



IISTPS

**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

Paul A. Toliver

Mineta Transportation Institute

Board of Trustees Member

and

Director of Transportation

for King County



Paul A. Toliver is Director of Transportation for King County, Washington. He is responsible for all forms of transportation – pedestrian, bicycles, roads, bridges, vanpools and buses. Prior to joining King County he served as Seattle Metro’s Director of Transit from October 1988 to December 1995.

Mr. Toliver came to Seattle from San Francisco, where he served as Deputy General Manager of the San Francisco Municipal railway. Prior to San Francisco he served as Assistant General Manager of Operations for the New Orleans Transit Authority; Principal Advisor for Transit to Mayor Ernest “Dutch” Morial of the City of New Orleans; General Manager for the South Bend Public Transportation Corporation; and Assistant Manager of Planning and Research for Queen City Metro in Cincinnati, Ohio.

Mr. Toliver is on the Board of Directors of the Intelligent Transportation Society of America (ITSA), and a member of the ITSA Coordinating Council. He is on the Board of Directors of the Intelligent Transportation Society in Washington State; and is a member of the Transit Cooperative Research Program (TCRP) Oversight and Project Selection Committee of the Transportation Research Board. He is Chair of Board of Trustees for the Norman Y. Mineta International Institute for Surface Transportation Policy Studies. He also serves on the ITS World Editorial Advisory Board. Mr. Toliver has published numerous articles and papers on technology and its role in transit’s future.

Mr. Toliver is a past Vice President for Management and Finance of the American Public Transit Association (1992-94); past National Chairman/President of the Conference of Minority Transportation Officials (1986-88); and a former member of the Board of Trustees of the National Urban League (1994-97).

Mr. Toliver has received many prestigious awards including the American Public Transit Association’s 1999 Jesse L. Haugh Award. He was also named by *Bus Ride* magazine “One of the 25 most influential people in the bus industry” in 1998.

Mr. Toliver has a Bachelor’s and an MBA degree from the University of Cincinnati.

INSIDE

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This issue completes the presentation of current research by introducing the remainder of the projects selected in the Fall of 1999.

How to Best Serve Seniors on Existing Transit Services

Principal Investigator: David Koffman

Final Report Due: Fall 2000

The project seeks to identify those aspects of transit service, which, if improved, would have the greatest capacity to make existing transit service more useful to, and more attractive to seniors, whose needs and concerns do not necessarily match those of working age riders. By providing quantified information about senior preferences, the study will assist system operators in experimenting with service modifications.

The research is analyzing several recent rider and general household surveys conducted by transit agencies. Two recent TCRP reports* have discussed techniques for using analysis of consumer satisfaction and preference information to establish priorities for improving service in ways that will have the greatest impact. This study, combined with the TCRP reports, will provide tools for better service to the growing senior population.

*TCRP Report 36, *A Handbook: Using Market Segmentation to Increase Transit Ridership*
TCRP Report 37, *A Handbook: Integrating Market Research into Transit Management*

Developer-Planner Interaction in Transportation and Land Use Sustainability

Principal Investigator: Aseem Inam, Ph.D.

Final Report Due: Fall 2000

One side of conventional wisdom holds that developers build to meet market demand, and that more sustainable development with a better integration of land use and transportation will occur only when it is commanded and controlled by government. Another side of conventional wisdom holds that it is community regulations themselves which dictate auto-dependent, low density development patterns, particularly in job-rich suburban communities. By using four case studies the team will explore such questions as: Do developers want to build more sustainably than regulations allow? Is there potential profit motive for developers who build sustainable projects? What tools or incentives would yield more sustainable growth patterns and attract developers? The study will also include a survey of national developers who have a demonstrated interest in sustainable development at the local, regional and national levels. They will be asked about market acceptance, perceptions of unmet market demand, long term benefits for developers who produce more sustainable development forms, and obstacles to their building more sustainably (regulations, community opposition, uncooperative planning authorities, financing difficulties).

By exploring these questions the study should assist developers, planners and communities to explore improvement which will yield more sustainable relationships between land use and transportation.

Transit Labor Relations Guide

Principal Investigator: Herb Oestreich, Ph.D.

Final Report Due: Summer 2000

External and internal pressures are forcing both public and private transit entities to formulate new and innovative policies and strategies to improve their labor-management relations. Studies have shown that the collective

bargaining relationship between union and management is the factor with the most direct and measurable effect on organizational effectiveness. Many transit managers and union leaders want a more cooperative relationship, and are exploring a negotiating style called “interest-based” or “mutual problem solving,” but they are exposed to much misinformation on the subject. Exaggerated success stories have oversimplified the process required and hide the many failures.

Through literature review and extensive interviews this study will produce a guide, or handbook, for successful cooperative union-management relations in the transit industry, with emphasis on the reasons behind successes and failures. It will include a thorough explanation of the legal framework, which is different from other private or public sector labor relations systems, and which must be understood regardless of the negotiating and dispute resolution styles employed.

Non-Pricing Methods to Optimize High Occupancy Vehicle Lane Usage

Principal Investigator: George Gray

Final Report Due: Fall 2000

The unused capacity of High Occupancy Vehicle (HOV) lanes often leads to pressure to abandon their use, especially when the condition exists next to congested mixed flow freeway lanes. One means of increasing their use has been congestion pricing which allows single occupant vehicles to use the lane for a variable fee. This study will explore non-pricing methods which could optimize use of excess capacity in carpool lanes. It is proposed as the first of two phases and will focus on identifying and evaluating the spectrum of possible methods which might be considered. If worthy candidates are found, they will be recommended for further analysis in Phase two.

Some possible items to be covered include expanding the universe of allowable users (electric or alternative fuel vehicles, handicapped drivers’ special plates or transponders, taxicabs and limousines on radio dispatch), reevaluating existing users (motorcycles, emergency vehicles, multiple-rider vehicles of varying numbers, buses), outright conversion to bus and truck lanes, and changing the hours of operation between HOV use and mixed flow use. Ease of use, ease of enforcement, system efficiency, cost-effectiveness, safety, and ease of identification will be among the criteria used to screen the options.

Garrett Morgan Videoconference and Symposium (pending Caltrans approval)

Principal Investigator: Dongsung Kong, Ph.D.

Final Report Due: Spring 2000

In response to an initiative of Secretary Rodney Slater, U S. Department of Transportation, the Institute plans our second symposium for reaching middle school age children with a program designed to interest them in professional transportation careers, alert them to the need for taking college preparatory classes in high school, and encourage them to learn about sustainable transportation for the next century. The project particularly seeks to reach youth in minority and other communities traditionally underrepresented in the top echelons of transportation management.

The full program includes researching and preparing an appropriate curriculum guide and materials for use in the classroom, arranging several videoconference sites throughout the country, and structuring a competition and awards for students to present their sustainable transportation projects. The videoconference itself will allow students to interact with Secretary Slater and other high-level transportation officials in a dialogue about the future of transportation and the possibilities it offers for interesting and rewarding careers.

Symposium Project: San Francisco Bay Area Hot Spots (working title)

(pending Caltrans approval)

Principal Investigator: Cobie Harris, Ph.D.

Final Report Due: Spring 2000

Each year the Institute reserves funds to cover symposiums or forums on topics which develop during the year. While more a function of information transfer, this activity is in the research section because it is managed as a research project. Dr. Harris is currently working on the concept of presenting three Bay Area transportation bottlenecks for examination in a symposium setting. The initial selection of topics includes the 101 corridor in Sonoma County, the Caltrain extension into downtown San Francisco, and the BART-to-San Jose project. Each bottleneck is the subject of heated debate; each could involve a very high cost solution; and each requires public understanding and support before any action will occur. It is hoped that the Institute can add value to the dialogue occurring in our region, and perhaps create more understanding of the regional nature of the transportation crisis in the Bay Area. There would be two events, one in Fall 2000 and the other in Spring 2001, followed by publication of proceedings.

Research Program Secures Major Grant

After months of negotiation the Institute, Caltrans and the California State University system have signed a \$299,281 contract for the *Sustainable Communities/San Joaquin Valley Growth Response* study. This is our first research grant outside of the basic funding we receive from the state and federal departments of transportation.

The team, led by Project Manager Ken Schreiber, will be delivering numerous reports to Transportation Planning at Caltrans headquarters and at District 6 in Fresno dealing with the definition of sustainable transportation investments (and a host of related terms): a “library and database” in the field to assist Caltrans and their partners in learning more about transportation’s role in community preservation, a review of actual projects which illustrate sustainable transportation in terms that Caltrans and other transportation agencies can use, and an examination of the land use/transportation strategies which foster sustainability and of the barriers which can impede the use of those strategies. Particular attention will be paid to how the San Joaquin Valley can use this information in addressing the enormous growth now occurring and projected in the next decades.

This study is Phase I of subsequent work anticipated by both the planning divisions at Caltrans headquarters and District 6. Along with several other studies on related topics, it represents a major effort to provide a baseline for developing policies and programs that will allow California, the San Joaquin Valley to address the transportation future in ways that further sustainable and livable communities while retaining safety and operational objectives.

TCRP Proposal in the Works

Institute Research Associate Gail Murray has been asked to join a team with the City University of New York that will be submitting a proposal to the Transit Cooperative Research Program (TCRP) for a study titled *Public Transit Policy Boards: Organizations and Characteristics*. Institute Research Director Trixie Johnson would contribute to the study as a resource advisor and liaison with the Institute. The study has been requested by the Governing Boards Committee of the American Public Transportation Association (APTA), which identified a complete lack of data and analysis about transit boards, and what makes them successful and effective. TCRP is a competitive award program, and the addition of Ms. Murray and the Institute’s contribution help make the proposal a strong bidder for the contract.

The Mineta Transportation Institute in the News

In May and June the Institute was visible in the press and on local television. Research Director Trixie Johnson assisted the *San Francisco Chronicle* with a feature that analyzed the costs associated with a particular traffic jam.

The concluding statement of the article says it all: “Clearly, Bay Area residents pay dearly for our love affair with the car.” She also appeared on behalf of the Institute and San José State University on the local public affairs program, *Q and A*, to introduce the Institute and its programs, to discuss some of the university’s approaches to solving campus-related transportation problems, and to examine some of the pressing transportation issues in the region.

New Research Projects Selected

On May 18 the Institute’s Research Associates Policy Oversight Committee (RAPOC) met to review the proposals submitted in response to our spring Request for Proposals. The committee members, who are our academic advisors, were joined by representatives from Caltrans and the Federal Highway Administration in a spirited and open discussion of the eight proposals.

Ultimately they recommended that three projects advance as proposed, two have funds reserved pending resubmittal with some changes, one resubmits with no guarantee of reserved funds and one be allocated seed money to redevelop the concept. One was denied. The five that received the clearest signal to move through Caltrans approval are:

Project Title/Discussion	Principal Investigator
<i>Using the Internet to Envision Neighborhoods with TOD Potential.</i> The study will continue development of the "envisioning" tool developed in the current study. Additions will include estimations of travel time and bicycle commuting data.	Dr. Earl Bossard, AICP
<i>Applying an Integrated Urban Model in the Evaluation of Travel Demand Management Policies in the Sacramento Region: Year Two.</i> Further improvements to the model will account for floorspace and heavy truck freight, a GIS interface, and a traveler welfare measure for assessing equity.	Robert Johnston
<i>The California General Plan Process and Sustainable Transportation Planning.</i> The study will assess a representative sampling of general plans and conduct case studies to determine how well they address sustainable transportation. One product will be a model plan element.	Dr. Richard Lee, AICP
<i>Designing a Template for Understanding Freight Movement and Logistics at the Metropolitan Region Level.</i> The study will describe freight trends in urban areas, provide a template for MPOs to describe freight movement in their regions, and offer a first recommendation on incorporating freight into a regional transportation plan.	John S. Niles
<i>Increasing Transit Ridership: Lessons from the Most Successful Transit Systems in the 1990s.</i> This study will provide the first systematic examination of the factors that stimulate ridership and will develop a workbook of best practices.	Dr. Brian D. Taylor



Information Transfer

By Jeanne Dittman, Communications Manager

In June, 12 board members converged in Silicon Valley to attend the Institute's Annual Board of Trustees' meeting. That same night, an audience of 250 attended the Mineta Transportation Institute Annual Scholarship Banquet. All listened intently to keynote speaker U.S. Secretary of Transportation Rodney E. Slater, as well as to the Hon. James Oberstar, Hon. Norman Mineta, and Caltrans Director Jeff Morales.

In March, Master of Science in Transportation Management students submitted their capstone research projects. After acceptance and grading, selected papers are peer reviewed and prepared for publication. Copies are available upon request. Papers that have undergone peer review are *Rationale and Model Business Strategy for Incorporating Alternate Fuel Vehicle Technology into Local Government Fleets* by Michael Lechner and *Development and Management of Future Ferry Services in the San Francisco Bay Area* by Mark Helmbrecht. *Institutional Complexities of California's Federal Statewide Transportation Improvement Program and Their Relation to Project Delivery Failure* by Master's Graduate Greg S. Wong is undergoing peer review now.

A final research report, *Why Campaigns for Local Transportation Funding Initiatives Succeed or Fail: An Analysis of Four Communities and National Data* by Dr. Peter J. Haas, Kristen Sullivan Massey, Dr. Brian Taylor, Dr. Linda O. Valenty, and Dr. Richard Werbel will be available in July.

The Institute's Annual Report is scheduled for distribution in early August. The Information and Technology Transfer area is gearing up for incoming final reports on 11 projects funded in 1999. Each report will be sent out for peer review within the transportation community. Final reports will be available in hardcopy and online at *TransWeb* <http://transweb.sjsu.edu>.

NEWS FLASH

Just in from Washington, DC: President Clinton names former Congressman Norman Mineta to be Secretary of Commerce! ***Congratulations*** to Norm and Deni; well deserved!!



Norman Y. Mineta



EDUCATION PROGRAM

on the move

By Glenn Shephard,
Education Director

Congratulations Class of 2000!

The faculty and staff of the Mineta Transportation Institute and the College of Business are proud of the graduating Master of Science in Transportation Management (MSTM) Class of 2000. Hard work, dedication and energy spent over the past two-and-one-half years was well worth it for the students who were hooded at the ninth annual Scholarship Banquet on June 24. As members of the Class of 2000 move forward with their degrees, aspirations, and accomplishments we wish them well. Congratulations to Miriam Ayllon, Robert Kagiya-Valedictorian, David Puglisi, Michael Tree, and Greg Wong.

We would also like to congratulate Ann Marie Robinson, who earned the Graduate Certificate in Transportation Management (CTM). As a CTM student, Anne Marie successfully completed four of the six MSTM core courses.



Students (front row):

Miriam Ayllon, Robert Kagiya,
Greg Wong, and Davide Puglisi.

Back row:

Dr. Glenn Shephard, Hon. Norman
Mineta, Jeff Morales, Hon. Rodney
Slater, Hon. James Oberstar, Paul
Toliver, and Dr. Sandy Dewitz.

A Successful Year for the GTMP

The 1999-2000 academic year has been a great success for the Graduate Transportation Management Program. Our enrollment is up in record numbers and we expect continued growth next year. The 2000-2001 year will be filled with a number of new projects that will enrich and expand the reach of our programs. Of special interest is our project to enhance our distance learning courses with the addition of computer-mediated, web-delivered learning tools to the program's six core courses and three chosen electives. Largely supported by a grant from the California State University Commission on Extended Education, this enhancement will allow students to experience more varied and continuous learning than that available through the current series of ten classes per course.

Another project slated for the coming year is the development of a hybrid delivery system for classes. Bringing together web-based delivery (webcasting) and the already existing live, two-way audio and video technology used to deliver our classes, the program will be much more widely available throughout California. Offering the courses through webcasting will allow current students the option of taking classes from work, home or while traveling. Access to classes will also be extended to individuals who previously could not easily access one of the videoconferencing sites.

DIRECTIONS

By Rod Diridon, Executive Director

It is my pleasure to welcome seven new members to the Mineta Transportation Institute Board of Trustees. The new members, all leaders in transportation and related fields, are **Dr. David Conrath**, Dean of the College of Business, San José State University; **Bill Dorey**, Vice President and COO, Granite Construction Company; **Celia Kupersmith**, General Manager Golden Gate Bridge, Highway and Transportation Authority; **Bob Lingwood**, General Manager, British Columbia Ferry Corporation; **Brian Macleod**, Vice President-Marketing, Gillig Corporation; **James P. Molinelli**, President and CEO, California State Automobile Association; and **William C. Nevel**, Chair, National High Speed Ground Transportation Association. The Institute is also pleased to announce as the new Chair, **Paul Toliver**, Director, King County (WA) Department of Transportation and Vice Chair, **Michael Townes**, Executive Director of the Hampton Rhodes (VA) Transportation District Commission.

Our sincere appreciation for their service during their board terms goes to retirees, Don Deer President, Capital Ideas; Shirley DeLibero, President & CEO, Harris County Metropolitan Transit Authority; Lou Parsons, Director, Market Liaison, Orion Business Industries, Ltd.; and Peter Stangl, President, Bombardier Corporation.

The Mineta Transportation Institute's Board of Trustees meeting and 9th Annual Scholarship Banquet on June 24 were remarkably successful. We enjoyed speeches by U.S. Transportation Secretary Slater, Congress members Jim Oberstar (Ranking Member of the House Transportation and Infrastructure Committee), Zoe Lofgren, and Hon. Norm Mineta, new Caltrans Director Jeff Morales, State Senator John Vasconcellos, Assembly member Mike Honda, Mayor Ron Gonzales, Chair of MTC Supervisor Jim Beall, and many more. Acting College of Business Dean Sandy Dewitz hooded four new Master of Science in Transportation Management recipients (another was absent) and we raised almost \$40,000 in scholarship funding.

Also on June 24, the Institute co-hosted with the Commonwealth Club of California a mid-day "visioning session" for Secretary Slater. The event, held at the Tech Museum, brought together the three congress members, Caltrans Director Morales, and a dozen Silicon Valley high-tech executives.

To complete our fiscal year reporting, the Mineta Transportation Institute Annual Report will be released soon. The report chronicles our successful year and sets the stage for an even more productive 2000-2001.

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The World in Motion

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