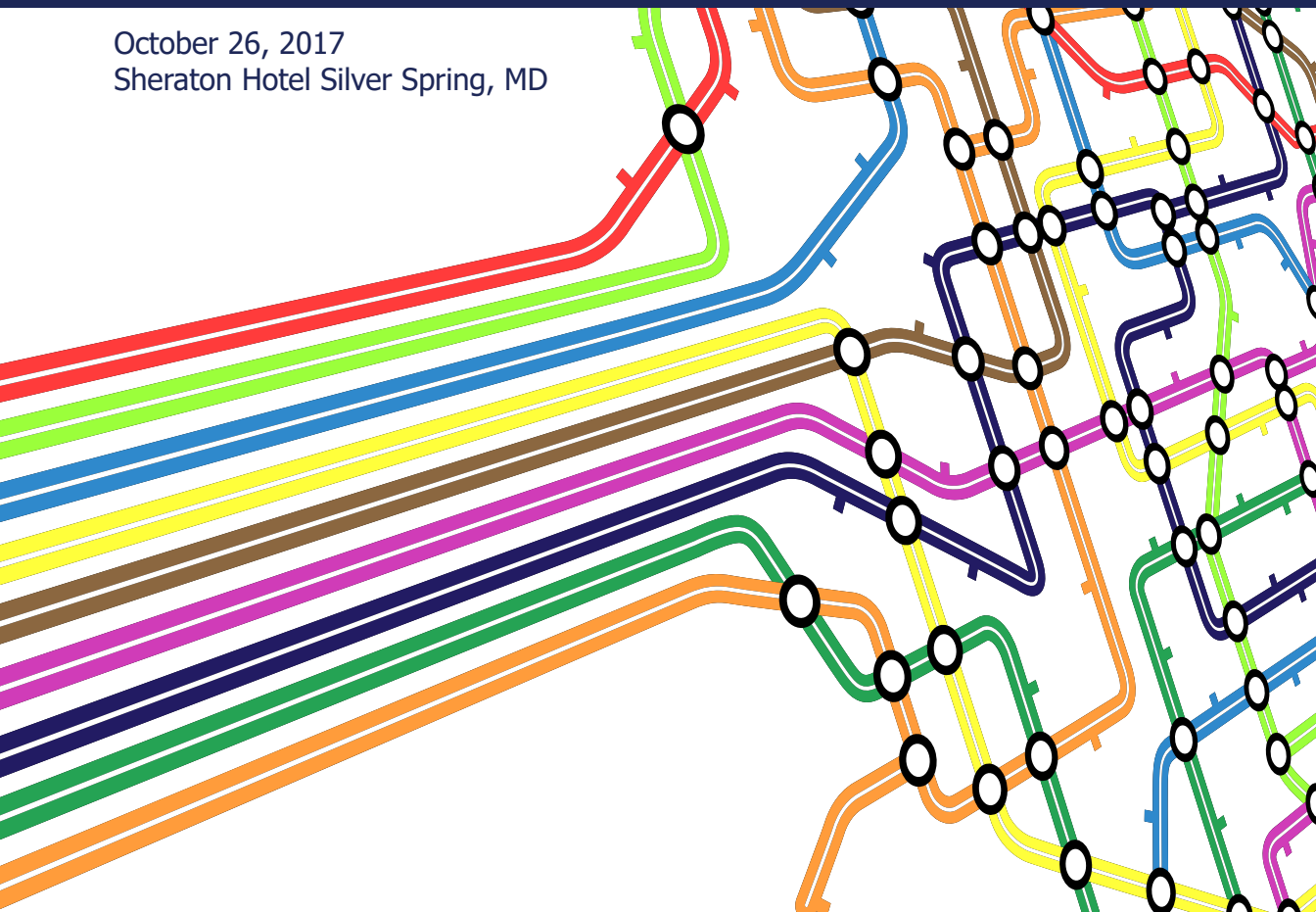




MAKING CONNECTIONS

New Developments & Emerging Opportunities in
Transportation Training Partnerships

October 26, 2017
Sheraton Hotel Silver Spring, MD



TRANSPORTATION LEARNING CENTER



WELCOME

What are the major issues facing public transportation’s frontline workforce today? Looking out over the next decade and beyond, where should agencies, unions, and the industries that support our nation’s public transportation sector focus their attention to have the biggest impact on those issues?

In *Making Connections 2017*, we will attempt to answer these questions on a macro level through broadly focused plenary sessions which look at public transportation’s ongoing challenge to recruit, train and retain its frontline workforce and a forward-thinking vision of the future of public transportation.

Then we will drill down to help identify specific solutions to major industry challenges in our workshop sessions. There we focus on frontline workforce development and training from several angles.

We hope *Making Connections 2017* will be a forum to discuss these challenges to transportation and exchange ideas to help formulate joint solutions that best serve the needs of transportation administrators, employees and most importantly, riders.

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AGENDA AT-A-GLANCE

7:30-8:30am

CONTINENTAL BREAKFAST

Hawthorn

7:45-8:30am

CHECK-IN / REGISTRATION

Cypress Ballroom Foyer

8:45-10:00am

OPENING PLENARY SESSION

Introductions - Brian J. Turner

Cypress Ballroom

Who Will Do the Work: Transit's Ongoing Challenge to Recruit, Train and Retain Its Frontline Workforce

Joe Calabrese, Mary Leary, Robert Molofsky, Ferdinand Risco Jr., Dr. Beverly Scott

10:15-11:45am

MORNING WORKSHOPS

Elm I & II

Not the Usual Suspects: How to Diversify your Workforce

Jennifer Barrett, Madeline Janis, Ferdinand Risco Jr., Dwayne Sampson, Lauren Sugerman, Jessica Witchoski

Magnolia Ballroom

The Next Generation: Career Ladders and Pathways into the Public Transportation Workforce

Frank Burnett, Pat Greenfield, Tyler Wilson

Persimmon I & II
(First Floor)

Industry Training Consortium, Mentorship and On-the-Job Learning: Investing in Frontline Worker Knowledge and Skills

Stuart Bass, Doug MacElhiney, Denise Madaras, John Schiavone, Tim Tarrant, George Younger

AGENDA AT-A-GLANCE

12:00-1:30pm

LUNCH PLENARY SESSION

Cypress Ballroom

A Vision for the Future of Transportation: Re-imagining Transportation for the 21st Century

David Bragdon, Madeline Janis, Robert Puentes, Vince Valdes, Stephanie Wiggins, Larry I. Willis

1:45-3:15pm

AFTERNOON WORKSHOPS

Elm I & II

Prioritizing Training for New Technologies

Joe Brosseau, Melvin Clark, Julie Deibel-Pundt, Anthony Forcina

Magnolia Ballroom

Registered Apprenticeship: The How and the Why

Tia Brown, Diane Jones, Lisa Mahoney, Jim Reid, John Tkach

Persimmon I & II
(First Floor)

Partnerships in Safety and Health

LaMont Byrd, RuthAnn Dunn, Andrew Falotico, Robin Gillespie, Matthew Harris, Andrew Joppa

3:30-4:15pm

CLOSING SESSION

Cypress Ballroom

Onward and Upward: Transportation in 2030 and Beyond

Larry Hanley, Dale Marsico, Dr. Beverly Scott, Xinge Wang

CLOSING REMARKS

Jack Clark

4:15-6:30pm

EVENING RECEPTION

Magnolia Ballroom

Please join us after the conference for light refreshments and a chance to mingle and network with peers. Cash bar available.

PLENARY SESSIONS

Who Will Do the Work? Transit's Ongoing Challenge to Recruit, Train and Retain its Frontline Workforce

Opening Session - Cypress Ballroom

Panelists: Joseph Calabrese, CEO, Greater Cleveland Regional Transit Authority
Mary Leary, Director of Research Management, Innovation, and Outreach, Federal Transit Administration
Robert Molofsky, General Counsel, Amalgamated Transit Union, International
Ferdinand Risco Jr., Assistant Executive Director, Transit Authority of River City

Moderator: Dr. Beverly Scott, CEO, Beverly Scott Associates LLC

Labor market data continues to point toward a critical shortage of skilled workers capable of operating and maintaining the public transportation systems of the future. Over a ten-year period, transit will need to recruit, train, and retain 125% of its current workforce. That doesn't take into account the huge new investments initiated in several locations to expand capacity. Speakers on this panel will look again at the overall national picture and take us on some deeper looks at how they are involved in specific efforts to address this potential workforce challenge.

A Vision for the Future of Public Transportation: Re-imagining Transportation for the 21st Century

Lunch Session - Cypress Ballroom

Panelists: David Bragdon, Executive Director, Transit Center
Robert Puentes, President and CEO, Eno Center for Transportation
Vince Valdes, Associate Administrator Office of Research, Demonstration and Innovation, Federal Transit Administration
Stephanie Wiggins, Deputy Chief Executive Officer, Los Angeles County Metropolitan Transportation Authority
Larry I. Willis, President, Transportation Trades Department - AFL-CIO

Moderator: Madeline Janis, Executive Director, Jobs to Move America

Public transportation has the potential to re-shape how cities and regions function. Los Angeles, as an example, has moved to expand transit options dramatically in a way that can reduce dependence on cars in Southern California. At the same time, transit faces challenges from ride sharing and on-demand services that are expanding dramatically. Research and partial implementation of autonomous vehicles pose yet new challenges. This panel will take a broad look at the challenges and opportunities with a particular eye toward what these trends mean for the frontline workforce. How does public transportation stay not only relevant but ahead of the game through continued investment in a skilled and innovative workforce?

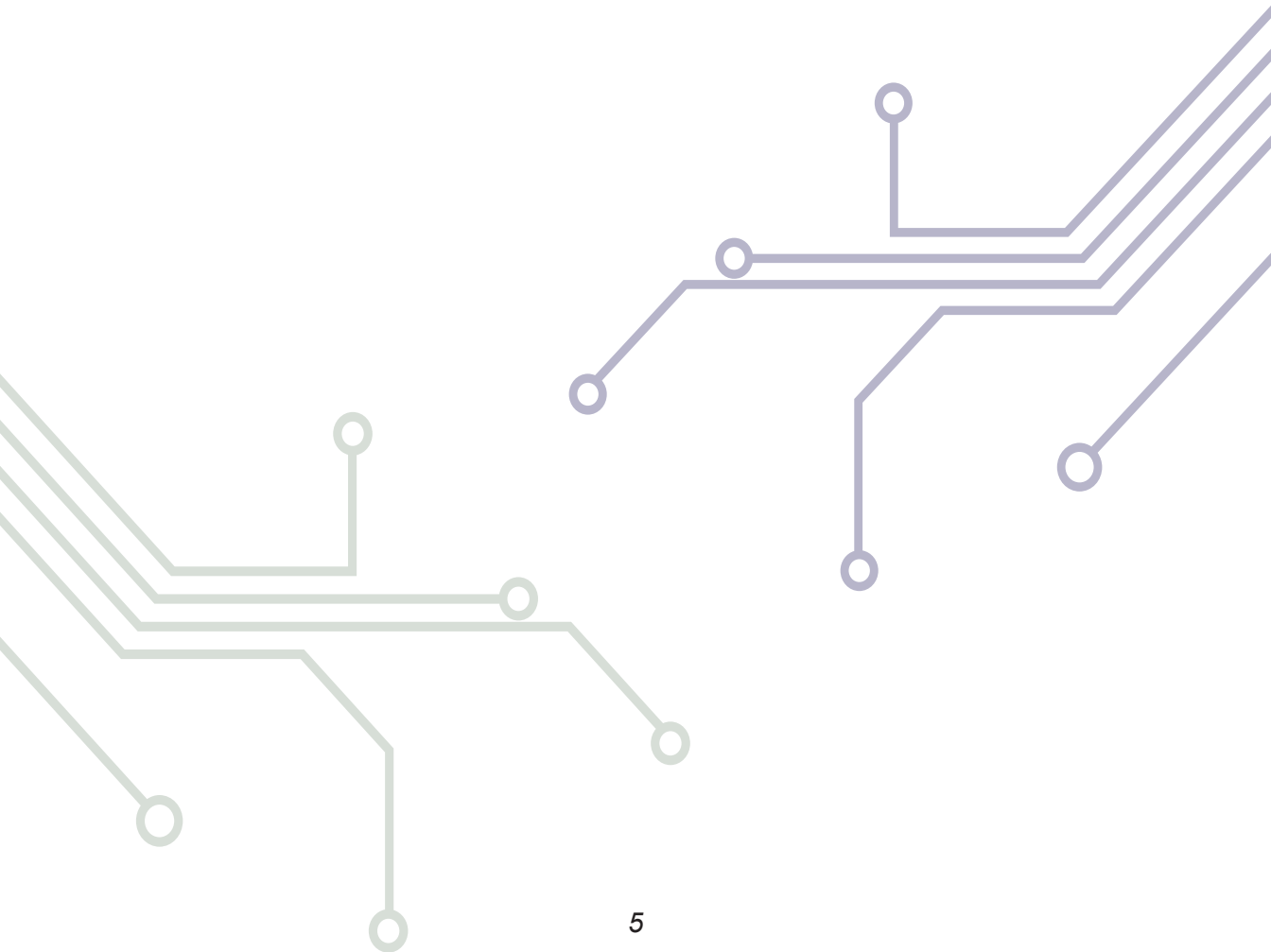
Looking Ahead: Where Do We Go From Here?

Closing Session - Cypress Ballroom

Panelists: Larry Hanley, International President, Amalgamated Transit Union
Dale Marsico, CEO, Retired, Community Transportation Association of America
Dr. Beverly Scott - CEO, Beverly Scott Associates LLC

Moderator: Xinge Wang, Deputy Director, Transportation Learning Center

In this final session, speakers will lead participants in reflecting on the day. Each of us has met a lot of people who share our concerns. How do we take the excitement and energy of today and channel that toward ongoing efforts to improve transit systems, transit jobs and opportunities for our communities?



MORNING WORKSHOPS 10:15 - 11:45

Not the Usual Suspects: How to Diversify your Workforce

Room: *Elm I & II*

Panelists: Ferdinand Risco, Jr., Assistant Executive Director, Transit Authority of River City
Dwayne Sampson, Founder and President, Transportation Diversity Council
Lauren Sugerman, National Policy Director, Chicago Women in Trades
Jessica Witchoski, Lead Field Educational Representative, TCU/IAM Training Services Department
Jennifer Barrett, Senior Program Facilitator, Southeastern Pennsylvania Transportation Authority

Moderator: Madeline Janis, Executive Director, Jobs to Move America

The transportation sector has an immediate need to recruit a new generation of transportation workers as older workers retire. Agencies will need to deploy recruiting strategies that not only targets workers, but attempts to diversify the workforce with the inclusion of women, veterans, and disadvantaged populations. This workshop panel will provide innovative tools and methods to help transportation agencies recruit a diversified workforce.

The Next Generation: “Transit Core Competencies Curriculum” - Career Ladders and Pathways into the Public Transportation Workforce

Room: *Magnolia*

Panelists: Frank Burnett, Instructor, IBEW Local 103
Tyler Wilson, Director of Government Relations, The Corps Network

Moderator: Pat Greenfield, Sr. Program Director for Workforce Education, Transportation Learning Center

We all know the numbers - public transportation is losing it's workforce much quicker than it is being replenished. Like many industries, we are in the middle of a skills crisis. Fortunately, there are resources out there - including the Center's recently developed and highly popular Transit Core Competencies Curriculum (TC3). Hear from industry experts on how it was developed and used. This will be followed by an open discussion with attendees to see how you see it benefiting your organizations. What would you want out of this program? Where would you use it? How? In what ways?

Industry Training Consortium, Mentorship and On-the-Job Learning: Investing in Frontline Worker Knowledge and Skills

Room: *Persimmon I & II*

Panelists: Stuart Bass, Executive Director, Keystone Development Partnership
Doug MacElhiney, Rail Vehicle Maintenance Instructor, MBTA
Denise Madaras, Director of Evaluation Services, PTG International, Inc.
Tim Tarrant, Grand Lodge Representative, Brotherhood of Railroad Signalmen
George Younger, Escalator/Elevator Apprenticeship Training Program Manager,
Bay Area Rapid Transit

Moderator: John Schiavone, Program Director, Transportation Learning Center

The frontline vehicle operators and maintainers contribute greatly to accomplishing the goals of each transit agency, with the know-how they've gained through formal training and learning on-the-job. Done right, investment in the frontline knowledge and skills can generate significant returns. In this workshop, we showcase several effective models for frontline training in action: Joint development of national standards-based courseware by transportation agencies across the U.S. (training consortia), workplace mentoring, and On-the-Job Learning. We will also share best practices for proving the value of frontline workforce training.

AFTERNOON WORKSHOPS 1:45 - 3:15

Training for New Technologies

Room: *Elm I & II*

Panelists: Joe Brosseau, Principal Investigator, Transportation Technology Center, Inc.
Julie Deibel-Pundt, Program Manager, Instructional Design, Transportation
Learning Center
Anthony Forcina, Executive Director PTC/Signal Projects, Metro-North Railroad

Moderator: Melvin Clark, Rail Systems Safety & Regulatory Compliance Officer, Capital
Metropolitan Transportation Authority

We are all familiar with scenarios where, even though training should be a top priority it is in fact the last priority of an organization. This culture, unfortunately, is even more apparent in situations of new technologies which are imposed by government mandates. Be prepared when your organization meets these pressures by attending this session where panelists will discuss lessons learned when designing, developing and implementing training for new technologies such as positive train control (PTC), track circuit technologies, etc. The main lesson: Don't treat training as an afterthought.

Registered Apprenticeship: The How and the Why

Room: *Magnolia*

Panelists: Tia Brown, Program Manager, Transportation Learning Center
Diane Jones, Senior Fellow, Urban Institute
Lisa Mahoney, Director, National College Credit Recommendation Service
John Tkach, Director of Projects, Keystone Development Partnership

Moderator: James Reid, Director of Apprenticeships, International Association of Machinists and Aerospace Workers

With the newly signed executive order from President Trump, registered apprenticeship programs have quickly become a bipartisan push from the federal government. As agencies are addressing their workforce shortage needs, apprenticeship is a way to “grow your own”. This workshop panel will be an informative session that will introduce participants to the different apprenticeship models, the apprenticeship registration process, and the funding available for registered apprenticeships. It will also highlight a program that has been through the development, implementation and apprenticeship registration process.

Partnerships in Safety and Health

Room: *Persimmon I & II*

Panelists: LaMont Byrd, Director of Safety and Health, International Brotherhood of Teamsters
RuthAnn Dunn, Comfort Station Coordinator, King County Metro Transit
Andrew Falotico, Health and Safety Representative, ATU Local 113
Matthew Harris, Attorney, International Brotherhood of Teamsters, Passenger Transportation Division
Andrew Joppa, Sr. Director, Field Human Resources and Labor Relations, Eastern Division, First Student Inc.

Moderator: Robin Gillespie, Adjunct Associate Professor, Murphy Institute for Worker Education and Labor Studies, CUNY

Safety and health in the transit work environment depends on management commitment and worker involvement. Other partners such as oversight agencies, technical consultants, equipment manufacturers, and researchers also contribute to the success of workplace health or safety initiatives. These partnerships are promoted by the FTA, by OSHA, and by other transit and safety organizations. The goal of this session is to define the structure of successful labor-management partnerships, and to recognize the roles of other contributors. Panelists and participants will describe their experience with innovative approaches, successful safety partnerships at the transit agency and national levels, and barriers they have encountered. The focus will be on workplace safety and health, but will also address workers’ roles in Safety Management Systems and employee health concerns.

PLENARY SPEAKERS AND PANELISTS

David Bragdon - A Vision for the Future of Public Transportation

David Bragdon is the Executive Director of the Transit Center, a foundation that supports advocacy, research and leadership development for transportation reform across the U.S.

His career spans multiple modes of transportation, in both the public and private sectors. David served nearly eight years as the President of the Metro Council in the Portland, Oregon metropolitan area – the only directly elected regional government in the nation, responsible for land use and transportation planning, natural lands conservation, solid waste recycling and disposal, and operation of regional facilities like the Oregon Zoo and Oregon Convention Center.

He subsequently assisted New York City Mayor Michael Bloomberg's update of Gotham's sustainability plan. Prior to his public service, David worked in the international freight industry, including positions with a cargo airline and a maritime shipping company, where he accomplished tasks like procuring jet fuel in the then-Soviet Union and organizing cotton shipments to Bangladesh. He also drove a taxi for a year. But the buses and subways of New York are his original passion, so he happily joined TransitCenter in 2013 to launch its new philanthropic mission.

Joseph Calabrese - Who Will Do the Work?

Joe Calabrese is the General Manager and CEO of the Greater Cleveland Regional Transit Authority (RTA). He is responsible for the day-to-day operations of the only multi-modal transit system in Ohio, and one of the largest in the nation. He reports to a 10-member Board of Trustees, and directs an 11-member Executive Management Team.

Calabrese has more than 42 years' experience in both the public and private sectors of the transit industry. Under his leadership, RTA has won prestigious local, state and national awards. He has become a leading national spokesman on the benefits of bus rapid transit, or BRT.

He is the longest-serving General Manager in RTA history, and the longest-serving General Manager of any multi-modal transit system in the nation.

Since his arrival in Cleveland in early 2000, he has led RTA on an aggressive infrastructure upgrade program, while placing an increased emphasis on image, financial management, customer service and safety. RTA is now one of the most respected transit systems in the nation.

In 2015, he became the first transit manager in history to be named a “Public Official of the Year” by Governing Magazine. In 2008, he was named the “Outstanding Transit Manager of the Year,” by APTA, and in 2014, was named “One of Public Transportation’s Most Influential People of the Decade” (2004-2014) by Metro magazine.

Joseph Calabrese serves on the Center’s board of directors as Treasurer.

Larry Hanley - Looking Ahead

Larry Hanley was elected international president of the Amalgamated Transit Union, September 30, 2010, at ATU’s 56th International Convention in Orlando, FL.

Hanley began driving a bus in 1978, at age 21, in Brooklyn, NY, and attended his first union meeting that September. He was an activist in the Transport Workers Union (TWU) during the 18 months he was a member, organizing efforts to get police protection on buses in New York City.

In 1984, Hanley was elected secretary treasurer of the local. Shortly after his election, a strike broke out in Austin, MN, at the George Hormel Company. This strike caught the attention of the media due to the anti-union climate in the Reagan administration and the brilliant tactics of the strikers.

In 2002, Hanley was asked by International President Jim LaSala to join the staff of the International as an international vice president. “Though it was difficult for me to leave my local,” he says, “I took the job. I immediately went to work bargaining contracts, often seven days a week throughout the East Coast.”

Hanley was the international vice president assigned to the most locals. He negotiated the national Greyhound contract for Local 1700 that resulted in his working with ATU members in many states. He served in that capacity until his election as international president in September 2010.

Larry Hanley chairs the board of directors at the Transportation Learning Center.

Madeline Janis - A Vision for the Future of Public Transportation

Madeline Janis is the Executive Director of Jobs to Move America, an organization that she helped to found in 2013. Previously, she co-founded and served as national policy director of the Los Angeles Alliance for a New Economy (LAANE). Under her stewardship as executive director from 1993 to 2012, LAANE became an influential leader in the effort to build a new economy based on good jobs, thriving communities and a healthy environment.

From 2002 to 2012, Ms. Janis served as a volunteer commissioner of the City of Los

Angeles' Community Redevelopment Agency.

Over the past three decades, she has led numerous economic, social and environmental justice campaigns in California. She has provided training and assistance to community organizations and unions in dozens of cities across the country, and is widely regarded as an innovator in devising strategies to create good jobs and healthy communities.

Mary Leary - Who Will Do the Work?

Mary Leary is the Acting Deputy Associate Administrator for the Federal Transit Administration's Office of Research, Demonstration, and Innovation. FTA's research office is managing a portfolio of almost \$ 150M in programs with three priorities to further mobility innovation, safety, and infrastructure to achieve a vision that innovative technologies, projects, partnerships, and world-class infrastructure promote economic growth, productivity, safety, and improve quality of life in communities. Her team's responsibilities include management of FTA's innovative workforce development program that has released over \$ 20M in grants to help local communities develop public transportation workforce programs. Mary has led national and international program teams in fast-paced and changing environments in the private, nonprofit, and public sector during her over thirty year career, and has both a Master's in Business and Doctorate in Public Policy.

Mary is dedicated to finding new and innovative ways of helping communities recruit, retain, and train the people they need to manage not only the public transportation systems of today, but also the transformative public transportation system of tomorrow.

Dale Marsico - Looking Ahead

Dale Marsico has been active in the transportation and mobility field for over four decades. He describes this work as a three-act play. His Act 1 included twenty years in transit management in Texas. In that time he helped created one of the state's first rural public transit districts in East Texas that included providing fixed route and demand services in 20 counties. Under Dale's leadership the district expanded operations in urbanized areas including developing urban transit systems in Bryan, College Station, the Woodlands and Galveston Texas. He also developed express bus services into the Houston area known as the Woodlands Express that covered 80 percent of its operating costs.

Like all transit people Dale grew frustrated with public policy issues in transit and in Act 2 left Texas and came to Washington spending twenty years as the CEO of the Community Transportation Association of America. During his 20 years there

he worked on successful efforts to expand small urban and rural transit in the transportation authorizations of the last two decades and provided leadership in the legislative efforts to support medical transportation services and resources in the Affordable Care Act.

Last year Dale retired from CTAA and began what he calls Act 3, working for United Healthcare, one of the nations largest healthcare companies. At United he has been involved in improving outpatient care by providing transportation and mobility access as an important way of improving health outcomes.

Dale's been a board member of this organization and understands the important relationships of a trained workforce in achieving mobility excellence.

Robert Molofsky - Who Will Do the Work?

Robert Molofsky is General Counsel to the Amalgamated Transit Union, International. He is an experienced labor and employment law attorney, recognized transit policy expert and accomplished federal and state legislative strategist, has been Of Counsel to Gladstein, Reif, & Meginniss since November 2010. Mr. Molofsky is a member of the New York; District of Columbia and the U. S. Supreme Court bars.

As General Counsel (1996-2006) and Legislative Director (1981-1996) to the International Amalgamated Transit Union, Mr. Molofsky advised and represented the International Executive Officers and local unions on significant legal matters, internal governance and HR concerns, regulatory, legislative, organizing, arbitration and collective bargaining issues, drug and alcohol testing, as well as transit employee protections, health and pension/401(k) plans, and compliance with federal and state campaign finance laws. He represented the ATU union before the U.S. Congress, federal agencies, including the NLRB, Departments of Labor and Transportation, EEOC, FMCS, IRS, state legislatures, the AFL-CIO, and transportation industry groups. Robert has testified many times before the U.S. Congress on transit policy and labor matters; transit safety and security issues, privatization, drug and alcohol testing, FLSA and ADA issues. Mr. Molofsky has also worked with many other transit unions on Federal highway/transit legislation, commercial drivers' license, drug and alcohol and charter bus regulations and other legislative and regulatory matters.

From 2006-2010, Mr. Molofsky served as Vice President/Special Counsel for the AFL-CIO Building Investment Trust, a \$1.7 billion real estate equity fund; Vice President for Institutional Advancement for the National Labor College and Regional Marketing Director for the AFL-CIO Housing Investment Trust, a \$3.9 billion fixed income investment company. He was a field attorney for the National Labor Relations Board, Region 22, Newark, NJ, from 1977-1981 and worked as an Industrial and Labor Relations specialist with the US Department of Labor from 1972-1977.

Mr. Molofsky received his Bachelor's degree from Cornell University's School of Industrial and Labor Relations and J.D. from American University, Washington College of Law. Robert is a Fellow in the College Labor and Employment Lawyers; the 2008 recipient of the Judge William Groat Award for distinguished professional accomplishments and service to Cornell University's ILR School. Since 2004 he has been an adjunct professor for the University. He is also a member of the AFL-CIO Lawyers Coordinating Committee and the ABA labor law section.

Robert Puentes - A Vision for the Future of Public Transportation

Robert Puentes is President and CEO of the Eno Center for Transportation a non-profit think tank with the mission of improving transportation policy and leadership. Prior to joining Eno, he was a senior fellow at the Brookings Institution's Metropolitan Policy Program where he directed the program's Metropolitan Infrastructure Initiative. He is currently a non-resident senior fellow with Brookings. Before Brookings, Robert was the director of infrastructure programs at the Intelligent Transportation Society of America.

Robert has worked extensively on a variety of transportation issues, including infrastructure funding and finance, and city and urban planning. He is a frequent speaker to a variety of groups, a regular contributor in newspapers and other media, and has testified before Congressional committees. He holds a master's degree from the University of Virginia where he served on the Alumni Advisory Board, and was an affiliated professor with Georgetown University's Public Policy Institute.

Ferdinand Risco Jr. - Who Will Do the Work?

Ferdinand L. Risco Jr., MBA is the Assistant Executive Director for The Transit Authority of River City (TARC), the largest public transit agency in Kentucky, carrying 15 million passengers annually. He is responsible for leadership and direction for all operations in the system.

Risco's experience includes: freight transport, manufacturing, warehousing and transportation. He has worked in operations, maintenance, employee and labor relations, human resources, diversity and inclusion. As a former Army officer, Ferdinand has helped government agencies and later fortune 500 companies earn awards and distinctions for their best in class results.

Ferdinand's community involvement led to an appointment by Mayor John DeStefano, Jr. to the New Haven Board of Education in 2009, an appointment to the Connecticut State Board of Education by Governor Dannel P. Malloy in 2011 and service on the Board of Directors of the National Association of State Boards of Education.

Risco is a graduate of Leadership-APTA. He currently serves as Vice-Chair of the association's Workforce Development Committee and previously served as Chair and Vice-Chair of the Organizational Development Sub-Committee. Risco is also an ENO Center for Transportation's Transit Executive Seminar graduate.

Dr. Beverly Scott - Who Will Do the Work? / Looking Ahead

Dr. Scott is a frequent motivational speaker on the critical need to invest in smart infrastructure to advance American competitiveness, sustainable outcomes, and "shared prosperity".

In December 2016, she was appointed to the newly established Federal Advisory Committee on Transportation Equity (ACTE) by USDOT Secretary Anthony Foxx. The purpose of the Committee is to provide advice and recommendations to the Department to institutionalize opportunity and inclusion into agency-wide programs, policies, regulations, and activities.

Dr. Scott's career in the public transportation industry spans more than three decades, including four appointments as General Manager/CEO – General Manager, Massachusetts Bay Transportation and Rail & Transit Administrator for the Commonwealth of Massachusetts, the Metropolitan Atlanta Rapid Transit Authority (MARTA), the Sacramento Regional Transit Authority (SRTD), and the Rhode Island Public Transit Authority (RIPTA), one of four statewide public transit systems. She has also served in senior level positions at the Metropolitan Transportation Authority (New York), New Jersey Transit Corporation (NJT), the Washington Metropolitan Area Transportation Authority (WMATA), Dallas Area Rapid Transit (DART), and the Houston Metropolitan Area Transit Authority (Houston METRO).

Dr. Scott is recognized throughout the U.S. and North American transportation industry for her visionary leadership, results driven management style; focus on people and communities; and progressive approach to labor management relations. Among her most notable industry contributions is her pivotal leadership role in the critical areas of workforce and leadership development and work to improve outcomes for people and communities – particularly our most vulnerable. In this regard, she is an ardent proponent for significantly increased "people development and investment" at all levels.

Dr. Scott is a Senior Fellow on the Center's board of directors.

Vince Valdes - A Vision for the Future of Public Transportation

As the Associate Administrator for FTA's Office of Research, Demonstration and Innovation since 2008, Vincent Valdes leads a group of program managers, transportation specialists and engineers who work on FTA's critical transit research

program. The program provides a forum for transit research at the national level and facilitates the development of innovative transit practices and technologies to support national public transportation.

Throughout his career in the public and private sectors, Mr. Valdes has led work in various fields including engineering, transportation research, urban and regional planning, neighborhood economic development, environmental protection, and international development.

Xinge Wang - Looking Ahead

Xinge Wang came to work for the Transportation Learning Center as a research associate in 2002. In her fifteen years at the Center, she has risen to the rank of Deputy Director and oversees, in addition to her research portfolio, projects on development of state of the art courseware for transit rail car technicians, outreach to veterans and to women seeking non-traditional jobs, the American Apprenticeship Initiative to develop more than 1000 new apprentice positions in transit in five occupations by 2020 and the communications strategy for the Center.

Ms. Wang has particularly distinguished herself as an expert on transit and transportation labor markets and training. Early on in her career with the Center, she began collecting data to measure the effectiveness of the joint labor-management training initiatives the Center promoted. Her research into the Keystone Transit Career Ladder Partnership at SEPTA went into great depth, and she secured the full cooperation of planning, operational and finance staff to examine the effectiveness of the Keystone training, particularly for bus mechanics.

In 2014, Ms. Wang served as the lead researcher on a white paper on the future of the transportation workforce commissioned by the US Department of Transportation, the Office of Career Technical Education at the US Department of Education and the US Department of Labor. Ms. Wang presented the data at the US Department of Transportation in a major conference called by all three federal agencies and attended by hundreds of stakeholders. The dramatic findings about critical workforce shortages across transportation sectors continue to inform federal policy on transportation workforce development.

In September 2017, Xinge Wang was recognized by Mass Transit Magazine as one of the year's top "40 Under 40." This honor is awarded to individuals for their contributions and who have shown a capacity for innovation, demonstrated leadership and a commitment to making an impact in transit.

Stephanie Wiggins - A Vision for the Future of Public Transportation

Stephanie Wiggins is the Deputy Chief Executive Officer for the Los Angeles County Metropolitan Transportation Authority (Metro), most recently she served as Executive Director of Vendor/Contract Management for Metro.

Wiggins has more than 20 years of experience working for transportation agencies. Prior to Metro, she served as Regional Programs Director for the Riverside County Transportation Commission and oversaw transit, commuter rail, rideshare, goods movement and rail capital projects.

She is a member of the Transportation Research Board (TRB) Congestion Pricing Committee, TRB Research and Technology Coordinating Committee, and serves as a WTS-Los Angeles Chapter Board member.

Stephanie Wiggins serves on the Center's board of directors.

Larry I. Willis - A Vision for the Future of Public Transportation

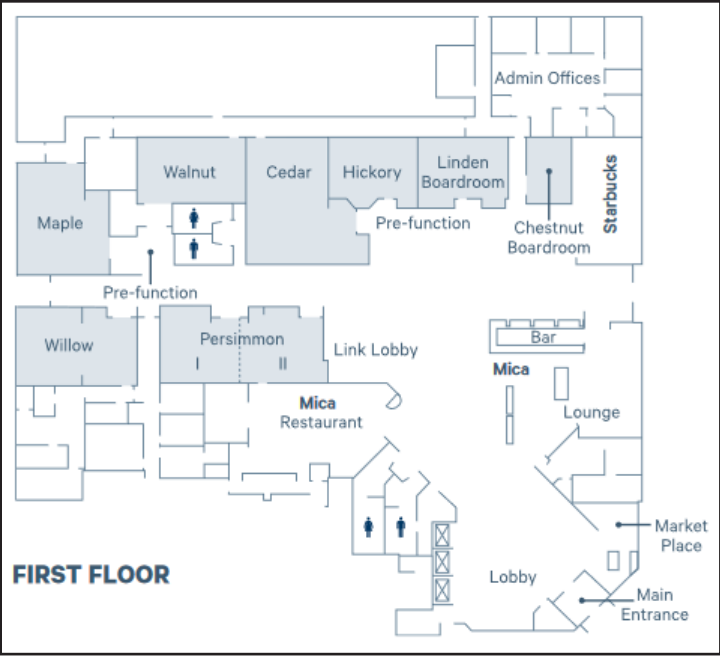
Larry I. Willis is the President of the Transportation Trades Department of the AFL-CIO (TTD).

As president, Larry oversees the organization's daily operation and is TTD's spokesperson and chief strategist. He collaborates with the officers of TTD's 32 affiliated unions to fight for long-term investments in our transportation system, and to protect and expand the rights working people have to a union voice. He also positions TTD to develop substantive policy expertise so the organization can ensure our nation's transportation system is an engine for good, safe, middle-class jobs that grow our economy.

Larry began his career with TTD in 1996 as a Legislative Representative, and quickly became the organization's Legislative Counsel. He went on to become the organization's General Counsel, and was first elected Secretary-Treasurer of TTD in 2010.

Larry holds a juris doctor degree from the John Marshal Law School and a B.A. in political science from the University of Iowa. He is an active member of the D.C. Bar.

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