D.C.  
VICE CHAIR, 2012-2013; EXECUTIVE COMMITTEE MEMBER 2010 & 2011; BOARD MEMBER 2006-2012 & 2001-2005; AWARDS COMMITTEE MEMBER 2005-2008; CHAIR, & MEMBER SMALL OPERATIONS STEERING COMMITTEE 2003-2009, CHAIR AUDIT COMMITTEE 2011-12. CHAIR DIVERSITY COUNCIL 2011-2013
- Work Force Development Board** 1997-2013  
Grand Rapids, Michigan  
BOARD MEMBER 1999-2011
- Grand Rapids Area Chamber of Commerce** 2000-2010  
Grand Rapids, Michigan  
CHAIRPERSON 2008 & 2009; SENIOR VICE CHAIRPERSON 2006 -2007; BOARD MEMBER 2000-2005; 2006; VICE CHAIR OF FINANCE & OPERATIONS 2005-06
- Grand Valley Metro Council** 2000-2013  
Grand Rapids, Michigan  
POLICY COMMITTEE MEMBER 2000-2009; COMMITTEE CHAIR 2008, 2009, 2012 & 2013
- YMCA of Greater Grand Rapids** 2006-2013  
Grand Rapids, Michigan  
BOARD MEMBER 2006-2013