

## BRIAN E. MCCOLLOM

Mr. McCollom, a principal with McCollom Management Consulting, has over 35 years experience helping transit systems improve the effectiveness of their planning, management, and operations. He has worked for several public and private transportation organizations in the following positions:

- Principal of MacDorman & Associates;
- Manager of the operations planning group for COMSIS Corporation;
- Manager of the transit operations planning research and technical assistance program at the Federal Transit Administration;
- Coordinator of suburban bus service for the Regional Transportation Authority in Chicago; and
- Transportation engineer for the Simpson & Curtin division of Booz, Allen & Hamilton.

### MANAGEMENT CONSULTING EXPERIENCE

#### Management Performance Reviews

Mr. McCollom has extensive experience in performance audits and management reviews. He has conducted over 50 studies of transit systems ranging in size from two-bus, rural systems to the 3,500-bus operation of the Los Angeles County Metropolitan Transportation Authority. These studies included state reviews of the transit systems in Ohio, South Carolina, and Wisconsin and the 2008 and 2009 annual audits of the transit system serving Honolulu. He recently completed management reviews in Ann Arbor, El Paso, Harrisburg, and six small cities in Wisconsin.

Mr. McCollom reviewed the operations of the Metropolitan Bus Authority in San Juan, Puerto Rico. He prepared draft sunset legislation for the MBA that was requested by the Puerto Rico Senate Committee on Urban Affairs. He reviewed MBA's progress in meeting the legislation and helped prepare the Secretary of Transportation and Public Works report to the Legislature on the review and a proposed improvement program.

Mr. McCollom worked on the initial legislatively-mandated audit of the transportation systems in the Minneapolis/St. Paul urbanized area. He was responsible for developing and assessing performance measures for the transit systems in the seven-county area and designing and conducting the two-year performance audit of these systems. He has supported the Metropolitan Council in all of the subsequent transit and transportation audits

He completed a review of fare collection practices for the Federal Transit Administration. This review involved the conduct of detailed case studies of 15 transit agencies throughout the country. He also helped design a computer-based audit guide of fare management practices and procedures entitled *Fare Review*. He supported the design of separate audit guides for rural and urban systems.

Mr. McCollom conducted a management review of the Saudi Arabian Public Transport Company for the Saudi government. As part of a US government team, he reviewed the intra-city services in the kingdom and developed a three-year improvement plan.

#### National Transit Database

For 12 years, Mr. McCollom was a key staff person on the National Transit Database (NTD) support contract for the Federal Transit Administration. The NTD is a key data source for most performance audits and management reviews and for the development of O&M costing models. FTA uses the data reported to the NTD for its annual funding apportionment. Mr. McCollom was a key author of the annual reporting manual and developed improvements for the NTD data collection process. He also suggested data collection procedures to meet new federal initiatives.

Mr. McCollom continues to serve as one of the principal instructors for the annual workshops for NTD reporters. He has conducted over 50 national workshops that involved training over 2,500 transit professionals. In addition, he has conducted special NTD courses for the transit systems in Austin, Chicago, Florida (all systems), Jacksonville, Los Angeles, Minneapolis/St. Paul, Orange County (NY), and Washington, DC.

Mr. McCollom also has provided technical assistance to local transit systems regarding NTD reporting requirements. Since 2005, he has supported seven transit systems in northern Virginia in the preparation of their annual reports through a technical assistance contract with the Northern Virginia Transportation Commission. Over the last four years, he has guided the Los Angeles County Metropolitan Transportation Authority, the Orange County Transportation Authority, and the Coast Transit Authority (Gulfport, MS) in the development of reporting procedures for their new vanpool services. He also has provided targeted reviews of the NTD reporting practices for the Capital District Transportation Authority (Albany, NY), the Greater Hartford Ridesharing Corporation (CT), and HART (Tampa).

### **New Starts Oversight Support**

Mr. McCollom has been one of FTA's principal support contractors in New Starts Oversight, principally in the area of operating and maintenance (O&M) costing and definition of New Starts alternatives. He prepared the guidance on O&M costing that is now being used by FTA. This is the standard that is used to assess O&M cost submissions.

In the past four years, he has reviewed the O&M costing submissions from over 20 projects. Typically, these efforts include the review of the initial O&M costing submissions, interaction with the project sponsors to resolve model development issues, and final review of the revised O&M costing models.

In addition, Mr. McCollom has provided oversight support in the review of the definition of New Starts alternatives. In past four years, he has reviewed the alternatives proposed for over ten projects.

Finally, Mr. McCollom participated in several FTA training efforts on New Starts planning. He presented materials on the requirements for O&M costing and common problems with O&M costing submissions.

### **Policy Research**

Mr. McCollom was the manager of a productivity research contract for the FTA Office of Budget and Policy. Through case studies at eight transit systems, he examined how the level and performance of different bus service types (e.g., local, express) have changed in the past ten years. FTA used the results in its required submission to Congress on transit performance.

He also designed an ongoing data collection program — Transportation Performance Monitoring System (TPMS) —that provides information on the socio-economic and travel characteristics of transit users. He directed a test of this program at the Port Authority of Allegheny County in Pittsburgh.

FTA awarded the American Public Transit Association (APTA) a grant to implement the TPMS program nationwide. Mr. McCollom managed the APTA program and collected on-board survey data from over 50 transit systems.

Mr. McCollom was an expert reviewer for the monthly Omnibus telephone survey that was conducted for the Bureau of Transportation Statistics (BTS) at the US Department of Transportation. Each month, a random survey of 1,000 citizens was conducted to determine public attitudes, expectations, and use of nation's transportation system. Mr. McCollom reviewed the monthly survey questions developed by BTS and then prepared the interviewer manual for the final survey questionnaire.

### **Transit Costing and Finance**

Mr. McCollom was the key designer of a capital asset planning model for the Massachusetts Bay Transportation Authority (MBTA) in Boston. The SGR (State-of-Good Repair) program computer program uses an asset condition database to demonstrate ongoing funding needs and consequences and to prepare capital improvement programs under different funding scenarios. The program considers renewal costs at critical midlife points of assets as well as replacement costs when the assets reach the end of their useful lives. The MBTA used the results of the SGR program to successfully lobby the state legislature for additional capital funding.

Mr. McCollom reviewed the management practices and financial condition of seven small urban systems in Ohio — Allen County, Hamilton, Lorain County, Middletown, Richland County, Springfield, and Steubenville. Working with the local transit managers, he recommended improvements in financial management practices.

Mr. McCollom conducted a consolidation study for Ride-On bus system in Montgomery County Maryland. About two thirds of the 335-bus fleet is operated directly by the County and the remainder of the system is operated by contract providers. The County was contemplating the elimination of contract operations, and bringing the entire fixed route system “in-house.” The essential issue in the analysis was the impact of converting the contract bus services to direct operation, particularly on the administrative and support functions of the County. Mr. McCollom also analyzed the impact of consolidation on garage functions and deadhead operations.

He developed procedures for allocating federal and state funds for the Ohio Department of Transportation. As a first step in this effort, he reviewed the rural funding allocation methods used by 25 states. ODOT implemented the separate procedures for rural and urbanized systems that he developed.

He prepared 20-year forecasts of passengers, revenues, operating expenses, and capital needs for a long-range transit plan for the Texas Department of Transportation. Two scenarios were examined for the state’s 80 providers: 1) continuation of existing systems with expansion related to population growth; and 2) continuation of existing systems and expansion to new service areas.

Mr. McCollom developed a series of workbooks for the Maryland Mass Transit Administration on the use of transit cost models for fixed-route and paratransit operators. The workbooks contain step-by-step procedures for developing and applying fully allocated and budgeting cost models. The US Department of Transportation printed the workbooks for national distribution.

Mr. McCollom helped design the computer program entitled *Transit Risk Manager* for the Transit Cooperative Research Program. The program explores a transit system’s risk management practices and provides a comprehensive risk management assessment.

### **Transit Planning**

Mr. McCollom has conducted transit studies for small and large transit systems. He directed the development of service quality measures and planning standards for the Massachusetts Bay Transportation Authority in Boston. He compared exemplary practices of service quality measurement and service evaluation at peer transit agencies with MBTA practices for major modes — bus, light rail, rapid transit, commuter rail, and commuter boat. He designed a formal planning process that includes: 1) specific performance measures, standards, and policy objectives for the design and operation of transit services; and 2) a structured approach for evaluating existing and proposed services in the development of the annual service plan.

In a subsequent study, Mr. McCollom was asked by the MBTA to develop costing approaches to support the planning process. He developed fully allocated and incremental cost models for detailed service analysis that supports recommendations in the annual service plan.

Mr. McCollom played a key role in the Washington (DC) Metropolitan Area Regional Bus Study. The two-year study addressed bus services and facilities in nine jurisdictions in the nation's Capital Region that comprise the WMATA compact. Mr. McCollom focused on the financial forecasting aspect of the study and developed costing approaches for WMATA and the local jurisdictions and operators.

For the Niagara Frontier Transportation Authority, he worked on a strategic planning study (as a technical advisor to Multisystems) to restructure transit and demand response services in the Buffalo metropolitan area. The HUBLINK plan involved improvements to the regional, local, and coordination transportation networks. New small vehicles served local and feeder trips in lower-density areas, and complement improvements in regional bus service operating from new and improved transfer centers or hubs. Within the urban core, traditional fixed route bus and rail services, as well as specialized demand response services, continued with some enhancements. A series of hubs would be located at the edge of and outside the urban areas to facilitate convenient transfers between services.

Mr. McCollom assessed the working interrelationships among planners, schedulers, and street operations at Metro Transit in Minneapolis/St. Paul. He recommended that the centralized structure be decentralized into garage-based teams that consist of a planner, scheduler, street supervisor, and garage superintendent. Metro Transit implemented this approach and Mr. McCollom provided training to the five garage teams.

Mr. McCollom was part of the team of experts that prepared the *Traveler Response to Transportation System Changes Handbook* for the Transit Cooperative Research Program. The objective of the handbook is to equip members of the transportation profession with a comprehensive, readily accessible, interpretive documentation of results and experience obtained across the United States and elsewhere. Mr. McCollom was the lead author for Chapter 12 — Transit Pricing and Fares.

He directed an evaluation of the planning program at the Lane Transit District in Eugene, Oregon. He designed and conducted interactive workshops with LTD staff to address problems that surfaced in the review.

Mr. McCollom examined data collection and monitoring programs for the Chicago Transit Authority. Mr. McCollom designed a new data collection program and supporting implementation plan and prepared a long-range improvement program.

He analyzed the bus/rail integration issues related to the proposed construction of a regional rail system in the Seattle/Tacoma metropolitan area. These issues included the redeployment of bus service to local suburban areas (27 percent of current system service) and the reimbursement of local bus operators for revenues lost when passengers switch from bus to the new rail services. The King County Council considered the findings of this analysis in its decision to allow the Central Puget Sound Regional Transit Authority to hold a special regional transit funding referendum.

Mr. McCollom developed a five-year plan for the six-county Chicago area. He analyzed the operations of eight commuter railroads and 29 bus carriers; developed over 40 service improvement proposals; and created pro forma operating and capital budgets for the 29 bus carriers. The new Regional Transportation Authority carried out most of this plan.

Mr. McCollom completed a review of financial capacity and programming practices for the Federal Transit Administration. This study involved the conduct of detailed case studies of transit agencies, metropolitan planning organizations, and state departments of transportation in five urbanized areas.

### **Training and Technical Assistance**

Mr. McCollom has developed and presented courses on bus route planning and costing analysis. Over 3,000 planners from local planning agencies, transit authorities, and state departments of transportation have attended the 144 presentations of the four-day course *Introduction to Transit Operations Planning*. He offers the ITOP course as a private venture in cooperation with another consulting firm.

Mr. McCollom is a national instructor for a three-day training workshop on financial management and planning. The workshop is sponsored by the Multi-State Technical Assistance Program (MTAP), a program of the American Association of State Highway and Transportation Officials (AASHTO). The course curriculum is based on the manual entitled *Comprehensive Financial Management Guidelines for Rural and Small Urban Public Transportation Providers* that Mr. McCollom helped produce for MTAP.

He has developed and taught other financial management courses for public transportation providers. He was a principal instructor in the course entitled *Cost Allocation and Cost Estimation for Better Management* that was sponsored by the Federal Transit Administration and presented in ten states to over 300 managers. He also developed several special courses on costing and financial management for state departments of transportation.

He also was project manager for the Public Private Transportation Network, a multi-million dollar technical assistance program funded by the Federal Transit Administration. PPTN provided hands-on technical assistance in four emphasis areas: public private cooperation, regional mobility, entrepreneurial services, and innovative financing.

### **Service Contracting**

Mr. McCollom was project manager for the Public Private Transportation Network, a multi-million dollar technical assistance program funded by the Federal Transit Administration. PPTN provided hands-on technical assistance to public operators in the use of private contractors for the operation of public transportation services. This assistance included:

- Identifying services to be contracted,
- Estimating the cost savings of private contracting,
- Developing requests-for-proposal for private contractors, and
- Preparing contracts with performance standards and incentives.

Over the 30-month contract, PPTN provide assistance to over 2,600 requests for assistance from operators throughout the country.

He has developed and taught courses for public transportation providers that helped them develop cost allocation models for estimating the avoidable and fully allocated costs of individual services. These courses included *Cost Allocation and Cost Estimation for Better Management* that was sponsored by the Federal Transit Administration and presented in ten states to over 300 managers. He also developed several special courses on costing and financial management for state departments of transportation.

Mr. McCollom also developed a cost model for the Massachusetts Bay Transportation Authority in Boston that was used in its recent efforts to contract out selected bus routes. He worked closely with the MBTA financial staff in this development effort and suggested several changes to MBTA procedures for allocating costs among transit modes that were adopted by the MBTA.

### **FEDERAL GOVERNMENT EXPERIENCE**

At FTA, Mr. McCollom managed a research and technical assistance program that focused on transit operations planning and analysis. He directed over 50 projects in the following areas:

- **Incremental Costing.** Mr. McCollom managed the development of techniques that use system level data to forecast the costs of service changes.
- **Cost Allocation.** He reviewed and developed methods for the allocation of system costs to individual bus routes. Transit planners use these models to assess route productivity and to evaluate the comparative costs of transit services.
- **System Performance Assessment.** Mr. McCollom directed prototype performance studies at two transit systems. In these studies, the contractors: 1) evaluated the performance of each system using techniques such as peer group analysis of key performance indicators, interviewing, and organization analysis; and 2) developed action plans to address key performance problems.
- **Patronage Estimation.** He conducted an industry survey of patronage forecasting at the bus route level. Mr. McCollom managed prototype studies in which local planners at three transit systems developed route level forecasting techniques.
- **Data Collection.** Mr. McCollom directed the first work in over 35 years in the collection of bus route planning data. The work developed procedures in which a transit system collects several data items directly and estimates others using statistical relationships. He also produced a report on commonly used data collection techniques.
- **Service Evaluation.** He managed two surveys of the standards used by transit systems in the United States and Canada to evaluate bus route performance. He directed prototype studies in which transit managers at two transit systems developed and implemented systematic service evaluation programs.
- **Manpower Planning.** Mr. McCollom managed the development of a microcomputer program that helps transit managers determine the proper mix of full-time, part-time and extra board operators for covering employee absenteeism.

He prepared and distributed nationally over 60 reports on these projects. Many reports became recognized references on these topics.

Mr. McCollom headed FTA's study of the crisis in liability insurance for transit systems. He conducted a survey of transit insurance problems and loss experiences. He organized a one-day national symposium on transit insurance problems and potential solutions. He prepared and managed FTA's program of projects and administrative actions that addressed these problems.

In cooperation with the American Public Transit Association (APTA) Mr. McCollom managed an assistance program for local transit managers. He directed on-site technical assistance to over 60 transit systems on problems such as service planning, manpower planning, and maintenance.

While he was in FTA's Office of Planning, Mr. McCollom conducted an evaluation of the FTA Metropolitan and Statewide Planning Programs. Mr. McCollom examined the regional review of unified planning work programs and the management of planning grants. As requested, he also provided technical advice to FTA managers of Alternative Analysis projects.

#### **LOCAL GOVERNMENT EXPERIENCE**

Mr. McCollom was coordinator of suburban bus service for the Northeastern Illinois Regional Transportation Authority. He managed the evaluation of the service performance of 24 carriers that provided bus service in suburban Chicago. He hired and organized the RTA's first checking staff to

conduct this evaluation. He developed service standards for the RTA Board of Directors to assess the needs for service in the region. He managed the delivery and acceptance of 156 new buses.

### **EDUCATION AND PROFESSIONAL ORGANIZATIONS**

Mr. McCollom received the Bachelor of Science degree in civil engineering from the University of Minnesota; the Master of Science degree in transportation planning from Northwestern University; and the Master of Business Administration degree in finance from the University of Maryland. He is a registered professional engineer and a member of the American Society of Civil Engineers.

### **PUBLICATIONS**

*Working with Transit Boards of Directors*, with N. Wilson, FTA Operations and Planning Symposium, 1993.

*Using Conversion Factors to Lower Transit Data Collection Costs*, with P. Furth, Transportation Research Record #1144, 1987.

*Space Allocation in Bus Maintenance Facilities*, with S. Andrlé, Transportation Research Record #1019, 1985.

*Review of the Use of Part-Time Transit Operators and Methods for Assigning Part-Time Work*, with M. Wells and T. Dooley, Transportation Research Record #1013, 1985.

*Comparative Evaluation of Bus Route Costing Procedures*, with D. Carter, S. Mundle, Transportation Research Record #994, 1984.

*Design of Bus Transit Monitoring Programs*, with J. Attanucci, N. Wilson, I. Burns, Transportation Research Record #857, 1982.

*Development of Multi-modal Cost Allocation Models*, with W. Cherwony, Proceedings of 4th Annual Intersociety Conference on Transportation, 1976.