



# MTI

**Norman Y. Mineta  
International Institute for  
Surface Transportation  
Policy Studies**

Created by Congress in 1991

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# The World In Motion

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*Profile of  
George D. Warrington  
Mineta Transportation Institute  
Board of Trustees Member  
and  
President and Chief Executive Officer  
National Railroad Passenger Corporation  
(Amtrak)*



Mineta Transportation Institute Board Member George D. Warrington is leading a transformation at Amtrak, the nation's intercity passenger rail service. Appointed as President and CEO of Amtrak in December 1998, Warrington has led the company to record growth through improved quality of service and focus upon building and diversifying Amtrak's lines of business.

He has significantly increased the company's revenue through passenger growth, expansion of mail and express services, commuter operations and other commercial enterprises. Warrington's visionary leadership and dedication to modernizing the country's passenger rail system was punctuated in December 2000 with the introduction of Acela Express, the nation's first high-speed train service. Serving Washington, New York, Boston, and intermediate stops, Acela Express delivers high-quality service and superior amenities at speeds of up to 150 mph. Acela Express and improvements in the northeast have reduced travel times between New York and Washington to as little as two and a half hours and New York to Boston in as little as three hours and fifteen minutes.

Warrington joined Amtrak in 1994 as President of its Northeast Corridor business unit. Prior to Amtrak, Warrington served as the Executive Director and President of the Delaware River Port Authority and Port Authority Transit Corporation from July 1992 to January 1994. He was the Deputy Commissioner of the New Jersey Department of Transportation from November 1990 to July 1992.

Warrington also serves on the boards of directors of the American Association of Railroads, Philadelphia Belt Line Railroad, University of Denver Intermodal Transportation Institute, and the Great American Station Foundation. He is also on the advisory board of the Voorhees Transportation Center of the Bloustein School of Planning and Public Policy at Rutgers University. In 2000, Warrington was awarded the Salzberg Medallion by Syracuse University for his leadership in the transportation industry.

Warrington received a Bachelor of Arts degree from Syracuse University, where he graduated cum laude. He received a Masters of Public Administration from the Maxwell Graduate School of Citizenship and Public Affairs at Syracuse University.

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# Research Update

By Trixie Johnson, Research Director  
& Editorial Associate Catherine Frazier

*In the Spring 2001 newsletter, we promised everyone an update on the new studies proposed for 2001. What can you tell us about them?*

We have submitted several new proposals to the SJSU Foundation and Caltrans; five research projects and three fora have received project numbers. Two have project numbers pending.

The first is project number 2101, the *APTA Tax Measure Conference* which was held in San Jose this summer. We will be publishing the proceedings, and that document will be available later this fall.

Our second project (2102) is titled *Bridging the Gap - Planning Interjurisdictional Transportation Services*. The principle investigator will be Dr. Patrick McGovern; he will look at two geographical areas and the problem of dealing with gaps in transit service. The Fremont-Milpitas border between Santa Clara and Alameda counties and the border between Seattle-King County and Snoquomish County-Everett in Washington state will be studied. Dr. McGovern will conduct a national survey to determine what is being done to address gaps -- when transit services reach a boundary line and stop serving yet customers need to get to the other side. It is an important issue, becoming more so as the cities and the suburbs get more intertwined and as customers are demanding more transit service. We're looking forward to this particular study; it was on the list of desired projects following a needs assessment. The report will be published in September 2002.



Next is 2103, the *Garrett Morgan National Youth Symposium for Sustainable Transportation*. Dr. Dongsung Kong will again be the PI for the spring 2002 symposium. This will be the third time we have held the teleconference. MTI will revise and improve the materials for teachers and students. We will again sponsor the competition for class projects, and the winners will attend our annual banquet. We're looking forward to increasing the number of classrooms that participate next year.

Additionally, this project will prepare a version of the teaching and student materials for MTI's website that will be usable without the teleconference and the interscholastic competition. This transportation curriculum, designed to excite young people about science, engineering and other subjects, will be available for teachers to use anywhere. The teleconference proceedings will be published next summer; this year's document, including samples of the student's work, is now at the printer.

*Meadows Schools display at MTI Annual Award Banquet*

*Sustainable Transportation Indicators for California*, project 2106, will be led by Cal Poly, San Luis Obispo professor Dr. Richard Lee. This is his second study for MTI and will be done under a subcontract with Cal Poly. This report addresses an item not only mentioned in our needs assessment but that is generally identified as a need nationwide.

We've brought on some new team members for this study -- Eugen Jud, who gained international experience in Europe with a Swiss sustainability study, and Dr. Tappan Munroe, one of California's leading economists, who will act as a consultant to the team. Dr. Munroe was brought on board to make sure the study addresses economic aspects of sustainability. Also on the team are San José State faculty member Steven Colman and Paul Wack from Cal Poly.

Planners talk about sustainability, and people generally understand what the term means, but, if communities are going to be accountable for sustainability, there must be ways to measure and show progress. This study will address a variety of candidate performance indicators; the authors are going to test them and ultimately describe them in the final report. This study, scheduled for publication in September 2002, will be very popular because everyone wants to know how to measure sustainable planning.



# EDUCATION PROGRAM

## *on the move*

By Dr. Glenn Shephard,  
Education Director

### ***Congratulations Class of 2001***



*From left to right:*

*Dr. Glenn Shephard, Hon. James Oberstar,  
Jeff Morales, Mark Jensen, Judy Li, Donna Kelsay,  
Dr. David Conrath and Paul Toliver.*

The faculty and staff of the Mineta Transportation Institute and the San José State University College of Business proudly recognized the Master of Science in Transportation Management (MSTM) Class of 2001 at the 10<sup>th</sup> Annual Awards Banquet on June 30. College of Business Dean David Conrath hooded Mark Jensen, Donna Kelsay and Judy Li. Honored guests included Caltrans Director Jeff Morales, Ranking Member of the House Transportation and Infrastructure Committee Jim Oberstar and MTI Board of Trustees Chair Paul Toliver, who offered their congratulations. The graduates, through their strong motivation, commitment and hard work, are equipped to join the next generation of influential leaders in the transportation industry. We congratulate and wish them the best of luck as they pursue their future goals!

We would also like to congratulate James Chai, Art Duffy, James Foster, Mark Jensen, Donna Kelsay, Jeremy Ketchem, Nina Kretz, Mark McCumsey, Hector Romero, Carole Sanders and Lyle Stockton who successfully completed coursework for the graduate Certificate in Transportation Management (CTM).

### ***Graduate Transportation Management Program Comes of Age***

As GTMP students head back to the classroom this fall, they will notice a high-tech make-over in class delivery. MTI would like to thank Caltrans for its continued support and commitment in providing MTI with its own PictureTel Concorde-based broadcast videoconferencing classroom. This new classroom is located in the SJSU Business Tower and features a generous collection of telecommunications equipment that includes auto- and non-auto-tracking cameras, a wireless system control keypad, two 42-inch plasma flat screen monitors with stands, document camera, VCR, microphones, Bose speakers and an IBID smart white board. This new set-up will improve the quality of class delivery and provide for more effective instructor-student/student-student interaction and discussion during class. We all express gratitude for Caltrans' continuing interest and their ongoing efforts to improve the class delivery infrastructure of the GTMP.

### ***Off to a Great Start***



*MTI staff members Dr. Glenn Shephard and Leslee Hamilton in the new videoconference facility.*

The new videoconferencing classroom hosted its inaugural class on August 22<sup>nd</sup> when the instructor of MTM 201, Professor Peter Haas, assembled GTMP students from six different Caltrans locations around California into a "virtual" *Fundamentals of Transportation Management* class. As assembled, students were able to interact with Professor Haas and one another in this virtual classroom setting. This fall, students from 10 different videoconferencing sites as far north as Eureka and as far south as San Diego, will meet weekly, taking part in our different course offerings. MTM 201 and MTM 297 (Current Topics in Transportation taught by San Jose Mercury News transportation columnist Gary Richards) both originate from San José State University. MTM 214 (Transportation Policy and Regulation taught by experienced regulatory lawyer Bill Taylor) comes out of a Caltrans headquarters videoconferencing site in Sacramento. As GTMP enrollment resumes its growth pattern, students and faculty agree that we're off to a great school year.

### ***Program Marketing Around the Bay***

During August, the Education Department took its show on the road, holding informational meetings, promoting the program, and describing its purpose and goals to prospective students around the Bay Area. Dr. Shephard, Education Program Assistant Viviann Ferea, and Enrollment Counselor Aimee Heeren attended local professional association chapter meetings. On August 6, the trio addressed the American Society of Mechanical Engineers (ASME) at Santa Clara University and on August 16, the Society of Hispanic Professional Engineers (SHPE) at Guidant Technology in Santa Clara. They delivered presentations, answered questions, and distributed information handouts to interested audiences. On August 9, the Valley Transportation Authority (VTA) held an educational fair for its employees, inviting different education programs to showcase their offerings. Education Department representatives met and spoke with several interested VTA employees who later enrolled in Fall 2001 courses. On August 13<sup>th</sup>, the department's promotional team also met with SamTrans Employee Programs and Development Officer Cynthia Strong, who expressed strong interest in promoting the GTMP as a valuable educational opportunity for its 3,000-plus employee workforce.

Two of the projects are from our UC Davis researchers, Dr. Caroline Rodier and Bob Johnston. Dr. Rodier will be doing a study called *Verifying the Accuracy of Regional Models Used in Transportation and Air Quality Planning* (2108), and Prof. Johnston's project is titled *Regional Transportation Planning for Smart Growth* (2107). Both researchers will be assisted by SJSU professor Dr. Michael Pogodzinski and have papers based on this research presented to the TRB in January. The studies will be published in July 2002.

Dr. Rodier has been working a great deal with the Sacramento MEPLAN model; MTI has funded two prior MEPLAN related studies. All modeling assumes accurate data, but, if a model is not calibrated correctly, it could lead to some very wrong planning decisions. Dr. Rodier is working on ways to verify the accuracy of the models and then will explore the policy issues associated with verification -- its importance and at what point variance becomes a policy issue and when decision makers need to start worrying.

This particular project is a little more technical than most that MTI sponsors, but, because accurate data is so important for policy and decision makers, MTI's policy oversight committee thought that it would be a useful addition to existing literature. Dr. Rodier will be running validation tests and simulations and then evaluate the results to determine how accurate they are. Of particular interest is how accurately the models represent induced travel. Dr. Rodier will compare old predictions to actual results and test the accuracy.

Bob Johnston's project is also going to build from research done with the MEPLAN model and SACOG, the regional planning agency for the Sacramento area. He will be working with citizen groups to look at the impact on growth patterns of beltways and through freeways versus other patterns of roadways. He is going to be looking all over the country, not only the Bay Area. Prof. Johnston is interested in social equity in transportation and land use as a part of smart growth planning and will formulate ways to express that in a computer model.

*Regional Freight Logistics Profile: A New Tool for Regional Freight Movement Planning* (2004) is a study that was delayed but will now proceed. This is being done by the same team that did the *Planning Template for Non-Work Travel*, Dr. Dick Nelson and John Niles; Niles will act as PI for this study.

This will differ from other freight studies because it will look more at the micro level, studying what is happening with planning for local deliveries, such as UPS and grocery trucks that keep a metropolitan area humming. The study will also look at interregional issues, e.g. goods shipped into a port and being trucked out of the area. There are many concerns to examine, such as the impact of changing delivery hours or not allowing certain sized trucks in an area. There are many local and regional planning issues that few planners have a handle on. This will be the first study that looks at this subject in real detail. The authors will produce a template that will help planners examine their own communities, and the final publication will be available in August 2002.

## Information Transfer

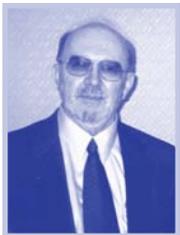
By **Monica Ewing, Editorial Associate**

As reported in the last newsletter, traffic at TransWeb increased dramatically this year. Along with monitoring this marked growth in the number of hits, Web Administrator Barney Murray is studying the site's traffic to analyze how visitors use TransWeb.

By using a monthly statistics report, Barney has started to chart data such as the most popular pages, directories, and downloads. He is also tracking the most active days and times. This valuable information ultimately will be used to identify trends and user patterns and lead to changes to the website that will optimize the user's experience.

Barney is dedicated to improving TransWeb and making it the ultimate online destination for transportation information. Look for enhanced usability and news of an even greater number of visitors in the upcoming months!

## ***Education Director Retires***



*Dr. Glenn Shephard*

Congratulations to Dr. Glenn Shephard who has served as Education Director for the past two years. Among his many achievements during tenure with the Institute, Glenn secured a \$55,000 California State University Continuing Education Enhancement grant to fund MSTM core courses enhancement, and facilitated the acquisition and installation of the new MTI PictureTel videoconferencing classroom (located in the San Jose State University College of Business Tower). He leaves the Education Department with an ongoing core course enhancement program and a much stronger technological delivery infrastructure to support continued growth. MTI wishes to thank him for his many accomplishments and contributions to a program so critically important to the well-being of our state and country. We'll miss you, Glenn and wish you the best in your future endeavors.

## ***Welcome Leslee Hamilton***



*Leslee Hamilton*

Leslee Hamilton has joined the staff at MTI as Communications Director. A graduate of UC Santa Barbara's business economics program, Leslee has administrative and communications experience through her work with environmental organizations, electoral campaigns, and while on the staff of San Jose Mayor Ron Gonzales. Her many duties will include training and supervising student assistants, managing MTI's budget, and working to increase the exposure and use of MTI's research products.

"It's great to be part of such a dynamic organization. I look forward to broadening the reach of MTI's research and education programs," said Leslee. She enjoys hiking and long-distance running, and commutes to work by bicycle every day.

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*MTI Executive Director Rod Diridon accepted a \$10,000 check from Union Pacific Vice President Carol Harris. The Union Pacific Foundation contribution will help fund scholarships for students in MTI's Graduate Transportation Management Program.*



The board and staff of Mineta Transportation Institute gratefully acknowledge the following benefactors and sponsors of our 10<sup>th</sup> Annual Board of Trustees Awards Banquet:

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# DIRECTIONS

**By Rod Diridon, Executive Director**

MTI's 10<sup>th</sup> Annual Board of Trustees Awards Banquet was a huge success. Our trustees and graduates hosted Congressmembers Oberstar and Honda plus Acting U.S. DOT RSPA Administrator Ed Brigham and Caltrans Director Jeff Morales, all of whom addressed the more than 400 other transportation leaders and friends in attendance. MTI raised over \$50,000 for scholarships and expenses not covered by government grants.

Thanks to Caltrans, our new videoconferencing facility is up and running, allowing MTI to broadcast classes throughout the state via the Caltrans videoconference bridge. Enrollment has increased to 48 students as employers recognize the value of our Master of Science in Transportation Management.

We are busy preparing for the Congressionally mandated competition during which 17 of the transportation centers will compete, with only ten continuing after the current fiscal year ends in 2002. Our focus for the fall is preparing a first-class proposal that demonstrates to the review panel the value of MTI's work. This is an opportunity to showcase the excellent work being done by our Board of Trustees, Research Associates, students, and staff.

Finally, the horrific events at the World Trade Center and Pentagon have shattered the nation, making our soon-to-be-published third study on terrorism all too timely. This study focuses on preventing terrorism in public transportation systems. We will be hosting a national symposium on the subject, scheduled for October 30, jointly for AASHTO and APTA to expose their leaders to the report and to share, confidentially to vetted experts, the information that can't be printed but they must have to do their jobs.

More than ever, I am convinced that the vital work MTI is doing will make a difference in people's lives. Thank you for helping!

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## **The World in Motion**

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