

SRTA

SUSQUEHANNA REGIONAL TRANSPORTATION AUTHORITY

DATE: December 21, 2023

TIME: 10:00 AM

PLACE: 415 N. Zarfoss Dr. York, PA 17404
A Zoom option will also be offered.
Public may participate at Cameron Street or Zarfoss Drive Locations.

PURPOSE: December 2023 Board Meeting

ORDER OF BUSINESS

1. Call to Order
2. Changes or Modifications to the Agenda
3. Public Comment: Accepted in Person or in Writing
4. Approval of Minutes
 - A. Meeting Minutes of November 30, 2023 (Pages 3-5)
5. Communications
6. YAMPO Transit Committee – No Business
7. Treasurer's Report
8. Old Business
9. New Business

RESOLUTION 2354 - APPROVING THE REVISING OF THE SUSQUEHANNA
REGIONAL TRANSPORTATION AUTHORITY BUSINESS
CONTINUITY AND TALENT MANAGEMENT PLAN (Page 6-26)

RESOLUTION 2355 - APPROVING THE CLIMATE ACTION PLAN AND AUTHORIZING
JOINING THE FTA'S SUSTAINABLE TRANSIT FOR
HEALTHY PLANET CHALLENGE (Page 27)

10. Future Procurements (Page 28)
11. Safety Update November 2023 (Page 29)
12. Staff Report-

- CDHTA Charter Update
- Franklin Joinder Update
- Regional Rail

- Franklin Veterans Transportation
- RAISE Grant Update

12. Executive Session

13. Adjournment

Next Meeting: Thursday, January 25, 2024 901 N. Cameron St. Harrisburg, PA
10:00AM – SRTA Board Meeting

SRTA
SUSQUEHANNA REGIONAL TRANSPORTATION AUTHORITY

MINUTES OF SRTA BOARD MEETING

November 30, 2023

Present were board members: LaToya Winfield Bellamy, Eric Bugaile, Rich Carson, Jason Graves, Jarrod Johnson, Keith Martin, Raymond Rosen, Kirk Stoner and Tom Wilson.

Guests and Administrative Staff Members present were Stephen Baldwin, Al Bienstock, Amber Blaylock, Luke Byrne, Richard Farr, Brian Gillette, Nicole Hansen, Bev Hockenberry, David Juba, Tim Kraft, Donna Lattimore, Jamie Leonard, Eric Maguire, Cory Matthews, Lionel Randolph, Jenna Reedy, and Sherry Welsh.

CALL TO ORDER

The November Board meeting of the Susquehanna Regional Transportation Authority was called to order by Chairman Raymond Rosen at 1:00 PM.

CHANGES OR MODIFICATIONS TO THE AGENDA

There were no changes or modifications to the agenda.

PUBLIC COMMENT

Ms. Amber Blaylock expressed concern for the location of the new proposed Transfer Center on Cameron Street.

AUDIT PRESENTATION

RKL conducted a presentation regarding the Authority Audit.

APPROVAL OF MINUTES

Motion to approve the October 26, 2023 meeting minutes was raised by Kirk Stoner, seconded by Rich Carson, and passed unanimously.

COMMUNICATIONS

There were no communications.

YAMPO TRANSIT COMMITTEE

There was no YAMPO Transit Committee business.

**SRTA
SUSQUEHANNA REGIONAL TRANSPORTATION AUTHORITY**

TREASURER'S REPORT

Stephen Baldwin presented details on the October 2023 Financial Statement and Statistical Notes. Stephen Baldwin noted the following highlights:

- **RIDERSHIP**: Year to date comparisons to the prior year are as follows:
 - Fixed Route ran 15% above last year.
 - Paratransit was 5% above the previous year. This is 1% higher than the same comparison last month.
 - Commuter Express experienced a 10% decrease from last year (YTD).
 - Microtransit's ridership was a 37% increase in ridership compared to the same time last year.
- **REVENUE**: Year to Date Grant and Contract Income is below budget by \$1.5M because less subsidy was required than the budget anticipated.
- **EXPENSES**: Year to Date Total Expenses are \$2.2 million lower than budgeted.
- Unfilled positions decreased by 4 to 68 this month. This is 10% of approved positions. There are 15 candidates who are in the hiring process.
- **RESERVES**: As of October 31, the Authority's cash balances were consistent with its target to have 180 days cash on hand.
- **LINE OF CREDIT**: There are no draws on the organization's line of credit.
- **CAPITAL EXPENDITURES (over \$50,000)**
 - 10 Shared Ride Vehicles \$1,165,099
 - Cumberland Facility \$ 952,000
 - CAT Transfer Center Shelter Project \$ 178,000

OLD BUSINESS

**RESOLUTION 2346 - AMMENDING THE BY-LAWS FOR THE SUSQUEHANNA REGIONAL
TRANSPORTATION AUTHORITY**

Motion to approve was raised by Kirk Stoner, seconded by Eric Bugaile, and passed unanimously.

The Board established a date for the 2024 Board Retreat, of February 29, 2024.

NEW BUSINESS

RESOLUTION 2350 - ACCEPTING ANNUAL REPORT OF AUTHORITY AUDITORS

Motion to approve was raised by Tom Wilson, seconded by Eric Bugaile, and passed unanimously.

RESOLUTION 2351 - ESTABLISHING BOARD MEETING CALENDAR FOR 2024

Motion to approve was raised by Rich Carson, seconded by Tom Wilson, and passed unanimously.

SRTA
SUSQUEHANNA REGIONAL TRANSPORTATION AUTHORITY

**RESOLUTION 2352 - APPROVING A 50 PERCENT FARE SALE TO CELEBRATE
THE AUTHORITY'S 50TH ANNIVERSARY**

Motion to approve was raised by Eric Bugaile, seconded by LaToya Bellamy, and passed unanimously.

RESOLUTION 2353 - CONTRACT AWARD FOR THE SUPPLY OF NETWORK SWITCHES

Motion to approve was raised by Rich Carson, seconded by Kirk Stoner, and passed unanimously

FUTURE PROCUREMENTS

The list of procurement projects was reviewed.

STAFF REPORT

The following staff updates were presented by Richard Farr. Updates included:

- The EEO Officer presented an update on the Authority's Equal Employment Opportunity efforts, highlighting current initiatives focused on addressing racial and gender disparities.
- SRTA is in the process of procuring new safety software.
- Senate Bill 977 has been introduced to make it a crime to interfere with an operator of a bus or mass transit vehicle. SRTA is advocating for the passage of this bill.
- HB1219 tax code bill has been introduced where an additional 2% of tax revenue is proposed to transition into the Transportation Trust Fund. SRTA is advocating for the passage of this bill.

EXECUTIVE SESSION

The Board went into executive session to discuss a personnel matter.

ADJOURNMENT

The next scheduled Board of Directors meeting will take place on December 21, 2023 at 10:00 AM at 415 N. Zarfoss Dr. York, PA.

The meeting adjourned at 2:41PM.

Respectfully Submitted,



Richard Kotz
Secretary

RESOLUTION NO. 2354

**APPROVING THE REVISING OF THE SUSQUEHANNA REGIONAL TRANSPORTATION
AUTHORITY BUSINESS CONTINUITY AND TALENT MANAGEMENT PLAN**

WHEREAS, the Susquehanna Regional Transportation Authority wishes to update established guidelines to effectively manage the process of keeping talent and managing planned and unplanned absences of key personnel; and,

WHEREAS, the Susquehanna Regional Transportation Authority has undertaken the review and compilation of the Business Continuity and Talent Management Plan to establish a consistent collection of expectations, and wishes to amend the plan; and,

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Susquehanna Regional Transportation Authority, that the adoption of the Susquehanna Regional Transportation Authority Business Continuity and Talent Management Plan be revised and instituted.

CERTIFICATION OF OFFICERS

OF

SUSQUEHANNA REGIONAL TRANSPORTATION AUTHORITY

I certify that the foregoing is a sound and true copy of a Resolution adopted at a legally convened meeting of the Susquehanna Regional Transportation Authority Board Members held on December 21, 2023.

Attest: _____
Richard Kotz
Secretary

Raymond Rosen
Chairman

BUSINESS CONTINUITY & TALENT MANAGEMENT

**This plan provides the background and the guidelines for
Susquehanna Regional Transportation Authority to effectively
manage the process of keeping talent and managing planned
and unplanned absences of key personnel.**

Susquehanna Regional Transportation Authority

Business Continuity and Talent Management

Purpose: This plan provides the background and the guidelines for Susquehanna Regional Transportation Authority to effectively manage the process of keeping talent and managing planned and unplanned absences of key personnel.

Date: December 21, 2023

Plan Content

A. Talent Management

B. Executive Director Succession Plan

- **Emergency Succession Plan**
- **Planned Succession Plan**

C. Executive Team Succession Plan

Susquehanna Regional Transportation Authority

Business Continuity and Talent Management Plan

Introduction

Effective business continuity of key talent is much more than having a slate of candidates to replace key management. It requires ensuring that the organization has the depth and breadth of talent needed to fulfill its most critical objectives. The impact of unplanned absence of key personnel can be significant from a strategic, operational, and cultural perspective. In the absence of planning, a candidate often emerges as a reaction to a loss rather than a planned transition that has been scrutinized for the candidate's strengths to succeed to other positions. To that end, the Susquehanna Regional Transportation Authority (SRTA) is adopting this plan for purposes of:

- Focusing attention on leadership team development through continual communications between the Executive Director, Executive Team and Managers about the depth of staffing and succession plans for Executive and Management Team positions.
- Establishing principles, role clarity and procedures to support positive leadership transitions that foster good endings and beginnings with departing and arriving leaders and build organizational capacity when a planned or unplanned executive leadership change occurs.
- Providing on-going evaluations of managers and supervisors in respect for grooming talent to step into responsibilities in the absence of Managers and Executive Team members.
- Identifying prospective leaders and providing development opportunities to keep them engaged and contributing to the organization.

The Executive Director, Executive Team and Managers shall be responsible for implementing this plan and its related procedures, and for continually reviewing and developing talented individuals capable of accepting challenging assignments to address the strategic goals of the organization and prepare for covering employee absences.

Guiding Principles

- SRTA will consider EEO goals in talent management identification.
- Identification for areas of talent growth will be through the following:

- Executive Team and Managers will evaluate:
 - Critical business functions that must be maintained in the event of a staff departure/vacancy. Critical business functions are those that are essential to the organization's ability to operate.
 - All key responsibilities within their scope of responsibility through a review of position descriptions, and
 - Which responsibilities can be delegated in-house or to outside vendors on a temporary basis.
- The Executive Director will identify Executive Team Members to cross train for major responsibilities.
- Executive Team and Managers along with the Executive Director will identify and track through the use of a chart key talent within the organization to develop knowledge and skills. This chart will be updated on an annual basis.
- The Executive Director will set a budget for talent development.
- In consultation with the Executive Director, the CHRO will consider a salary plan for addressing key talent development and for talent stepping in to assume key duties.
- Testing and training annually to ensure that it is effective. Testing and training will help to identify any gaps in the plan and ensure that employees are familiar with their roles and responsibilities.

Identification and Development of Key Talent

- In the event of a planned or unplanned absence or increased workload, the Executive Director, the Executive Team Members and Managers will identify a plan to address this issue by creating new positions, identifying vendors with capabilities, or identifying in-house talent to groom.
- Identifying competencies in employees is a critical part of talent management and development. The Executive Director will work with each Executive Team Member to develop a list of crucial duties, abilities and knowledge needed to identify competencies in employees:
 - Define the competencies needed: Identify the competencies that are required for success in the employee's role. This will be done by reviewing job descriptions, performance expectations, and Authority objectives.
 - Assess employee performance: Use performance reviews, Take 10 check-ins or other performance evaluation tools to assess employee performance against the required competencies. This can provide insight into areas where the employee is performing well and areas where there is room for improvement.
 - Gather feedback: Collect feedback from colleagues, supervisors, and other stakeholders who work with the employee to gain a broader perspective on their skills and competencies. This can include feedback on technical skills, communication skills, teamwork, and leadership.

- Conduct skills assessments: Conduct skills assessments or proficiency tests to evaluate the employee's level of expertise in specific areas. This can be particularly useful for technical or specialized roles.
- Consider potential for growth: Consider the employee's potential for growth and development. This can be evaluated through a potential assessment or by considering their career goals and aspirations.
- Analyze results: Analyze the results of the assessments and feedback to identify the employee's strengths and weaknesses. This will help to create a development plan that focuses on areas where the employee can improve and build upon their existing competencies.
- The CHRO will identify outside training and development organizations that can address training employees for leadership.
- The CHRO will identify key search companies in the event that outside talent recruitment is necessary.

Evaluation of Talent Management Plan

- In conjunction with the Strategic Planning Process, conduct an environmental scan to identify current and future challenges.
- Continuously review and update the talent management plan to ensure that it remains aligned with the organization's goals and objectives. This should include regularly assessing the talent pool and adjusting the talent development plan as needed. For collective bargaining positions, will need to meet and discuss with the applicable unions.

ENVIRONMENTAL SCAN WORKSHEET

Environmental scans can be conducted during a brainstorming session at a team meeting, as part of a management retreat, through surveying or talking with stakeholders, or by a combination of these methods.

Participants:

Date:

What's happening inside and outside your organization...

Right now?

In the near future?

In the distant future?

- Positions that are identified as mission critical and have a significant vacancy risk, identify competencies, skills and institutional knowledge that are critical success factors for each of the positions.
-

CRITICAL SUCCESS FACTOR WORKSHEET

Position Title:

Department:

Education:
(degrees, certifications, licensure)

Work Experiences:

CORE COMPETENCIES

- ☐ Communication
- ☐ Strategic Planning
- ☐ Building Productive Relationships
- ☐ Continuously Improving Quality
- ☐ Developing Self
- ☐ Focusing on Customers
- ☐ Valuing Cultural Diversity
- ☐ Managing Change
- ☐ Developing and Coaching Others
- ☐ Internal/External Customers
- ☐ Maintaining healthy relationships

TECHNICAL COMPETENCIES

- ☐ Project Management
- ☐ Policy Development and Analysis
- ☐ Budget and Fiscal Management
- ☐ Human Resources Management
- ☐ Legal Compliance
- ☐ Computer Systems & Technology
- ☐ Program Development
- ☐ Data Analysis
- ☐ Grants and Contract Management

Other skills?

IDENTIFY UNIQUE INSTITUTIONAL KNOWLEDGE OR RELATIONSHIPS

What unique institutional knowledge or relationships are inherent to the success of this position?

Does anyone else have this knowledge in the organization? If so, who?

How critical is it that this knowledge is documented and shared? ☐ High ☐ Medium ☐ Low

PLAN FOR SHARING KNOWLEDGE (definitions next page)

- ☐ process documentation
- ☐ mentoring
- ☐ job aids
- ☐ job rotation
- ☐ job shadowing
- ☐ other:

Definitions:

Process documentation is a document or a set of documents that describe the steps required to execute a process from start to finish. It can take various forms, such as policies, checklists, tutorials, forms, screenshots, and so on.

Job Aid is a sign, worksheet, checklist, or other tool that helps a person do their job by providing instructions, diagrams, or reminders, etc.

Job shadowing is a form of on-the-job learning where an interested employee closely follows, observes, and at times performs tasks of another employee performing the role.

Mentoring is a learning relationship in which a person with relevant knowledge and experience shares knowledge and skills with another employee.

Job rotation is the practice of moving employees to a new role that is equal to their previous role, either on an ongoing basis or for a set period.

- Next, the team will consider if there are any current staff members ready to successfully assume the role or have potential to grow into it over time. In addition to departmental consideration there needs to be an assessment between departments.

The team will identify individuals who have the greatest potential to advance within the organization.

HIGH POTENTIAL EMPLOYEE IDENTIFICATION

Name:

Position Title:

Department:

Years in Current Position:

Total Years of Experience:

Current Supervisor:

Target Position:

Key Competencies:

- Technical skills: Does the employee have the skills and knowledge necessary to do their current job well? ☐ Yes ☐ No ☒ Progressing
- Problem-solving skills: Can the employee identify and solve problems effectively? ☐ Yes ☐ No ☒ Progressing
- Communication skills: Can the employee communicate effectively with others, both verbally and in writing? ☐ Yes ☐ No ☒ Progressing
- Leadership skills: Does the employee have the potential to lead others? ☐ Yes ☐ No ☒ Progressing
- Motivation: Is the employee self-motivated and driven to succeed? ☐ Yes ☐ No ☒ Progressing
- Work ethic: Is the employee willing to put in the hard work necessary to succeed? ☐ Yes ☐ No ☒ Progressing
- Adaptability: Is the employee able to adapt to change and new challenges? ☐ Yes ☐ No ☒ Progressing
- Teamwork skills: Can the employee work effectively with others as part of a team? ☐ Yes ☐ No ☒ Progressing
- Positive attitude: Does the employee have a positive attitude and outlook on life? ☐ Yes ☐ No ☒ Progressing

Does the employee:

Show an interest in advancement?

☐ Yes ☒ No

Consistently exceed expectations and how?

What steps have they taken to self-improve?

Demonstration passion for their work and how?

General experience?

Ready: ☐ now ☐ within 1 year ☐ within 2 years ☐ within 3–5 years













ACTION PLAN:

In Paylocity, each Executive Team and Manager, with the assistance of the Executive Director and CHRO, will complete the 9-Box grid for all employees within their department. This will be shared across the organization.

1. Navigate to **Performance > Succession**.
2. Select the linked assessment name.
3. Complete the grid's columns that show an employee's potential for growth, while the rows indicate if the employee's current performance is below, meeting, or above expectations along with risk and readiness.
4. Review the [results](#) for all employees receiving the assessment, or select a specific square in the 9-Box grid to view the employees with matching results.

4. High Performance, Low Potential 0	2. High Performance, Med Potential 0	1. High Performance, High Potential 0
7. Med Performance, Low Potential 0	5. Med Performance, Med Potential 0	3. Med Performance, High Potential 0
9. Low Performance, Low Potential 0	8. Low Performance, Med Potential 0	6. Low Performance, High Potential 0

Box 4: Seasoned, but likely reached the limit of capabilities and career.	Box 2: Excels in current role, but may need slight development in a few key areas.	Box 1: Exceeds expectations, and likely ready for advancement.
Box 7: Effective worker, but has hit career ceiling. Would need substantial coaching to be ready for advancement.	Box 5: Meets expectations, but likely needs some coaching in multiple areas.	Box 3: Meets expectations, and shows readiness for greater workload or more assignments.
Box 9: Does not meet expectations, and is not suited for current position.	Box 8: Can be effective, but not meeting expectations. Likely needs mentoring in several areas.	Box 6: Very capable, but may struggle with current role and require mentoring.

Employee	Last Review Rating	Supervisor	Performance	Potential	Risk	Readiness	Box #	Actions
	---		Med	High	--	--	3	 
	---		--	--	--	--	--	 
	--		--	--	--	--	--	 

Each Executive Team and Manager, with the assistance of the Executive Director and CHRO, will complete a career development plan worksheet for each employee identified as a high potential employee.

CAREER DEVELOPMENT PLAN WORKSHEET

Name:

Position:

Department:

Supervisor Name:

Supervisor Title:

LONG TERM GOALS

What are your long term career goals over the next 3–5 years? Describe how your long term goals fit in with the goals and priorities of your department?

1.

2.

(continued)

CAREER DEVELOPMENT PLAN WORKSHEET (page 2)

SHORT TERM GOALS

What are your career goals for the next year or two (these may or may not be the same as your annual performance goals)? Describe how your short term goals fit in with the goals and priorities of your department.

1.
2.
3.
4.

SKILL, DEVELOPMENT, AND COMPETENCY REQUIREMENTS

What skills or competencies do you need to build to reach your goals?

Skill or Competency to be Developed	Training Activities (formal training, mentorship, cross training, independent learning, etc.)	Target Dates	Associated Costs	RESULTS
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Are there any barriers to lead this employee to success?

This career development plan provides an opportunity to demonstrate your career potential and is not a guarantee of a promotion. The plan should be evaluated at least every six months and adjusted as needed based on organizational and/or personal priorities.

/
Employee signature & date

/
Supervisor signature & date

- Managers will have ongoing career development conversations, at least annually, with identified staff to determine their interests along with their capabilities.
- Managers will then share this information with HR.
- Each Executive Team Member will report to the Executive Director on the progress of talent management within their department.
- The Executive Director will hold the Executive Team accountable for talent management.

Executive Succession Plan:

- A separate plan of action shall be devised for the unplanned or planned absence of the Executive Director.
- Although the same principles of talent management in this policy will guide this process, the Board of Directors will be responsible along with the CHRO in devising a plan of action.
 - **See Executive Director Succession Plan**

Susquehanna Regional Transportation Authority

Executive Director

Succession Plan

Introduction

A change in executive leadership is inevitable for all organizations. It is a time of both risk and opportunity. It is a period in an organization's history when the Board Chairperson must increase their level of engagement. It is also a time when some may seek assurance of the organization's viability and long-term sustainability.

A succession policy for the Executive Director position is a routine risk management and sustainability-planning tool. The plan ensures organizational sustainability by providing a proactive, orderly plan for executive leadership transitions.

To that end, the Board of the Susquehanna Regional Transportation Authority (SRTA) is adopting this succession plan for purposes of:

- Focusing Board attention on leadership team development through annual communications between the Executive Director and Board about the depth of staffing and succession plans for Management and Executive Team positions.
- Establishing principles, role clarity and procedures to support positive leadership transitions that foster good endings and beginnings with departing and arriving leaders and build organizational capacity when a planned or unplanned executive leadership change occurs.

The Board Chairperson shall be responsible for implementing this plan and its related procedures, and for reviewing and updating the plan as needed.

In the event of a planned or unplanned leadership transition, the Board shall immediately consider appointing a Transition Committee, which shall plan and manage the transition, including the search for a new Executive Director.

Guiding Principles

- SRTA is open to and will consider both internal and external candidates when filling the Executive Director position. A national search may be conducted to accomplish this principle.
- In organizations such as SRTA, the Executive Director's position is often shaped by the incumbent's talents and areas of specialized interest. That person's

departure might necessitate other organizational changes including the creation of new positions and/or realignment of current positions.

- The preeminent goal of a transition to a new Executive Director is maintaining continuity of SRTAs' mission-related work. A transition also presents an opportunity for the organization to continue to grow and develop.

Lines of Authority

1. The selection of the Executive Director is the responsibility of the Board.
2. The current Executive Director has the responsibility to continuously identify, encourage, and help to develop the Executive Team and Managers within the organization to become qualified to meet future leadership needs, whether that be on a temporary or permanent basis.
3. The current Executive Director has the responsibility to plan for the orderly transition of all Managers and Executive Team members.

Emergency Backup Plan

Related to the position of Executive Director: Executive team members in coordination make phone calls to the Officers of the Board in sequence and the Solicitor of the Authority followed by the FTA and PennDOT. Chief of Staff is appointed as Acting Director. Communication is created and distributed to all employees. Discussion will be facilitated and led by solicitor in executive session at the next board meeting to determine a plan and any further transition that may be necessary.

Board Action in the Event of Vacancy in the Executive Director Position

1. Organizational Assessment: The Board or Transition Committee should take time to assess the leadership needs of the organization before the search for a new Executive Director is conducted. The assessment should include a review and update (if needed) of the organization's strategic plan. The assessment should be designed to help assure the selection of a qualified and capable leader who fits well with the organization's mission, vision, values, culture, goals, and objectives, and who has the necessary skills to lead the organization.
2. Option of appointing an Acting or Interim Executive Director: To assure the organization's operations are not interrupted while the Board assesses the leadership needs and recruits a new Executive Director, the Board may appoint

an Acting Executive Director from among executive staff or hire an Interim Executive Director from outside the organization.

3. Duties of the Acting/Interim Executive Director: Among such duties will be to ensure that the organization continues to operate without disruption and that all organizational commitments previously made are appropriately executed, including but not limited to, speaking engagements, compliance, grant and contract obligations, reports, licenses, certifications, membership renewals, and other obligations to funders and other stakeholders.
4. Simultaneous transitions for the Executive Director and /Executive Team Positions: After appointing an Acting or Interim Executive Director from within, the Board may make other temporary Executive Team appointments from among other Management team staff, external hires, or whatever combination of those options best assures continuity in leadership and program success through the transition period and afterwards.

Preparation Time Frame for Replacement of the Executive Director

1. The optimal period for the Executive Director to announce their departure from that role – or proposed commencement of a new role in the organization – is at least three to six months before the date of departure. In case of retirement or other long-sighted plans, six to twelve months would be optimal.
2. The organization's Board understands that the time required for successfully completing a planned leadership transition is approximately six to eight months.

Role of the Outgoing Executive Director in Planned Transitions

The departing Executive Director, unless otherwise directed by the Transition Committee, will be involved in some transition activities such as: grant management, communicating with staff, funders and other stakeholders, and briefing the incoming Executive Director. The departing Executive Director's role during the transition and after the new Executive Director starts shall be developed in consultation with the Board Chairperson and/or Transition Committee and communicated to the Board.

Initial Implementation of the Transition Plan

1. Within approximately fifteen (15) days of the announcement of a planned departure, the Board Chairperson may appoint a Transition Committee. This

Committee shall be comprised of at least three members of the Board. Other external stakeholders and/or staff may be recruited to advise or assist the Committee at the discretion of the Board Chairperson and Transition Committee.

2. The Transition Committee shall be responsible for implementing this transition plan and further developing the plan as needed.

At its first meeting, the Transition Committee should determine its role, including responsibilities related to conducting the search process. (The Transition Committee may recommend that the Board Chairperson appoint a separate Search Committee, while the Transition Committee manages the overall transition process for the organization.) The Committee shall also discuss and decide on how the staff will be substantively involved in the transition planning process and consulted in the selection process.

3. The Transition Committee should also determine the need for consulting assistance (i.e., transition management consultant and/or executive search firm) based on the circumstances.
4. As needed, the Board Chairperson should authorize an organizational assessment and schedule a Board Retreat to review and refresh the organization's strategic plan.

SRTA Commitment Regarding Diverse Candidates and Staff Leader Development

1. In order to provide career advancement for staff, the organization shall encourage the professional development of current employees.
2. In order to support the Board's due diligence and ensure that the best possible candidate is hired, the organization shall implement a search and selection process that is open to internal and external candidates.
3. In order to develop a finalist pool that is reflective of the community, the organization shall work proactively to develop a diverse pool of candidates for the Executive Director position.

Susquehanna Regional Transportation Authority

Executive Team

Succession Plan

Executive Director Action in the Event of Vacancy in Executive Team Position

1. Organizational Assessment: The Executive Director should take time to assess the leadership needs of the organization before the search for a new staff member is conducted. The assessment should include a review of the organization's strategic plan. The assessment should be designed to help assure the selection of a qualified and capable leader who fits well with the organization's mission, vision, values, culture, goals, and objectives, and who has the necessary skills to lead the organization. Organizational changes will be presented to the Board for approval.
2. Task/Responsibility Reassignment: To assure the organization's operations are not interrupted while the organization assesses the leadership needs and recruits a new staff member, the Executive Director may reassign responsibility from among staff members or hire a consultant or staff from outside the organization to fill the temporary need.

Preparation Time Frame for Replacement of the Executive Staff

3. The optimal period for the Executive Staff member to announce their departure from that role – or proposed commencement of a new role in the organization – is at least two months before the date of departure. In case of retirement or other long-sighted plans, three to six months would be optimal.

Initial Implementation of the Transition Plan

4. Within approximately seven (7) days of the announcement of a planned departure, the Executive Director may appoint an Internal Transition Committee comprised of staff members.
5. The Transition Committee shall be responsible for supporting the Executive Director as directed. At its first meeting, the Transition Committee should determine its role, including responsibilities related to conducting the search process.
6. The Executive Director, possibly with the support of the Transition Committee, should also determine the need for consulting assistance (i.e., transition management consultant and/or executive search firm) based on the circumstances

Role of the Outgoing Executive Staff in Planned Transitions

The departing Executive staff member, unless otherwise directed by the Executive Director, will be involved in some transition activities such as: communicating with staff and other stakeholders, and briefing the incoming staff. The departing staff member's role during the transition and after the new member starts shall be developed in consultation with the Executive Director and/or Transition Committee and communicated to the Board.

SRTA Commitment Regarding Diverse Candidates and Staff Leader Development

1. In order to provide career advancement for staff, the organization shall encourage the professional development of current employees.
2. In order to support the Executive Director's due diligence and ensure that the best possible candidate is hired; the organization shall implement a search and selection process that is open to internal and external candidates.
3. In order to develop a finalist pool that is reflective of the community, the organization shall work proactively to develop a diverse pool of candidates for all positions.

RESOLUTION NO. 2355

**APPROVING THE CLIMATE ACTION PLAN AND AUTHORIZING JOINING THE FTA'S
SUSTAINABLE TRANSIT FOR HEALTHY PLANET CHALLENGE**

WHEREAS, one of the Susquehanna Regional Transportation Authority's (SRTA) core values is Stewardship and to honor this value the Authority wants to take action to combat climate change; and,

WHEREAS, the SRTA used the FTA's resources, in conjunction with State and Local partners, to develop its Climate Action Plan; and,

WHEREAS, the Climate Action Plan aims for the realization of sustainable transit practices involving the balancing of costs, risks, opportunities and performance benefits while tying investment priorities to SRTA's goals, objectives and overall mission; and,

WHEREAS, SRTA will utilize the plan to guide operations toward reducing climate impact and promoting responsible sustainable actions as it relates to vehicle purchases, fuel consumed and facility operations, within the communities we serve; and,

WHEREAS, upon the adoption of the Climate Action Plan, SRTA is authorized to register with the Federal Transit Administration's Sustainable Transit for a Healthy Planet Challenge; and,

NOW THEREFORE, BE IT RESOLVED, the Board of Directors approves the SRTA Climate Action Plan and authorizes joining the FTA's Sustainable Transit for Healthy Planet Challenge.

CERTIFICATION OF OFFICERS

OF

SUSQUEHANNA REGIONAL TRANSPORTATION AUTHORITY

I certify that the foregoing is a sound and true copy of a Resolution adopted at a legally convened meeting of the Susquehanna Regional Transportation Authority Board Members held on December 21, 2023.

attest: _____
Richard Kotz
Secretary

Raymond Rosen
Chairman

Current and Future Procurement Projects

	Name	Type	Released	Questions Due	Bid/ Proposal Due	Contract Start	Value	Notes	Notes	Grant Number	Federal?	
Current Activity	TASK ORDER - CAMERON STREET BUS SHELTER	Task Order					\$ 8,000.00	Design		JMT Work		
	20220331 - Cameron Shelter	IFB	TBD					KCI design and solicitation				
	20220428 - York Transfer Center Call Box	Small Quote	4/28/2022				\$ 12,000.00	Need quotes for concrete cutting and repour				
	20220826 - Fare Collection	TBD				TBD	\$ 1,400,000.00	RFI In Concert with 14 other agencies				
	20221019 - Dauphin Service Truck	Small Quote					\$ 120,000.00		Waiting on Dealer Availability			
	20221115 - CRM Software	RFP	TBD					TBD				
	20221130 - Engine Coolant Recovery Machine	Small Quote					\$ 12,000.00	Need Information				
	20230302 - Remote Site WiFi	RFP	5/19/2023	6/12/2023	6/26/2023	No Proposals	\$ 60,000.00	Need information for Franklin County Now				
	20230310 - Dauphin Service Truck Lift Gate	Small Quote						TBD				
	20230313 - Systemwide Radio Upgrade	TBD					\$ 1,800,000.00					
	20230316 - Zarfoss Door Repairs	TBD					\$ 35,000.00					
	20230405 - Zarfoss Compressor	RFP					\$ 20,000.00					
	20230411 - Call Center Software	RFP	5/1/2023	6/1/2023	6/22/2023	9/1/2023	\$ 165,000.00	\$50,000 Remaining in Grant				
	20230511 - PTASP Software	RFP	9/25/2023	11/6/2023	12/11/2023	2/26/2024		TBD				
	20230517 - York Boardroom Tech Upgrade	TBD						TBD	Need Information	No Grant Money Available		
	20230603 - Headsets - Microphones	Micro Purchase						TBD	Need to confirm Thin Client Use	Paused	TBD - Cpta-21-22-114-5 @ 96.775%	
	20230609 - Lemoyne Bus Shelter (Site Construction)	RFQ					\$ 30,000.00					
	20230616 - Locust Lane ADA Access	RFQ					\$ 60,000.00					
	20230725 - Radio Replacement Consulting	Small Quote										
	20230726 - Fare Box Replacement	RFP						TBD				
	20230807 - Renewal Natural Gas	RFP						TBD				
	20230811 - York AC Machine	TBD						TBD				
	20230824 - Zarfoss Line Stripe	TBD						TBD		FEDERAL	YCTA-16-17-113-4 that has 100% Federal	
	20230825 - Zarfoss Backflow Preventers	Small Quote					\$ 20,000.00			FEDERAL	YCTA-16-17-113-4	
	20230825 - Zarfoss Roof Gutters	Small Quote					\$ 20,000.00				CPTA-22-23-#5387 11.42.02	
	20230907 - York Adams Paratransit Subcontractor	Small Quote						TBD			Operating	
	20230919 - Vanpool Pilot 2023	RFP					\$ 100,000.00					
	20230922 - York Switch Replacement	IFB					\$ 84,235.00			FACILITIES-2024-0047	Cca-G-22-23-Srta-00476	
	20231016 - Zarfoss Shop Sink	TBD						TBD				
	20231017 - Zarfoss Dispatch Acoustic Improvement	TBD					\$ 27,843.00				Pa-2017-003 100% Federal	
	20231018 - Franklin Internet Access	Small Quote						TBD	Need informatino from end user			
	20231024 - System Wide Software Process	RFP					\$ 110,000.00				TBD	
	20231108 - Training Computers	TBD						TBD				
	20231110 - Training Material	TBD						TBD				
	20231113 - Safety Training Devices	TBD						TBD				
	20231113 - System Wide AED Devices	TBD						TBD				
	20231116 - Eyewash Station Replacement	Micro Purchase					\$ 1,074.50			FACILITIES-2024-0044	Ycta-19-20#5474	
	20231116 - Facilities Trailer Purchase	Small Quote					\$ 10,000.00					
	20231130 - Compressor Maintenance	Small Quote					\$ 20,000.00			Operating		
	20231207 - System Wide Tablet Replacement						\$ 500,000.00			No current funding	CPTA-21-22-114-3, CCA-G21-22 CPTA-06666	
	20231211 - System Wide Para Subcontractors	IFB						TBD	Operating			
	20231215 - York Maintenance Lift Replacement	Small Quote					\$ 60,000.00				CPTA-21-22-114-3, CCA-G21-22 CPTA-06666	
	20231215 - York Plasma Cutter	Small Quote					\$ 3,000.00				CPTA-21-22-114-3, CCA-G21-22 CPTA-06666	
	In Process Total							\$ 4,678,152.50				
Future Activity	Future Activity											
	System-wide General Contractor RFP						TBD					
	Shop Supply Contract - Dauphin/York	IFB	TBD					Need Information	Need to receive total costs from accounting			
	Northumberland Cameras	Small Quote					\$ 35,000.00			Need Details	Need Funding Confirmation	
	Paperless Pre/Post Trip Inspections	RFP								Need Details part of Fleet Management?		
	Managed IT Services	RFP					\$ 700,000.00	Currently held by BIG		Contract ends 12/31/2023	Operating Expense	
	Dauphin Service Truck Bed Replacement	TBD					Estimated \$12k				No Funding	
	Franklin Remote Internet Access	Sole Source								Need End User Details	Funding Available	
	Future Total							\$ 735,000.00				
	Combined Total							\$ 5,413,152.50				

From: [Richard Trout](#)
To: [Jenna Reedy](#); [Bonnie Stine](#); [Jamie Leonard](#); [Bev Hockenberry](#)
Cc: [Steven King](#)
Subject: November 2023 Safety Dashboards
Date: Monday, December 11, 2023 2:43:35 PM
Attachments: [image003.png](#)

Safety Dashboards – November 2023

rabbittransit – ENTIRE SYSTEM

Events	November 2023	YTD FY2024	November 2022	YTD FY2023
Preventable Vehicle Accidents	16	56	20	82
Non-Preventable Vehicle Accidents	13	51	47	39
Passenger Injury	1	6	0	1
Employee Injury	6	23	2	15

rabbittransit – All Counties except Dauphin

Events	November 2023	YTD FY2024	November 2022	YTD FY2023
Preventable Vehicle Accidents	14	43	18	61
Non-Preventable Vehicle Accidents	8	36	5	27
Passenger Injury	0	4	0	1
Employee Injury	4	11	1	11

rabbittransit – Dauphin County Only

Events	November 2023	YTD FY2024	November 2022	YTD FY2023
Preventable Vehicle Accidents	2	18	2	21
Non-Preventable Vehicle Accidents	5	15	3	20
Passenger Injury	1	2	0	0
Employee Injury	2	12	1	4

Richard K. Trout | Safety, Security, and Training Officer
Susquehanna Regional Transportation Authority
Serving Adams, Columbia, Cumberland, Dauphin, Franklin,
Harrisburg City, Montour, Northumberland, Perry, Snyder, Union and York
415 N. Zarfoss Drive
York, PA 17404