

UMTA-DC-06-0492-85-3  
UMTRIS 85S1

**PUBLIC TRANSPORTATION  
AND THE  
PRIVATE SECTOR  
UPDATE '85**

**SPECIAL BIBLIOGRAPHY  
October 1985**

**Urban Mass Transportation Research Information Service  
Transportation Research Board  
National Research Council**



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**URBAN MASS TRANSPORTATION ADMINISTRATION  
U.S. DEPARTMENT OF TRANSPORTATION**

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The National Research Council was established by the National Academy of Sciences in 1916 to associate the broad community of science and technology with the Academy's purposes of furthering knowledge and of advising the federal government. The Council operates in accordance with general policies determined by the Academy under the authority of its congressional charter of 1863, which established the Academy as a private, nonprofit, self-governing membership corporation. The Council is the principal operating agency of both the National Academy of Sciences and the National Academy of Engineering in the conduct of their services to the government, the public, and the scientific and engineering communities. It is administered jointly by both Academies and the Institute of Medicine. The National Academy of Sciences was established in 1863 by Act of Congress as a private, nonprofit, self-governing membership corporation for the furtherance of science and technology, required to advise the federal government upon request within its fields of competence. Under its corporate charter, the Academy established the National Academy of Engineering in 1964 and the Institute of Medicine in 1970.

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16. Abstract  The 111 citations in this Special Bibliography concern the involvement of the private sector in fixed-route transit and paratransit at a time when government support for public transportation is often declining while capital and operating costs are climbing. Until 25 years ago, the private sector was responsible for much of public transit in the United States. In the ensuing years, this situation has turned around completely. Now transit and government agencies are again looking to the private sector for possible solutions to some of their problems. The abstracts of technical reports and journal articles in this Special Bibliography are generated from the UMTRIS subfile of the Transportation Research Information Services data base and cover generally the period 1982 to 1985.  <b>S.C.R.T.D. LIBRARY</b>		14. Sponsoring Agency Code URT-7	
		17. Key Words Bibliographies, Urban Transportation Planning, Public Transit, Private Sector, Paratransit, Taxicabs, Contracting, Management Practices, Operating Costs, Subsidies	
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to the citations that appear in this publication. The charges for UMTRIS file searches and publications are supported primarily by the primary support from UMTA and the nonprofit nature of all TRB information services. Additional information may be obtained from UMTRIS.

## AVAILABILITY OF DOCUMENTS

To obtain a full-text report, paper, or article that is referenced by an abstract in the Special Bibliography, contact the document distribution center identified by the availability statement ("ORDER FROM:") that follows the abstract. If there is no such statement, the address of the publisher or other source may be obtained from the Source Index. Several of the sources of availability are used frequently and have therefore been abbreviated to conserve space. The abbreviations of these sources and their full addresses are as follows:

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U.S. Department of Transportation  
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400 Seventh Street, S.W.  
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ESL  
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Telephone 703-487-4650

OST  
Office of the Secretary  
U.S. Department of Transportation  
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Washington, D.C. 20590  
Telephone 202-426-4000

TRB  
Transportation Research Board  
Publications Office  
2101 Constitution Avenue, N.W.  
Washington, D.C. 20418  
Telephone 202-334-3218

TRRL  
Transport and Road Research Laboratory  
Crowthorne, Berkshire RG11 6 AU  
England  
Telephone Crowthorn 3131

UMTA  
Urban Mass Transportation Administration  
U.S. Department of Transportation  
400 Seventh Street, S.W.  
Washington, D.C. 20590  
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## PREFACE

This Special Bibliography of technical reports and journal articles has been produced from the data base of the Urban Mass Transportation Research Information Service (UMTRIS), which publishes *Urban Transportation Abstracts*. All citations are related to the use of private-sector resources to perform functions of fixed-route transit and paratransit.

UMTRIS was developed within the National Research Council (NRC) under a contract with the Urban Mass Transportation Administration (UMTA). The UMTRIS computerized data base incorporates information on planning, designing, maintaining, operating, managing, and financing all modes of public transit, including bus, trolley bus, light and heavy transit, commuter rail, advanced guideway systems, taxi and vanpool services, and local air services.

The UMTRIS concepts and procedures are similar to those of other Transportation Research Information Services (TRIS) subfiles within NRC's Transportation Research Board. These include the Highway Research Information Service (HRIS) and Highway Safety Literature (HSL).

UMTRIS publishes *Urban Transportation Abstracts* semi-annually; each issue incorporates the citations that have been added to the data base in the previous 6 months. Summaries of ongoing and recently completed transportation research in the United States and Canada are also provided.

Each year, one aspect of urban transportation is selected to be highlighted in the UMTRIS Special Bibliography, and relevant abstracts stored in the UMTRIS subfile are generated for publication therein. Last year, because of interest in the private sector and its relationship to public transportation, this was chosen as the subject of the 1984 Special Bibliography. Because of continuing interest in this subject, it will be highlighted in the UMTRIS Special Bibliography again this year in *Public Transportation and the Private Sector—Update '85*.

In this publication, the abstracts of reports and journal articles are arranged in order of their ascending TRIS accession numbers. Following the abstracts, there are three index sections—Source Index, Author Index, and Retrieval Term Index. The numbers listed with an index entry appear at the top of the individual abstracts.

The UMTRIS data base is available for computer-generated literature searches in response to specific inquiries. Output of such searches may include abstracts of articles and reports, descriptions of computer programs, and summaries of ongoing research. The output is a computer-printed list

# ABSTRACTS OF REPORTS AND JOURNAL ARTICLES

**386356**

## **ALTERNATIVE FINANCING FOR URBAN TRANSPORTATION. STATE-OF-ART CASE ANALYSES**

This is a summary of the use, by 43 agencies, of non-traditional techniques for funding transit and urban highway services. This report is designed to introduce public officials and transportation planners at the state and local levels to a range of available funding sources and to facilitate their efforts in determining whether these sources will be useful in meeting their area's transportation needs. The 49 brief case studies included in the report reflect the variety of efforts being made by large and small transit agencies and highway departments to cope with shortfalls in funding. These efforts were selected for inclusion, because they entailed one or more of the following characteristics: Use of non-traditional source of revenue (sources other than fare box or property tax revenues); strong involvement of the private sector; use for the first time in the transportation field (although there may have previous non-transportation applications); and creative examples of public-private cooperation.

Rice Center, Federal Highway Administration, Urban Mass Transportation Administration, Office of the Secretary of Transportation Final Rpt. DOT-I-83-54, Oct. 1983, 114p

ORDER FROM: OST

**386359**

## **JOINT DEVELOPMENT. A HANDBOOK FOR LOCAL GOVERNMENT OFFICIALS**

The purpose of this handbook is to promote joint development by providing local officials and transit managers with guidance on how the process works, including what steps need to be taken by the public sector and what types of issues and problems may emerge during the process. Because there is great variety in the types and scale of possible joint development projects, the handbook cannot identify any one best system but can point to the techniques that are available and note those procedures and approaches that many local officials involved in joint development agree are important to a successful project. The handbook is based on information drawn from five sources.

Public Technology, Incorporated, Urban Mass Transportation Administration, Office of the Secretary of Transportation Final Rpt. DOT-I-83-48, Sept. 1983, 111p, Figs., Tabs., 5 App.

ORDER FROM: OST

**386377**

## **A MARK, A YEN, A BUCK, OR A POUND**

An array of financial services offer transit authorities new opportunities for generating funds. California dedicates a portion of its state sales tax for transit; in other cases subsidy comes from designated general fund revenues. Employer-subsidized transit is encouraged when such contributions are tax deductible. Some local government entities can levy their own mass transit taxes. A new mechanism is safe harbor leasing which now finds financial consultants as a liaison between public transit and private corporations looking for tax benefits. This tax benefit transfer (TBT) can be an expeditious means for a transit authority to get the most cash for its benefits. Investment bankers are also leading transit systems into the bond market.

Gentile, J *Metro* Vol. 80 No. 2, Mar. 1984, 4p

ORDER FROM: Bobit Publishing Company, 2500 Artesia Boulevard, Redondo Beach, California, 90278

**386387**

## **OSAKA'S PRIVATE RAILWAYS AN EXAMPLE THAT OTHERS MIGHT FOLLOW**

Japan has a series of privately owned commuter railways that have always been private-sector enterprises operated profitably, unlike other nations where deficit-ridden suburban operations are now proposed to be separated from the basic national railway system. The 5 big interurban private railways of the Kansai region are examples of managerial enterprise which have been gaining ridership even as automobile ownership in the region is increasing. Fare policies for the lines are described, noting that their pricing levels are appreciably lower than competitive services operation by Japanese National Railways. Government policies include tax-free benefits for employer-provided commuter fares, discouraging of private automobile commuting, and providing of grade crossing protection and separations. All the private lines are owners of diversified enterprises including feeder buses, real estate, engineering and construction firms, and travel agencies. Labor relations, management development and productivity are emphasized.

Jones, M (Oxford Polytechnic, England) *Railway Gazette International* Vol. 140 No. 4, Apr. 1984, pp 295-298, 2 Fig., 1 Tab., 6 Phot.

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**386392**

## **PUBLIC PRIVATE COOPERATION FOR BETTER TRANSPORTATION**

As they search for ways to cope with increasingly tight budgets, many public transit agencies are finding new partners within the private sector. More and more frequently, merchants and businesses are sharing responsibility for financing or marketing transit services. Individual arrangements vary, but many businesses, acknowledging the importance of public transit, are working with transit agencies to increase ridership and improve the quality of service and operating efficiency. Private sector cooperation currently takes many forms. Ridesharing programs are a popular means of involving the private sector in transit. Transit officials have long argued that employers who offer free parking as an employee fringe benefit should offer a comparable benefit (such as transit passes) to transit riders. Merchants have found that joint promotions with transit agencies are an effective method of advertising that also brings customers to their doors. In some instances, the business community has subsidized a desired route to insure its continued operation. Some businesses have even organized and operated transportation services. Firms have contributed funds, staff time, and other corporate resources to build or rebuild local transit facilities. Often public transit agencies and facilities that are well served by transit benefit from joint advertising campaigns. Greater cooperation between the public and private sectors in providing transportation services is the wave of the future. Examples are given in the following areas: cooperative agreements, employer passes, fare subsidy, marketing, special services, and management techniques.

Urban Mass Transportation Administration No Date, 36p, Photos.

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**MIAMI'S DOWNTOWN COMPONENT OF METRORAIL:  
PUBLIC-PRIVATE COVENTURE FINANCING USING A  
SPECIAL ASSESSMENT DISTRICT**

This case study documents the chronological events, key issues, technical analyses and basis of resolution that led to the consensus decision to provide private-sector financial support for the Miami Downtown Component of Metrorail (DCM) Project. This process was initiated when UMTA indicated that DCM could receive federal capital support only if local officials could develop a "full funding" program that included evidence of major financial support from the downtown business community. Key elements of the funding program agreed upon are: (1) Creation of a non-ad valorem special assessment district in the Miami central business district to service a \$20 million municipal bond issue; (2) Support for the County to utilize leverage leasing, connector fees and shared station costs to procure further private-sector support; (3) Decision that remaining capital funding be met through dedication of Miami CBD's share of tax increment financing revenues. The support proved pivotal in securing \$64 million in capital funding from UMTA. The Miami DCM will encourage downtown development and link the entire CBD.

Harmon (Robert J) and Associates, Incorporated, Urban Mass Transportation Administration, Office of the Secretary of Transportation Final Rpt. DOT-I-84-16, Feb. 1984, v.p., 14 Fig., 4 App.

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386951

**SUFFOLK COUNTY BUS ASSESSMENT STUDY. PHASE 2**

This report summarizes the comprehensive plan of the Suffolk County Bus Service Improvement Program, begun in 1980, to develop a countywide transit system that would facilitate inter-community travel along major corridors. It was designed to establish new routes to upgrade service and to extend service to the unserved/under-served communities. Phase 1 implementation involved contracting with private operators, integrating conventional fixed-route bus operations with local feeder services, and staging implementation on a route-by-route basis over a 12-month period. Successful implementation resulted in increased ridership, contract with 1 carriers now carrying 8,400 daily passengers, recovery of 28 percent of its operating costs through the farebox, and contracting with ATE Management and Service Company to evaluate Phase 1 and establish a director for Phase 2. This report discusses the findings and recommendations that set-up the framework for Phase 2 and includes Phase 2 goals and objectives, service plan, performance audits, management information and monitoring, capital plan, conclusions and recommendations. The report suggests ways in which the County can transition from Phase 1 implementation into long range management of a growing system. It states that after 4 years of operation, both County and carriers agree that contracting for service with private carriers was the prudent way to go.

Shinnick, RW

ATE Management and Service Company, Incorporated, Urban Mass Transportation Administration Final Rpt. UMTA-NY-09-0075, Apr. 1984, 111p Contract D000610 TS E-691

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386963

**INSTITUTIONAL ORGANISATION OF URBAN PUBLIC  
TRANSPORT IN CONURBATIONS**

In this article are considered the main characteristics of developments achieved from the institutional standpoint these past fifteen years, taking examples from the organisation of urban transport in France and abroad. The analysis is made on the basis of three divisions corresponding to the principal constituent parts making up the institutional framework of urban transport: (1) The public authorities responsible for its organization: separate decision bodies with jurisdiction over an urban region; they are becoming increasingly subservient to territorial organisations; (2) The operators: they depend in most cases today on the public sector, except in France, apart from the Paris region, where the private sector is still preponderant; (3) Relations and financing: the deep-rooted changes that have taken place in the economy of urban transport systems in recent years have altered considerably the relations between the responsible public authorities and the operators. To cope with the rising costs of the systems, steps have been taken to diversify their resources and for this reason

account has been taken in financing of the people who derive indirect benefits from the existence of urban transport. [French]

Carvounis, P Amsler, Y *Revue Generale des Chemins de Fer* Vol. 103 No. 2, Feb. 1984, pp 77-90

ACKNOWLEDGMENT: British Railways  
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386992

**CAN YOU GET THERE FROM HERE?**

As urbanization ceased in the decade of the 1970s, the spread of population to rural areas presents new challenges and opportunities for mass transportation. Rural transportation can often offer—due to government and community support—convenience previously possible only in metropolitan areas. The article discussed development of the mix of fixed-route and paratransit services which can be tailored to serve areas of low population density. UMTA Section 18 funding (transferred from FHWA) allows states to fund transit in rural and small urban areas. Section 18 money comes from the Mass Transit Account of the Highway Trust Fund, supplemented from UMTA Section 9A. Both capital and operating assistance are possible. APTA has made rural transportation a specific area for its activities. Other organizations with this same goal are National Association of Transportation Alternatives, and Rural America. Community Transit Services operates small systems for counties or cities on a service contract basis. Changing government emphasis on efficiency could present new opportunities for private operators. The experience of the Cambria County, Pennsylvania, Transit Authority is described.

Gentile, J *Metro* Vol. 80 No. 3, May 1983, 5p, 4 Phot.

ORDER FROM: Bobit Publishing Company, 2500 Artesia Boulevard, Redondo Beach, California, 90278

387577

**INTERDEPENDENCIES OF COMMUTING, MIGRATION, AND  
JOB SITE RELOCATION**

Although one of the main aims of many national-spatial studies for decentralization is to keep the population from concentrating in certain areas, modern economic industrial growth is said to require the spatial concentration of the means of production. The article discusses what degree of decentralization is acceptable without sacrificing productivity to an unreasonable degree. The question is then examined of how far the means of production can be centralized in order to maximise GNP and prevent a level of population concentration considered socially undesirable. The importance of commuting then becomes an important aspect of transport policy as the availability of a high-speed, efficient, low cost public and private transportation network means that the residential population can remain in a more dispersed pattern than that of their workplaces. (TRRL)

Yapa, L Polese, M Wolpert, J (Pennsylvania University, Philadelphia) *Economic Geography* 1971, pp 59-72, 1 Fig., 8 Tab.

ACKNOWLEDGMENT: TRRL (IRRD 275950)  
ORDER FROM: Clark University, 950 Main Street, Worcester, Massachusetts, 01610

387611

**DEVELOPMENT IN THE MOBILITY OF PERSONS, A LOOK  
INTO THE FUTURE [ONTWIKKELINGEN IN DE  
PERSONENMOBILITEIT: EEN TOEKOMSTVERKENNING]**

Important influences on transport use which can be expected in the future are presented. Besides a certain decrease in the transport supply and the correlated influence on the freedom of selection of transport possibilities, a limit on the spending budget of the users of transport in relationship with the increasing costs of transport can be predicted. Demographic factors and other changes in the traditional sociological patterns lead to another activity pattern and therefore into a different mobility pattern. A return to use of the moped and more selective use of the car is expected. New transport modes will not be introduced before the year 2000. Rather, an individualisation of public transport, supported by micro-electronics is expected. Attention must be given to the improvement of an optimal integration between public and private transport. (TRRL) [Dutch]

Op weg naar 2000. De Toekomst voor het Personenvervoer te Land.

Barkhof, J (Royal Dutch Touring Club ANWB)

Delft University of Technology, Netherlands 1983, pp 69-88

ACKNOWLEDGMENT: TRRL (IRRD 275820), Institute for Road Safety Research SWOV

ORDER FROM: Delft University of Technology, Netherlands, Centre for Transportation Engineering, P.O. Box 5038, 2208 Delft, Netherlands

387679

#### TAXICAB OPERATING CHARACTERISTICS

Privately owned and operated, the taxi industry in an important but vulnerable segment of the urban transportation industry—vulnerable to adverse economic conditions stemming from rising costs and governmental subsidies to its competitors. Trends such as industry decline and shift from employee-driver to owner and lease drivers generated serious concern among policymakers and others interested in urban transportation. This report documents the national survey of taxicab operators conducted in the spring of 1982 to assess operational and economic conditions in the industry. Survey questionnaires were sent to each known taxicab operator on the mailing list of the International Taxicab Association. Over 900 operators (30 percent of the industry) responded. Every state is represented in the sample, and no state produced more than 9.3 percent of the responses. The survey shows that the taxicab industry is an important provider of transportation services. It includes, at a minimum, over 3,000 taxi organizations that operate over 100,000 vehicles and carries at least 30 percent as many passengers as all urban buses in the U.S., and at least 76 percent as many as all rail vehicles. Taxis generate more revenue than the entire public transit industry. Areas charted and discussed in this survey report are: 1) industry structure/size; 2) labor/work force; 3) vehicles and fuel; 4) productivity and economy; and 5) fare structures.

Gilbert, GG Burby, RJ Feibel, CE  
North Carolina University, Urban Mass Transportation Administration  
UMTA-TX-06-0011-82-1, Sept. 1982, 60p, Tabs., 1 App.

ORDER FROM: NTIS PB84-206952

387703

#### ADMINISTRATIVE IMPACTS OF PRIVATE FINANCING TECHNIQUES FOR URBAN TRANSPORTATION

The basic research question examines whether changes in local administrative practices and federal policies may be needed in order to encourage and facilitate greater use of private enterprise, investment and participation in the provision of urban transportation services. This research project has its origins in the concern that urban transit dependence on federal operating and capital subsidies may have caused local transportation agencies to adopt administrative structures and procedures designed primarily to suit federal grant requirements. Those structures and procedures may, therefore, not inhibit greater use of private sector resources in meeting transportation needs in urban areas. Moreover, federal policies may have neglected those aspects of transportation statutes which were intended to encourage private sector enterprise, investment and participation.

Windson, D  
Rice University, Department of Transportation Final Rpt.  
DOTRSPA/DMA-50/84/19, Jan. 1984, v.p. Contract DTRS5682-C-00024

ORDER FROM: DOT

387704

#### TRANSPORTATION BROKERAGE DEMONSTRATION—BRIDGEPORT, CONNECTICUT

Since August 1978, the Greater Bridgeport Transit District (GBTD) has been engaged in a test of multimodal transportation brokerage. It is an ambitious effort aimed at revolutionizing the role of a public transit operator in planning and operating a regional transportation systems. GBTD's mission is to implement a diversified transportation network using a Transportation System Management (TSM) process, with services designed to meet the needs of specific markets. The components of this plan range from conventional fixed-route bus to both public and privately operated paratransit, including shared-ride taxi and employment-centered/subscriber bus. Other major components include: strategic pricing and fare integration methods; development and application of advanced management and planning tools, linked to development of a large-scale management information system (MIS) capability; and a community and economic development role assumed by the Transit District. Accomplish-

ments of the brokerage through the period of this interim report include: development of a core fixed-route bus system and a performance monitoring system to control its operation; a community-based minibus system, with alternating peak feeder and off-peak circulation service schedules, a consolidated social service agency transportation network; a market-based fare prepayment program; and a program for eliciting funding support from the private sector. Planning for shared-ride taxi, user-side subsidies, employment-centered bus, and the broad-based management information system were still in progress at the time of this report.

Kuzmyak, JR

Comsis Corporation, Urban Mass Transportation Administration,  
(DTS-64) Intrm Rpt. UMTA-CT-06-0008-83-2, DOT-TSC-UMTA-84-4, Apr. 1984, 152p, 17 Fig., 6 Tab. Contract DOT-TSC-1753  
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#### PASSENGER TRANSPORT PLANNING, MANAGEMENT AND POLICY IN JAPAN. PROCEEDINGS OF CONFERENCE HELD AT WOLFSON COLLEGE, OXFORD 1983

The following papers were presented at the conference: Trends in transport: Japan and Britain compared (White, P); A review of new transportation innovations (Toda, T); The role and performance of private railways in Kansai area (Jones, M); Transport planning and policy in Hiroshima area (Sugie, Y); Japanese National Railways: current issues (Sugiki, T). Questionnaires used in the private railways study and facts and figures from the 1982 JNR handbook are given in appendices.

Jones, M White, P (Polytechnic of Central London); Toda, T (Kyoto University, Japan); Sugie, Y (Hiroshima University, Japan); Sugiki, T (Japanese National Railways)  
Oxford Polytechnic, England Working Paper 75, Mar. 1984, 93p, Figs., Tabs., Photos., Refs.

ACKNOWLEDGMENT: TRRL (IRRD 276480)

ORDER FROM: Oxford Polytechnic, England, Department of Town Planning, Gypsy Lane, Oxford OX3 9DB, England

387895

#### THE ROLE OF THE NS IN NATIONAL AND INTERNATIONAL PASSENGER TRANSPORT IN THE NETHERLANDS

Reviews government action aimed at creating and maintaining an integrated system of transport and the links between public and private transport.

Groot, HA de *Rail International* Vol. 15 No. 4, Apr. 1984, pp 2-6

ACKNOWLEDGMENT: British Railways

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387904

#### PRIVATE SECTOR ALTERNATIVES FOR PUBLIC TRANSPORTATION

Two opposite approaches have characterized the delivery of mass transit services in urban areas: Exclusive private sector provision, either regulated or unregulated; and exclusive public provision. Cost and allocative inefficiencies inherent in either approach are evident from this analysis. There are a variety of approaches that comprise a middle ground. These combine government intervention with private sector provision. As this analysis has shown, these approaches can result in significant increases in both allocative and cost efficiency potential. Most combination approaches do remain untried. This is due to past federal policy which has encouraged exclusive public sector provision. It is also due to rather limited experience with other alternatives. It is partly due to lack of an adequate supply of private operators in many urban areas and the labor problems that may arise if the private sector is integrated into public operations. To a large extent, however, these approaches remain untried because many transit agencies lack the incentive or motivation to adopt non-transit agencies lack the incentive or motivation to adopt non-traditional approaches. If public transit is to improve, to operate efficiently, and provide effective service, then public-private sector provision may offer an important means of achieving these goals.

Pagano, AM (Illinois University, Chicago) *Transportation Quarterly* Vol. 38 No. 3, July 1984, pp 433-447, 2 Tab.

ORDER FROM: Eno Foundation for Transportation, Incorporated, P.O. Box 55, Saugatuck Station, Westport, Connecticut, 06880

**387908**

#### **ADVERTISING TRANSIT SHELTER PROGRAM**

A program for providing bus stop shelters, developed in France, has been adopted in North America, starting in New York City. A private organization contracts to provide shelters at no cost to the transit agency or city because they are built and maintained by revenues from advertising that is placed on them. Since 1977 nine major North American cities and several smaller ones have contracted for such self-sustaining shelter programs with 12 different commercial organizations. Although advertising shelter contracts can vary in language and detail, they typically cover five major areas: General terms; financial terms; site selection; shelter specifications and maintenance; and advertising. Because of the high visibility of transit shelters and the need for coordination with several city agencies, all affected organizations need to be involved in contract development. The types, number and sizes of posters are constrained by the contracts. Some cities have been more restrictive in the regard than others.

Weisman, M (San Francisco Public Utilities Commission)  
*Transportation Quarterly* Vol. 38 No. 3, July 1984, pp 361-374, 3  
Fig., 3 Tab.

ORDER FROM: Eno Foundation for Transportation, Incorporated, P.O. Box 55, Saugatuck Station, Westport, Connecticut, 06880

**387909**

#### **WHEN PUBLIC SERVICES GO PRIVATE: THE ANSWER? OR AN ANSWER?**

The experiences of Minneapolis and St. Paul, Minnesota, city governments in contracting for private-sector services is described. The concept of having governments "govern" and not be producers of service led to establishment of a nonprofit organization to foster purchase of services in the Twin Cities area. St. Paul's experience with contracting services leads the author to a number of conclusions: It is possible to contract successfully; it is difficult for the private sector to produce service unless it is already engaged in that activity; skills necessary to perform certain municipal functions are not necessarily available in the private sector; it can be difficult to write specifications for contracting a service; there will inevitably be political, labor, business and psychological barriers to contracting for services already being produced by a municipality. Despite their proximity, St. Paul and Minneapolis have differing policies on provision of services. Along with private sector providers, it is possible that contracts can be made with nonprofit or neighborhood organizations. Another option is purchase and/or sale of services involving other units of government. In summary, contracting for services can be a potent tool but to be successful it must be done carefully.

Hames, P (Department of Finance and Management Services)  
*Transitions* 1984, pp 1-11

ORDER FROM: ATE Management and Service Company, Incorporated, Editor, 617 Vine Street, Suite 800, Cincinnati, Ohio, 45202

**387911**

#### **PUBLIC-PRIVATE PARTNERSHIPS-SYNERGY IN PUBLIC TRANSIT**

Starting in the 1960s public transit lost its private-sector orientation as most such companies were taken over by public agencies. Takeovers had come as a result of massive losses of ridership and of support for transit services. Now local office holders do not understand transit's role and this is further complicated by transit users' inability to communicate their need for transit. The result is termed "isolation" which is also exacerbated by other factors. Transit managers have placed high priority on the mechanics of transit and low priority on developing a real constituency in failing to make their systems valuable to a wider range of potential users in their communities. The success of Valley Metro in Roanoke, Va., in involving itself in a major downtown urban renewal project with the private sector is a type of activity which can aid in constituency development. Other Valley Metro activities have included ridesharing and parking, community service projects, and joint promotion with private businesses. Valley Metro's efforts are ongoing and changing, reflecting the needs of the community and of the transit system. Transit managements' responsibility is to seek private-public

partnership opportunities that build ridership and develop backing for transit.

Callahan, WE, Jr (Greater Roanoke Transit Company) *Transitions* 1984, pp 27-37, 1 Phot.

ORDER FROM: ATE Management and Service Company, Incorporated, Editor, 617 Vine Street, Suite 800, Cincinnati, Ohio, 45202

**387913**

#### **REEVALUATING PUBLIC TRANSPORTATION PROCUREMENT**

Public bodies have increasingly become involved in providing services, including transportation. Cost effective transportation should include a responsibility for procurement with special emphasis on determining the following: The real community need; whether local community groups can resolve transport problems if a services manager can deal with institutional barriers; if transport services are required, is there excess capacity that might be utilized; if transport must be procured, existing or potential private providers should be sought; in procurement there should be efforts to increase the number of competitors, but assure that bidding will not destroy bidders; if contract service is necessary, assure that the carrier is encouraged to sell excess capacity and pass savings to contracting agency. Self-help programs should be encouraged. Once procurement is deemed necessary, it is important to identify the service level, estimate the cost of service, control cost factors, participate in pricing, and establish the ownership of vehicles. Management and procurement of service depends on judicious selection and utilization of capacity. an authority is more insulated from politics in its

Davis, FW, Jr (Tennessee University, Knoxville) *Transitions* 1984, pp 47-61

ORDER FROM: ATE Management and Service Company, Incorporated, Editor, 617 Vine Street, Suite 800, Cincinnati, Ohio, 45202

**387924**

#### **INTERCITY PASSENGER FACILITY PROGRAM ADDS CONVENIENCE FOR MICHIGAN TRAVELERS**

Michigan Department of Transportation, starting in 1977, has funded through its Intercity Facility Program nine new transportation centers in large and small communities and 26 shelters in rural areas. Centers for 7 other cities and towns are being designed. Four goals of the Program are: (1) Assist communities in development and construction of new or improved facilities by providing conceptual guidance and financial assistance; (2) Ensure that all such centers are designed to serve intermodal needs; (3) Improve safety and comfort for passengers, stimulating increased patronage of public transit services; (4) Design centers to become self-supporting. Consideration is given in analyzing applications to population served, existing intercity and local services, unusual market contributors such as universities and military installations, and ability to increase public transit ridership and reduce its costs. Existing buildings, in some cases railroad stations, have been renovated for the new use. The centers variously contain facilities for local and intercity buses, Amtrak passenger trains, local paratransit, state and local government offices, and a variety of private enterprises.

*Bus Ride* Vol. 20 No. 4, July 1984, pp 56-58, 5 Phot.

ORDER FROM: Friendship Publications, Incorporated, West 2627 Providence, P.O. Box 1472, Spokane, Washington, 99210

**387933**

#### **HOW NEW TECHNOLOGY RESCUED THE CABLE CARS**

Restoration of the San Francisco Municipal Railway cable-car system, completed in June 1984 following a 2-year shutdown for reconstruction, was a joint public/private effort at historic preservation. Almost \$10 million was raised by private sources to assist the City in making the first complete overhaul in a century. The archaic technology was faithfully restored, bolstered by current materials and designs wherever possible without affecting the appearance or operation of the venerable hill-climbing public transit system. Design changes and new lubricants are expected to increase the 100-day life of the 11 miles of cable which propel the 44 classic cable cars at a constant 9.5 mph. The new drive system, installed in the historic Car Barn, presented complications but the exterior of the building was unchanged. While machinery in the Car Barn and beneath the streets,



along with the track structure in the streets, is completely new, the old cars were completely restored using traditional materials and techniques.

Casey, S **Historic Preservation** Vol. 36 No. 3, June 1984, pp 54-57, 5 Phot.

ORDER FROM: University Microfilms International, 300 North Zeeb Road, Ann Arbor, Michigan, 48106

**387951**

**FUTURE DIRECTIONS OF URBAN PUBLIC TRANSPORTATION, OPENING REMARKS**

In her opening remarks, the author suggests that certain assumptions about public transit may no longer be valid. Specifically, she questions the idea that publicly subsidized service is the only way to assure urban transit. In her opinion, it may be time to give private operators a larger role in urban public transportation.

This paper appeared in Transportation Research Board Special Report No. 100, Future Directions of Urban Public Transportation. Papers presented at a Conference on the Future Directions of Urban Public Transportation, September 26-29, 1982, Woods Hole, Massachusetts.

Foryst, CA **Transportation Research Board Special Report** No. 199, 1983, p 5

ORDER FROM: TRB Publications Off

**387952**

**FUTURE DIRECTIONS OF URBAN PUBLIC TRANSPORTATION, SYNOPSIS OF PRE-CONFERENCE PAPERS**

This section offers a synopsis of the five overview papers that were prepared for and provided to the participants before the Woods Hole conference. In addition, authors of the papers had an opportunity to comment further on their themes and positions. Such comments are highlighted here, and the edited texts of their papers are included for further reference. The authors and their topics are as follows: Effects of Energy Supply and Telecommunications on Urban Mass Transit's Future, Sarah J. LaBelle and Martin J. Bernard III, Argonne National Laboratory; Land Use Trends and Transit Operations, Donald E. Priest, University of Virginia and Priezac Corporation; and Joseph L. Walsh-Russo, New Jersey Department of Transportation; Changes in the Economic Base of Urban Areas: Implications for Urban Public Transportation, Richard V. Knight, University of Akron; Financing Public Transportation, Ronald F. Kirby, Urban Institute; and Does This Bus Go to the Future? Some Thoughts on the Future of Urban Public Transit, Joseph L. Schofer, Northwestern University. The list of points made by the authors includes finance, paratransit, private-sector involvement, private-sector management practices, metropolitan development patterns, and energy. (Author)

This paper appeared in Transportation Research Board Special Report No. 199, Future Directions of Urban Public Transportation. Papers presented at a Conference on the Future Directions of Urban Public Transportation, September 26-29, 1982, Woods Hole, Massachusetts.

Stowers, JR **Transportation Research Board Special Report** No. 199, 1983, pp 21-24

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**387957**

**DOES THIS BUS GO TO THE FUTURE? SOME THOUGHTS ON THE FUTURE OF URBAN PUBLIC TRANSIT**

The author argues that the transit industry should diversify and give up control of much of the existing public transportation service. He points out that bigness in transit has no scale economy. He says that greater emphasis should be placed on cost-effectiveness management controls and cites an example of using statistics such as cost per passenger, rather than cost per vehicle mile, as indicators of cost effectiveness in transit. He points out that the private sector has done relatively well in a number of specialized areas including taxis, the charter business, school bus business, elderly and handicapped services, vanpools and carpool assistance. He argues that we should seek controlled competition between the public and the private sectors. He also believes that industry needs to be tough on labor issues affecting the long-term efficiency of transit, even allowing strikes if necessary, in order to tie benefits and wages to productivity. Finally, he argues in favor of shifting federal programs towards block grants, to encourage proper incentives for improved performance at the local level.

This paper appeared in Transportation Research Board Special Report No. 199, Future Directions of Urban Public Transportation. Papers presented at a Conference on the Future Directions of Urban Public Transportation September 26-29, 1982, Woods Hole, Massachusetts.

Schofer, JL **Transportation Research Board Special Report** No. 199, 1983, pp 59-66, 24 Ref.

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**387959**

**TRANSPORTATION IN TRANSITION**

It is proposed that the current transportation crisis is both the death rattle of outdated institutions for delivering transportation services, and the painful birth of many new delivery systems. In the coming years, the public sector must reduce its financial commitments and gain better control over its costs. Scarce public resources will have to be focused more carefully on specific attainable objectives. Greater financial contributions from users will also be required. Options available to meet nearly everyone of these challenges fall under the general umbrella of greater use of private sector providers.

This paper appeared in Transportation Research Board Special Report No. 199, Future Directions of Urban Public Transportation. Papers presented at a Conference on the Future Directions of Urban Public Transportation September 26-29, 1982, Woods Hole, Massachusetts.

Pikarsky, M Johnson, C **Transportation Research Board Special Report** No. 199, 1983, pp 72-74

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**387960**

**CHANGING CONCEPTS OF URBAN PUBLIC TRANSPORTATION**

Urban transportation in America is undergoing a major appraisal and, emerging from these grassroots reappraisals, is a wealth of innovative ideas about the ways local transportation can be more effectively managed, provided, and paid for. These new approaches are divided into seven headings, and reviewed: (1) Developer involvement in transportation improvements; (2) Private-sector sponsorship of transportation services; (3) Transportation management associations; (4) Downtown transportation management; (5) Private operation of transit services; (6) Decentralizing service delivery; and (7) Private financing of transit infrastructure.

This paper appeared in Transportation Research Board Special Report No. 199, Future Directions of Urban Public Transportation. Papers presented at a Conference on the Future Directions of Urban Public Transportation, September 26-29, 1982, Woods Hole, Massachusetts.

Orski, CK **Transportation Research Board Special Report** No. 199, 1983, pp 74-78

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**387976**

**THE ADEQUACY OF TRANSPORTATION FACILITIES IN MINORITY COMMUNITIES FOR THE ELDERLY, AND LOW INCOME GROUPS—THE PROBLEMS OF RESIDENCE AND ACCESSIBILITY**

The primary objective of this study was to assess and record the types of transportation services available to the elderly, handicapped, and economically disadvantaged groups and compare selected transportation system to community facilities. This study samples a population of elderly, handicapped, and low income participants within the metropolitan area of Jackson, Mississippi. Most of these respondents were on income maintenance programs and experiencing hardship in private transportation cost. The situation was compounded when these groups had to travel to and from doctor's offices, grocery stores, social service agencies and shopping centers. The major conclusion of this research project are: (a) that the preferred form of travel among low income groups was the bus, the middle and high income respondents usually drove their cars; (b) the elderly attend to their business affairs between late morning and early afternoon; (c) the majority of handicapped used the bus between 6:00-8:00 a.m.; (d) the travel pattern of the low income seemed to be worked related; (e) the common mode of non-work related travel utilized by the respondents was the automobile; (f) the predominant modes of transportation are buses, taxis, minibuses and automobiles; (g) bus users tend to allocate more time than

necessary to traveling in order not to be late, and (h) the survey indicate a low capacity utilization as well as a low revenue cost ratio.

King, J, JR

Jackson State University, Department of Transportation Final Rpt.  
82-045, Dec. 1983, 160p, 63 Tab., Refs., 3 App. Contract DTRS-  
5683-C-0036

ORDER FROM: DOT

**389253**

**URBAN TRANSPORT PLANNING; PARADOXES FOR THE 1980'S**

Urban transport planning in advanced industrial countries faces a set of paradoxes. Since the late 1960s the emphasis has shifted from urban highway building to car restraint and public transport priority. But car ownership has continued to rise, fortified by the fact that real costs of driving have continued to decline after the momentary rise following the energy crises of 1973-4. At the same time, population and employment tends to leave central and inner cities which can support good levels of public transport, and to relocate in small towns and rural locations where this is almost impossible and where dependence on the car in consequence tends to be almost complete. The recent approach to transport planning stresses policies to meet the demands of individual household members constrained by time and space. This approach might in turn suggest fairly radical solutions to the problem of personal mobility, no longer based on the conventional public transport wisdom. (Author/TRRL)

Transportation Planning Research Colloquium 1983 held in Zandvoort on December 14-16, 1983. Volume I.

Hall, P (California University, Berkeley); Bovy, PHL  
Colloquium Vervoersplanologisch Speurwerk 1984, pp 87-95

ACKNOWLEDGMENT: TRRL (IRRD 276527), Institute for Road Safety Research SWOV

ORDER FROM: Colloquium Vervoersplanologisch Speurwerk, P.O. Box 45, Delft, Netherlands

**389276**

**DEFENDING PUBLIC TRANSPORT OR WHY AND HOW TO PROTECT**

Rural public transport is declining in sparsely populated parts of the Netherlands. This is due, in part, to a steady depopulation of small villages but decline is selfsustaining and confirmed by the national standards for level of service (nvs) based on mean ridership levels. In 1981 an application of somewhat stricter standards (for reasons of economy) caused considerable decrease of the level of service in some areas. A before and after study was undertaken by the first author on about 40 bus lines. It was sponsored by two provinces-worried about the quality of life in the countryside-and carried out in cooperation with the regional bus operators-worried about their prospects. Though two-thirds of the passengers experienced problems, in particular those on weak lines with sharply decreased level of service were severely affected. Regarding the apparent value of rural transport for its users we set out to develop a transport system integrating conventional public transport with specialist and community transport. Its purpose was threefold: to increase the general level of service without increasing deficits, to serve the needs of different user-categories as indicated by the study mentioned and to protect conventional public transport. This might be attained by dropping traditional geographic (and legal) boundaries between different systems and by utilizing different components dependent on changes in volume and character of demand during the day and the week. For the covering abstract of the conference see IRRD 276520. (TRRL)

Transportation Planning Research Colloquium 1983 held in Zandvoort on December 14-16, 1983. Volume II.

Boer, E de Klinkenberg, J (Delft University of Technology, Netherlands); Bovy, PHL  
Colloquium Vervoersplanologisch Speurwerk 1984, pp 53-58, 1 Fig., 3 Tab., 11 Ref.

ACKNOWLEDGMENT: TRRL (IRRD 276550), Institute for Road Safety Research SWOV

ORDER FROM: Colloquium Vervoersplanologisch Speurwerk, P.O. Box 45, Delft, Netherlands

**389316**

**BUSES**

This command paper outlines the government's proposals for major changes to arrangements for the bus industry with a view to giving better service to the passengers at less cost to the ratepayer and the tax payer. The changes concern:- abolition of road service licensing throughout the United Kingdom (except for the framework of controls in London which will be retained for the time being);-increased supervision of the quality and safety standards of public service vehicles and operators;-continued subsidies by local authorities for bus routes which are not viable, but local authorities will be required to seek competitive tenders;-continuation of concessionary fare schemes with all operators being enabled to participate in them;-additional support by the government for transport in rural areas, and study of the wider use of services run by education, health and social service authorities, the post office and others;-changes in the structure of the bus industry with a strong tendency towards privatisation and competition;-licensed taxis and hired cars will be allowed to carry passengers at separate fares in certain circumstances;-problems affecting the bus industry in Scotland are treated in a separate chapter.

Prepared in cooperation with the Scottish Office.

Her Majesty's Stationery Office, Department of Transport, England  
CMND 9300, 1984, 78p, Figs., Tabs., Refs.

ACKNOWLEDGMENT: TRRL (IRRD 276779)

ORDER FROM: Her Majesty's Stationery Office, 49 High Holborn, London WC1V 6HB, England

**389317**

**GOING PLACES: TWO EXPERIMENTS IN VOLUNTARY TRANSPORT**

This report describes two experiments set up by the Centre for Policy on Ageing. One, a voluntary car service: Plymouth community transport, was to test the effect of providing a large social car scheme in an urban area, the other: the Birmingham share transport experiment, was to encourage the shared use of minibuses. It describes their objectives, their operation during the period of CPA funding, their successes and their difficulties, and their subsequent history. For the first experiment, details are given of the scheme and its management, costs and subsidies, drivers (identity, motivation and turnover), passengers (eligibility, age and mobility), user groups. For the Birmingham shared transport experiment, data are presented of the scheme and its management, user organisations, attitudes to sharing. Issues arising from the experiments, door-to-door transport for individuals and vehicle sharing, are discussed. A guide to sources of information on community transport is appended.

Hedley, R Norman, A  
Centre for Policy on Ageing Monograph 1984, 62p, 9 Tab., Refs.

ACKNOWLEDGMENT: TRRL (IRRD 276781)

ORDER FROM: Centre for Policy on Ageing, Nuffield Lodge Studio, Regent's Park, London, England

**389333**

**JOINT DEVELOPMENT AND VALUE CAPTURE IN LOS ANGELES; LOCAL POLICY FORMULATION**

This report describes the process used by the Southern California Rapid Transit District (SCRTD) to promote developer interest in joint development and value capture along the routes of the planned Los Angeles rail line. The document includes the policies which were formulated, how they were identified, and who the various participants involved in setting forth the policies were. The report explores the "centers" concept, which is the basis of the city's general plan, and shows how station-area development is being planned to support these broader development objectives. Specific alternatives for implementation of joint development or value capture are described in some detail in two chapters at the conclusion of the document. The report should be especially valuable for staffs of elected officials in larger cities, or for people with city planning or transportation financing responsibilities.

Office of the Secretary of Transportation DOT-I-83-23, Jan. 1983, 116p

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389339

**TAXI REGULATION IN A FREE ENTRY MARKET: A CASE STUDY OF WASHINGTON, D.C.—EXECUTIVE SUMMARY**

This study examines taxi regulation in a free entry market, regulatory trends and regulators willingness to encourage increased private sector participation in public transportation. The specific objectives of this research project were to: (1) Analyze in detail the current state of taxi regulations in a free entry market; (2) Identify and analyze any regulatory trends in the free entry market; (3) Ascertain and delineate the local public body's point of view on taxi regulation in the area; (4) Determine the willingness of local government to encourage greater private sector participation in public transportation.

See also PB84-189208.

Lyons, DL Ahn, MC  
District of Columbia University, Urban Mass Transportation  
Administration Final Rpt. UMTA-DC-11-0015-84-1, Oct. 1983,  
8p Contract DOT-UMTA-DC-11-0015  
ORDER FROM: NTIS PB84-189190

389361

**PRIVATE SECTOR OPTIONS FOR COMMUTER TRANSPORTATION**

This study examines the institutional and economic feasibility of increasing the utilization of the private sector to provide and organize commuter transportation services. These include both private services not subsidized with public funds—private commuter bus service, buspools, and employer vanpool programs, and privately provided services sponsored by public agencies—privately contracted commuter bus service and transit agency vanpooling programs. Based on case studies of urban areas where these services exist, the report determines that they demonstrate significant economic advantages compared to transit agency commuter bus services, but face major institutional and market obstacles to widespread adoption.

Teal, RF Giuliano, G Brenner, ME Rooney, SB Jacobs, JK  
California University, Irvine, Urban Mass Transportation  
Administration Final Rpt. UMTA-CA-11-0022-2, Apr. 1984, 182p,  
Tabs., Refs., 1 App. Contract UMTA-CA-11-0022  
ORDER FROM: UMTA

389380

**THE IMPLEMENTATION OF DOWNTOWN AUTO-RESTRICTED PROJECTS. FINAL REPORT**

In 1975 UMTA's Office of Service and Methods Demonstration launched a demonstration program of Auto Restricted Zones (ARZs) which went beyond the traditional scope of linear pedestrian malls. ARZs involve auto restriction in a large geographic area with integration of a transit component. This study's goal is to evaluate the implementation process of the ARZ demonstration program. Other Central Business District (CBD) revitalization alternatives to ARZs were examined. A mail survey was conducted to solicit information from city planning department directors in the 112 central cities of the U.S. Survey items were directed to the period since 1975 and addressed several issues: CBD problems, CBD revitalization projects, and implementation problems and lessons associated with these projects. From the responses, CBD projects were grouped into three categories: Public, private, and joint public/private projects. ARZs accounted for 10 percent of all 166 reported projects. One-fifth of all projects were private developments, the remainder represented public and private collaboration. Further study was made of specific projects. The study confirmed two views about planning and the planner's role: Policy is not just drawn up and implemented but must be continually adapted during negotiations, and planners are quite successful in combatting planning problems but have problems confronting support problems. Support problems consist primarily of instigating support and coordinating participants. The skills of negotiation and coordination are essential in dealing with the private sector, indicating that a redefinition of the role of public planning is in order. The planner can play an important role as a mediator in maintaining consensus and in resolving disagreements that threaten implementation.

Loukissas, PJ Mann, SH  
Pennsylvania State University, University Park, Urban Mass  
Transportation Administration DOT-I-84-33, June 1984, 223p, Figs.,  
Tabs., 10 App.

ORDER FROM: OST

389384

**COMBUS: REGIONAL EMPLOYMENT CENTER BUS SERVICE**

To avoid building-up a peak-oriented system by taking on additional commuter runs, and because financial constraints prevented the Greater Bridgeport Transit District (GBTD) from subsidizing new commuter service, GBTD set out in this COMBUS project to explore the potential role of private bus operators in commuter transportation. Basically, the purpose of this study is to examine whether a privately operated commuter bus service could be self-supporting. The objectives of the study were: 1) to examine private operator interest in providing commuter service; 2) to examine the feasibility of a self-supporting commuter service; 3) to develop components of start-up support; and 4) to evaluate effectiveness and efficiency of GBTD brokerage by actually implementing a service. Planning consisted of a survey of local private operators and the selection of an employment center. The project demonstrated that low demand and low revenues were too risky a market for the private sector. COMBUS never became self-supporting during the 3-months of test service. The recovery rate was between 50-60 percent (better than the GBTD regular service of 40 percent). The project also demonstrated the problems associated with private bus operators in commuter service in the Bridgeport area. Overall, the study concluded that self-supporting privately operated commuter service had little potential in the area. The GBTD (320,000 population) is a middle-sized operation with a peak fleet of 50 buses operating on 20 routes. Public transit operations began in 1979 when GBTD took over the service provided by 4 private companies—two of which remain as large schoolbus and charter operators.

Greater Bridgeport Transit District, Urban Mass Transportation  
Administration Final Rpt. UMTA-CT-09-0026-84, H-651, June 1984,  
94p, 1 App.

ORDER FROM: UMTA

389403

**SERRAMONTE TRANSIT CENTER STUDY. FINAL REPORT**

Serramonte Center is a very active regional shopping center just south of San Francisco. Several bus routes of San Mateo County Transit stop at a bus shelter in the Center's parking lot and a significant number of shoppers and Center employees use the bus service. Center owners began planning a major expansion with added stores, new parking structures and a new bus station closer to the center of retail activity. The Center and SamTrans cooperated in studying design requirements of a terminal and the feasibility of joint improvements for public-owned buses on a privately owned site. Bus service brings added shoppers who would not normally come by auto and reduces parking requirements allowing for added shopping center development. While the transit center location should be at the center of shopping activity, this would be impractical without a busway to reach the center. This report has 6 parts: (1) Summary of principal conclusions; (2) Data on existing site and transit services with likely options for future expansion; (3) Discussion of results of initial survey of problems, issues and ideas; (4) Results of transit user surveys and projections; (5) Alternative station locations; (6) Results of the study and lessons learned for possible use in designing centers and services for other shopping centers.

Liskamm, WH Conradt, R  
Gruen Gruen and Associates, San Mateo County Transit District,  
Urban Mass Transportation Administration Final Rpt. DOT-I-83-45,  
June 1983, v.p., Figs., Tabs., Apps.

ORDER FROM: OST

389752

**TAXI REGULATION IN A FREE ENTRY MARKET. A CASE STUDY OF WASHINGTON, D. C.**

This study examines taxi regulation in a free entry market, regulatory trends and regulators willingness to encourage increased private sector participation in public transportation. The specific objectives of this research project were to: 1) Analyze in detail the current state of taxi regulations in a free entry market; 2) Identify and analyze any regulatory trends in the free entry market; 3) Ascertain and delineate the local public body's point of view on taxi regulation in the area; 4) Determine the willingness of local government to encourage greater private sector participation in public transportation; and 5) Formulate recommendations and strategies for increasing private sector participation in public transportation. The research team focused on four areas of taxi regulation: entry controls; fare policy; operating standards and financial responsibility. A

case study approach was used to examine and analyze the current state of taxi regulation in a free entry market, the local regulatory process and regulators' willingness to encourage increased private sector participation in public transportation. Both primary and secondary data sources provided the base of information used to identify, delineate and assess regulatory issues and formulate recommendations. Data collection and interviews were conducted in Washington, D.C. The authors of this report recommend that the Urban Mass Transportation Administration should consider monitoring the taxi regulatory atmosphere and changes in the District of Columbia. The implications of the proposed changes and their effect on the District's efforts to integrate taxi services with public mass transportation should be of particular interest, both locally and nationally.

Lyons, DL  
District of Columbia University, Urban Mass Transportation  
Administration Final Rpt. UMTA-DC-11-0015-84-2, Oct. 1983,  
207p Contract DC-11-0015  
ORDER FROM: NTIS PB84-189208

**389754**  
**PRIVATE SECTOR OPTIONS FOR COMMUTER  
TRANSPORTATION. EXECUTIVE SUMMARY**

The study examines the institutional and economic feasibility of increasing the utilization of the private sector to provide and organize commuter transportation services. It is an evaluation of the private sector's potential to assume a major role in the delivery of collective forms of commuter transportation. The private sector options analyzed in this study are commuter transportation strategies for which the private sector is, at a minimum, responsible for organizing and financing the service. These options include: commuter bus service provided by private bus companies—either unsubsidized or operated under contract to a public agency; employer organized commuter ridesharing programs; and vanpooling services organized by transit agencies, private employers, and ridesharing agencies. By examining the use of these strategies in several metropolitan areas, this study seeks to determine the conditions under which they are utilized, to identify the obstacles to more widespread adoption, and to assess their appropriateness and cost-effectiveness. Because a variety of economic, legal, political, and organizational factors affect the feasibility of those strategies, this study addresses both their institution and economic dimensions. Six major types of private sector strategies are examined in this study. They are: 1) privately provided unsubsidized commuter bus service; 2) contracts with private bus operators for commuter services; 3) service turnovers from public transit agencies to private operators; 4) facilitating private commuter bus services through marketing and equipment assistance; 5) transit agency ridesharing programs; and 6) employer sponsored ridesharing programs. Private sector strategies were examined in eight metropolitan areas where they have been an important aspect of commuter transportation. These areas are: Boston, Massachusetts; Hartford, Connecticut; Norfolk, Virginia; Newport News, Virginia; San Francisco Bay Area-North Bay, California; San Jose, California; Los Angeles, California; and Houston, Texas. Based on these case studies of urban areas where private sector transportation exists, the authors have determined that the service demonstrates significant economic advantages compared to transit agency commuter bus services, but face major institutional and market obstacles to widespread adoption.

Teal, RF Giuliano, G Brenner, ME Rooney, SB Jacobs, JK  
California University, Irvine, Urban Mass Transportation  
Administration Final Rpt. UMTA-CA-11-0022-84-1, Apr. 1984,  
15p Contract CA-11-0022  
ORDER FROM: NTIS PB84-218189

**389755**  
**URBAN TRANSPORTATION DEREGULATION IN ARIZONA.  
EXECUTIVE SUMMARY**

This research reports on the first year impacts of urban transportation deregulation in Arizona. It examines the impacts of deregulation on the taxi, airport limousine, private buses, and demand-responsive transportation industries in Phoenix and Tucson, Arizona and certain small cities, and as many new modes that might be initiated after deregulation, such as jitneys. The Phoenix Airport, Sky Harbor International, was also a major focus of the analysis. The first year results of the Arizona experience are also compared to the impacts of taxi regulatory change in other cities. The report considers the advantages, disadvantages, and policy implications of complete deregulation of private urban common carriage transportation, as

well as explaining the observed pattern of impacts. The primary objectives of the research were to: 1) provide information from the Arizona experiment on the public question of whether economic deregulation of urban passenger transportation results in benefits to transportation providers and urban travellers; 2) determine and evaluate the probable characteristics of unregulated markets in common carriage urban passenger transportation in Arizona and generalize the results to other urban areas; and 3) document short-run market adjustment processes following deregulation. Entry, exit, prices, productivity, and profitability were included in the analysis as were the topics of service innovation, changes in market size, effects upon competing modes, and implication for public transportation. Major tasks of the study consisted of: 1) an extensive review of the transportation literature pertaining to deregulation; 2) the development of a methodology to form hypotheses concerning impacts of deregulation; and 3) collection and analysis of empirical data from Arizona cities for the first year following deregulation.

Teal, RF Berglund, M  
California University, Irvine, Urban Mass Transportation  
Administration Final Rpt. UMTA-CA-11-0027-84-1, Apr. 1984,  
16p Contract CA-11-0027  
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**389856**  
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Advanced construction notes have been utilized by the Port Authority of Allegheny County, a first for the transit industry. While this method of financing has been used for highways and sewers, the Pittsburgh project is the first when this approach has been used in the transit industry. Rebuilding of the PAT light rail system was faced with delays because federal government grant funding was not expected until months after it could be used most effectively. The \$37.6 million in notes, pledging that the debt would be paid with grant money, represented a strategy developed by PaineWebber Capital Markets. The money was received in June 1984 and PAT began to spend it even though the federal grant was not expected to arrive until sometime in FY1985, beginning October 1, 1984. UMTA entered into a contract for the Pittsburgh project in 1979 pledging to provide 80% of the funding. UMTA has never failed to make payments on any such commitment but the exact date when money would arrive has been uncertain. The notes are seen best suited for projects lasting several years and where work has already started. Transit agencies should also be able to sell such notes for new projects.

Deutsch, SM (Paine Webber Capital Markets) *Railway Age* Vol. 185  
No. 9, Sept. 1984, p 121, 1 Phot.

ORDER FROM: ESL

**389865**  
**BUILD HERE: TRANSIT'S RALLYING CRY**

Public-private joint development projects on land owned by transit agencies are influencing development patterns in an increasing number of cities. This article looks at what is happening in six of them. Transit agencies often acquire more property than is necessary for their new rail lines or stations. Public agencies are subject to political pressures and often ill equipped to negotiate real estate deals so that it may be in an agency's best interest to enter into an agreement with a developer experienced in generating profitable use of property. Station area development is frequently confused with the term joint development. Joint development is often used interchangeably with value capture, a concept by which a community share in economic benefits of publicly funded improvements. Examples of the various practices are given for Toronto; Washington, D.C.; Atlanta; Miami; Baltimore and Los Angeles. Supplemental articles discuss the uneven impacts of Washington Metro and of joint development in Cedar Rapids, Ia., where a transportation center is shown to work for a smaller city with bus transit.

Padron, M *Planning* Vol. 50 No. 6, June 1984, pp 6-10, 7 Phot.

ORDER FROM: American Planning Association, 1313 East 60th Street,  
Chicago, Illinois, 60637

389877

**LITTLE CABLE CARS BACK CLIMBING HILLS OF SAN FRANCISCO**

San Francisco's cable cars returned to service in the summer of 1984 with the rejuvenated 40-car fleet operating over the same 3-line, 69-block long system which had also been completely rebuilt. This restoration represents \$60 million in public and private funding. The entire operation was completely shut down for 2 years as streets were completely reconstructed with new rails, cable channels and even new public utilities. San Francisco Municipal Railway began a marketing program early this year and had to retain the cable-car gripmen and conductors for the resumption of the operation. San Francisco tourism relies heavily on cable cars; they are also an accepted commuting mode.

Mass Transit Vol. 11 No. 8, Aug. 1984, 5p, 2 Phot.

ORDER FROM: Mass Transit, 337 National Press Building, Washington, D.C., 20045

389884

**UMTA TECHNICAL ASSISTANCE ADVISORY SEMINAR, ANN ARBOR, MICHIGAN**

The UMTA Technical Assistance Advisory Seminar was held in Ann Arbor, MI, September 13-14, 1983, bringing together over 50 transportation professionals to discuss composition and direction of UMTA Technical Assistance Programs. There was some consensus on UMTA program direction. (1) Emphasize technology transfer with recommendation that UMTA aim at enhancing the process. (2) Concentrate on near-term solutions to needs defined by the transit industry with more guidance to the ultimate users of technical assistance. (3) Give more attention to training and techniques which can improve the management of transit, stressing soft-side technologies. (4) Undertake fewer, but bigger programs with research efforts more sharply focused on carefully selected priority areas. (5) Encourage public/private cooperation among service providers with UMTA finding ways to involve private providers in the federally mandated planning process, encourage cooperation between public and private sectors and resolve labor issues. (6) Continue support for research and development performed by the private sector since the limited market provided by transit provides limited opportunity for amortizing private R&D costs.

Urban Mass Transportation Administration July 1984, 15p

ORDER FROM: UMTA

389886

**MODEL PARKING CODE PROVISIONS TO ENCOURAGE RIDESHARING AND TRANSIT USE**

Most local zoning ordinances contain a set of off-street parking requirements which are intended to control that part of the parking supply created in the process of private land development. The parking requirements, or parking code, are potentially a valuable tool in enabling the public sector to influence private sector decisions in the area of Transportation System Management (TSM), with benefits potentially occurring to both public and private interests. This document describes and presents model local parking code provisions designed to reduce parking requirements and promote the use of public transit and ridesharing. This model code is suitable for inclusion into the zoning ordinances of most urban jurisdictions in the United States. The provisions are designed to allow reductions in parking requirements for new or expanding office and industrial developments (and certain employment-oriented institutional uses as determined by the jurisdiction) when landowners or developers agree to provide incentives for commuter travel in modes other than single occupant vehicles. A brief background on this approach is given, followed by the model parking code itself. A companion report containing nine case studies is available under the title of "Model Parking Code Provisions to Encourage Ridesharing and Transit Use (Including a Review of Experience)."

Ten Hoer, SJ Smith, SA  
JHK and Associates, Federal Highway Administration Final Rpt.  
Sept. 1983, 30p, 1 Fig., 3 App. Contract DTFH61-82-C-00102  
ORDER FROM: Federal Highway Administration, 400 7th Street, SW, Washington, D.C., 20590

389887

**BUS MAINTENANCE EQUIPMENT STUDY**

Public transit agencies have begun to examine their maintenance operations with an eye toward increased productivity. Supplementing their bus maintenance staff with newer and more efficient equipment is one way to contain future cost growth. But which equipment and how much will it save? The Urban Mass Transportation Administration (MTA) structured this bus maintenance equipment project to answer these questions, assisting transit agencies in their productivity assessments. This final report draws together essential ingredients from the public and private transportation sectors and constructs cost-benefit analyses of selected bus maintenance items. The result is a glimpse of the overall bus maintenance picture, a list of specific maintenance equipment improvements applicable to most transit agencies, and a detailed examination of the costs and benefits associated with a selected number of high priority maintenance items.

Weiss, JF Travis, CT Ligon, CM  
AMAF Industries, Incorporated, Urban Mass Transportation  
Administration Final Rpt. UMTA-MD-06-0101-84-1, 8408-T2300-201,  
Aug. 1984, 66p, 1 Fig., 11 Tab., 6 App. Contract DTUM60-83-C-71218

ORDER FROM: UMTA

389892

**A STUDY TO IDENTIFY EFFECTIVE, EFFICIENT AND TRANSFERABLE MINORITY BUSINESS ENTERPRISE (MBE) STRATEGIES WITHIN A MULTI-MODAL TRANSIT SYSTEM. FINAL REPORT, RESULTS, FINDINGS AND RECOMMENDATIONS**

This study provides guidance on the most effective methods for promoting full participation by minority business enterprises (MBEs) in transit-related opportunities. While historically the development, construction and operation of a rapid transit system offers business opportunities, MBEs have been unable to secure any significant amount of such business. The study identifies effective and transferable MBE strategies; identifies operation, maintenance and land-development phases of a new rapid transit system; identifies key decisions in transit system development which have substantial impact on MBEs to compete for business; and identifies the entry mechanisms (policies, procedures and programs) which should be put in place and issues which must be raised at each critical entry point to facilitate participation by MBEs.

Resources, Incorporated, Urban Mass Transportation Administration  
Aug. 1982, v.p., 1 Tab., 1 App. Contract DTUM60-82-C-71117  
ORDER FROM: UMTA

389893

**USING MANAGEMENT INCENTIVE CONTRACTS. TECHNICAL ASSISTANCE BRIEFS**

Management incentive clauses may be incorporated in contracts which transit operating agencies make with private managements to improve productivity and establish clear priorities. Transit management services may thus become more attractive for private sector participants. Financial incentives may be used to encourage improved performance in target areas or when overall contractor performance is only acceptable and a competitive market for the contract exists. Several examples of these types of contracts are given. For successful use of incentive clauses, the agency must define clearly the performance it hopes the contractor to achieve. Performance indicators can be used to evaluate management performance, but the degree of authority, control and accountability a management firm has does vary from system to system. Payments to management firms should be tied to the indicators and methods of payment include unit rate, incremental amount, proportional amount, one-time bonus and fee pool. The two contract types utilized are cost-plus-incentive (or award) fee, or the fixed price incentive contracts. It is important to design an incentive system the agency can afford and one that will motivate the management firm.

Urban Mass Transportation Administration No Date, 7p

ORDER FROM: UMTA

389952

**BUS, TAXI, AND WALK FREQUENCY MODELS THAT ACCOUNT FOR SAMPLE SELECTIVITY AND SIMULTANEOUS EQUATION BIAS**

A 2-year user-side subsidy experiment that provided the handicapped and the elderly with discounted coupons to be used on buses and taxis was conducted in a small northeastern metropolitan city. The effect of the user-side subsidy experiment on bus and taxi travel by the elderly population is described. As expected, the subsidy experiment increased the number of trips taken by bus and by taxi. Furthermore, able-bodied elderly persons who do not own automobiles and handicapped elderly persons who are either employed or students are more likely to purchase discounted bus coupons than the population of elderly persons as a whole. Also, the number of walk trips was not affected by the number of bus and taxi trips taken. Therefore, people who have participated in the subsidy program have enjoyed a net increase in mobility (in the form of additional bus and taxi trips) because bus and taxi trips have not simply replaced walk trips.

This paper was published in Transportation Research Record 944, Transportation Forecasting: Analysis and Quantitative Methods.

Jacobson, J *Canadian Psychologist* No. 944, 1983, pp 57-60, 5 Tab., 3 Ref.

389966

**OPENING REMARKS. PROCEEDINGS OF THE CONFERENCE ON ENERGY CONTINGENCY PLANNING IN URBAN AREAS**

These opening remarks highlight certain aspects of American urban areas, previous energy emergencies, the implications of energy contingency planning, and point out that the conference will examine the progress of energy contingency planning since the 1979 emergency. It is noted that the success of energy contingency planning will depend upon American urban areas being viewed as they are today and not as they were in the past. Meeting the needs of complex urban areas will require multiple strategies. Public transit is limited in its reliability during an energy emergency. It is pointed out that existing resources must be used to the fullest in energy contingency planning, eliminating the need for additional public expenditures. The conference will examine the implications of the free market approach in addressing energy contingency planning.

This paper appeared in TRB Special report 203, Proceedings of the Conference on Energy Contingency Planning in Urban Areas. Conference was conducted by TRB and sponsored by UMTA, April 6-9, 1983, Houston, Texas.

Cox, W *Transportation Research Board Special Report* No. 203, 1983, pp 17-18

ORDER FROM: TRB Publications Off

389982

**THE PRIVATE SECTOR IN ENERGY CONTINGENCY PLANNING**

We are entering an era of increased public-private cooperation in addressing public issues. This paper addresses the role that can be played by the private sector to maintain urban mobility in an energy emergency.

This paper appeared in TRB Special Report 203, Proceedings of the Conference on Energy Contingency Planning in Urban Areas. Conference was conducted by TRB and sponsored by UMTA, April 6-9, 1983, Houston, Texas.

Cox, W *Transportation Research Board Special Report* No. 203, 1983, pp 99-100, 1 Ref.

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389983

**PROCEEDINGS OF THE CONFERENCE ON ENERGY CONTINGENCY PLANNING IN URBAN AREAS**

The specific objective of this conference was to assess the state of energy contingency planning, with particular emphasis on the following four issues: (1) Progress in energy contingency planning since the 1979-1980 energy crisis; (2) The new environment of deregulation with determination of the impact on contingency planning; (3) The role of private industry and state and local government officials in contingency planning; and (4) Need to change responses to energy contingency planning in the new environ-

ment of deregulation. This report is a summary of the proceedings of the conference.

Conference conducted by the Transportation Research Board and sponsored by the Urban Mass Transportation Administration, held April 6-9, 1983, Houston, Texas.

*Transportation Research Board Special Report* No. 203, 1983, 103p, Figs., Tabs., Refs., 2 App.

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390114

**TRENDS AND OPTIONS FOR INCREASING THE ROLE OF THE PRIVATE SECTOR IN URBAN TRANSPORTATION**

The proposed legislation for reforming the public transportation institutions in the Chicago region could make a very significant contribution toward reducing the escalating transportation operating deficits and increasing public transportation service by mandating that transportation planning be outside the control of public transportation operating agencies, that provision be made to ensure private provider representation in the planning process and that, to the greatest extent feasible, on new and on heavily subsidized routes, the choice of the transportation provider be made on the basis of better serving the region's total transportation needs.

Pikarsky, M (Illinois Institute of Technology); Johnson, CM *Journal of Advanced Transportation* Vol. 17 No. 2, 1983, pp 89-102, 11 Ref.

ACKNOWLEDGMENT: EI

ORDER FROM: ESL

390135

**URBAN TRANSPORTATION DEREGULATION IN ARIZONA**

This research reports on the first year impacts of urban transportation deregulation in Arizona. It examines the impacts of deregulation on the taxi, airport limousine, private buses, and demand-responsive transportation industries in Phoenix and Tucson, Arizona and certain small cities, and as many new modes that might be initiated after deregulation, such as jitneys. The Phoenix Airport, Sky Harbor International, was also a major focus of the analysis. The report considers the advantages, disadvantages, and policy implications of complete deregulation of private urban common carriage transportation, as well as explaining the observed pattern of impacts.

See also PB84-218551.

Teal, RF Berglund, M Nemer, T *California University, Irvine UMTA-CA-11-0027-84-2*, Apr. 1984, 108p

ORDER FROM: NTIS PB84-218569

390136

**THE SIXTH NATIONAL CONFERENCE ON RURAL PUBLIC TRANSPORTATION. FINAL REPORT**

The conference theme, Facing the Challenge of Productivity, resulted in extensive discussion of performance indicators. Different uses of indicators by states and local systems, applying performance indicators to personnel issues, and typical ranges for specific indicators were discussed. Whether performances of different rural systems could be compared and whether distribution of funds should be based on such statistics were debated. State officials need information generated by performance indicators to make the case for maintaining or increasing rural transit subsidies; Michigan, Iowa and Pennsylvania all have such programs which were described. Personnel performance can be affected by motivation and goal-oriented evaluations. Because the conference preceded the transfer of Section 18 funding from FHWA to UMTA, there was extensive description of the new procedures. Two alternatives for delivery of service which generate interest were use of private operators under contract to transit or social-service agencies, and the use of school buses to provide other services in rural areas. Computers are being used by rural systems for a wide range of operating and accounting procedures. Good accounting and financial management should allow managers to make decisions which can improve productivity. Transit operators should realize that their operations represent relatively insignificant issues for many local officials and it is important to gain support of the community so that political leaders will also respond by giving their support. Discussion of paratransit vehicles centered on rehabilitation over

new purchases and on the unreliability of features incorporated in vehicles for transportation of the handicapped.

Ecosometrics, Incorporated, Federal Highway Administration, Office of the Secretary of Transportation Final Rpt. DOT-I-83-52, Nov. 1983, n.p., Refs., 7 App.

ORDER FROM: OST

**390141**  
**MULTIMODAL CENTERS OFFER KEY TO EFFICIENT TRANSIT**

Multimodal transit centers are being built with increasing frequency in the U.S. Coordination of transportation modes—private automobiles, local and intercity buses, Amtrak, rail commuter services, rapid transit and/or light rail transit—becomes much more feasible when these various carriers share terminal facilities. Passengers are found to respond positively to the opportunity to use connecting modes. Planners see four benefits: Offering a better service, attraction of new ridership, increasing efficiency and effectiveness of existing systems, and bolstering of community development plans. Another version of this center concept, the park-and-ride facility can also serve as a focal point for timed-transfer coordination of local bus transit services. Not only do these facilities involve careful design but they should also represent a coordination of involved modes and integration of public and private sector developments.

Mass Transit Vol. 11 No. 9, Sept. 1984, 3p, 4 Phot.

ORDER FROM: Mass Transit, 337 National Press Building, Washington, D.C., 20045

**390148**  
**INDEPENDENT SUCCESS WITH UP-MARKET SERVICES**

This article, based on research recently carried out at the Polytechnic of Central London (PCL), examines the role of up-market services by independent operators and analyses the users of such services and discusses their purpose for using the services and how else they might have travelled. A number of independent operators specialising on a single corridor, with high quality (i.e. Video, refreshments, etc.) services, have been quite successful since the deregulation brought about in the UK since the 1980 Transport Act. The authors report the results of on-vehicle passenger surveys carried out by PCL students on the following routes: London-Exeter (Glennline); Blackburn-Manchester-London (LEN Wright Travel); South Shields-Newcastle-London (Blueline). Estimates have been made of the total share of the coach market held by the independents on the routes in question by comparison with comparable services (eg National Express Rapide). The results of the survey are tabulated. One of the major limitations of the independent services is the lack of marketing at the London end of the operations. (TRRL)

Kent, A White, P (Polytechnic of Central London) *Coaching Journal and Bus Review* Vol. 52 No. 4, Feb. 1984, 3p, 1 Tab., 2 Phot.

ACKNOWLEDGMENT: TRRL (IRRD 276804)  
ORDER FROM: Travel and Transport Limited, 122 Newgate Street, London EC1A 7AD, England

**390163**  
**THE ORGANIZATION OF PUBLIC TRANSPORT IN DENMARK**

The sharp contrast between the public transportation needs of greater Copenhagen and provincial Denmark has led to significant differences in policy and organizational structure for public transport in the two regions. Outside Copenhagen the period 1965-75 saw a rapid decline in rural public transport supply and a rise in special services (school buses, etc). A 1978 law requiring county councils to prepare comprehensive regional transport plans reversed this trend. Most counties now have economically responsible transport corporations which contract with public and private operators for service. School routes have been opened, train and bus schedules have been coordinated and zonal fare systems have been introduced. In greater Copenhagen urban sprawl has promoted a gradual public take-over of most transport services in the region, culminating in an almost all-pervasive "public works" type of transport corporation under regional authority in the late 1970s. (Author/TRRL)

Rallis, T Meulengracht, K (Royal Technical University of Denmark); Vilhof, P (Cowiconsult, Virum, Denmark) *Transportation Research. Part A: General* Vol. 18A No. 2, Mar. 1984, pp 163-175

ACKNOWLEDGMENT: TRRL (IRRD 277268)  
ORDER FROM: ESL

**390164**  
**REDEFINITION OF ROLES AND RESPONSIBILITIES IN U.S. TRANSPORTATION**

Major shifts in U.S. Federal transportation policy are occurring which are realigning the roles and responsibilities of the Federal, state and local governments, and the private sector. These shifts include a decentralization of control to state and local governments, a larger role for the private sector, and reduced emphasis on construction of new facilities and more on rehabilitation and utilization of existing facilities. Although some reaction to these changes is already apparent, it is unclear at this time what the effect will be on improving the efficiency and effectiveness of transportation systems. (Author/TRRL)

Weiner, E (Department of Transportation) *Transportation (Netherlands)* Vol. 12 No. 3, Apr. 1984, pp 211-224, 6 Tab., 21 Ref.

ACKNOWLEDGMENT: TRRL (IRRD 277286)  
ORDER FROM: Elsevier Scientific Publishing Company, P.O. Box 211, Journal Division, 1000 AE Amsterdam, Netherlands

**390168**  
**WHEELS WITHIN CITIES: NEW ALTERNATIVES FOR PASSENGER TRANSPORT**

This publication challenges the conventional wisdom that public transport in cities cannot be provided at a profit; that it has to be supplied by publicly owned or franchised monopolies; and that services have to be slow and costly. A number of transport systems abroad are described (largely but not exclusively in developing countries) that operate at profit. Indications are given as to what could be done to enable the United Kingdom to develop networks of fast, reliable urban public transport services that are responsive to user's needs, and provided at prices that most can afford. (TRRL)

Roth, G Shephard, A  
Adam Smith Institute Monograph 1984, 89p, 2 Fig., 5 Tab., 10 Phot., Refs.

ACKNOWLEDGMENT: TRRL (IRRD 278208)  
ORDER FROM: Adam Smith Institute, London, England

**390198**  
**WORKSHOP ON PROJECT PLANNING. TRAVEL DEMAND ANALYSIS NEEDS FOR PROJECT PLANNING. TRAVEL ANALYSIS METHODS FOR THE 1980'S**

This paper reviews travel analysis needs for project planning and provides a starting point for subsequent conference discussions. The concern is project planning for both highway and transit facilities in urban and rural contexts. There are 3 interrelated objectives of project planning: feasibility determination, impact estimation, and design inputs. Requirements are changing in the 1980s with a shift toward maintaining and making better use of existing infrastructure, with greater dependence of private and nonfederal financing; with greater concern over freight movements; and with less rigidity in federal planning guidelines. There are two general approaches to project-planning travel demand: (1) Surveys and counts of existing conditions; and (2) Chains of travel demand models frequently maintained as part of the urban transportation planning process (UTPP). Both forecast approaches use special procedures and techniques to produce final demand estimates. Desirable attributes of demand analysis methods are derived from different perspectives: (1) Sound modeling practices; (2) Output requirements; (3) Emerging requirements; (4) Practical concerns.

Proceedings of a conference held October 3-7, 1982, Easton, Maryland.

Skinner, RE, Jr *Transportation Research Board Special Report* No. 201, 1983, pp 27-34

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390199

**WORKSHOP ON URBAN-MICROSCALE PLANNING. WORKSHOP SUMMARY. TRAVEL ANALYSIS METHODS FOR THE 1980'S**

Serving demands in the urban-microscale context will be made difficult in the 1980s by constraints on funding for new facilities and services. More private involvement in transportation in the microscale environment is seen likely. Concern has been expressed about the gap between the state of the art and the state of the practice. Often planning has concentrated on design of specific solutions without adequate consideration to defining the problem to be addressed. Barriers in such a process include; (1) lack of knowledge by planner and decision maker about available alternatives; (2) institutional arrangements prohibit planner from broad considerations of alternative solutions; (3) objectives for planning are often poorly or inexplicitly specified by the decision maker; (4) decision makers often select among alternatives; (5) analytical techniques are often inadequate to assess all alternatives. Work is necessary in the travel demand impacts of the following microscale strategies: Parking management, transit fare policies, ridesharing incentives, automobile use restrictions; pedestrian demand accommodation; and alternative transit-service types. It was felt that methods were in existence to properly assess the following with the primary need being to disseminate methods and results: Fixed-route transit service; demand-management measures, bicycle enhancement, and goods-movement data collection.

Proceedings of a conference held October 3-7, 1982, Easton, Maryland.

Steinmann, RP (Urban Mass Transportation Administration) **Transportation Research Board Special Report No. 201, 1983, pp 34-36**

ORDER FROM: TRB Publications Off

390223

**STATE OF THE PRACTICE: INVESTMENT AND FINANCIAL ANALYSIS. WORKSHOP ON INVESTMENT AND FINANCIAL ANALYSIS TECHNIQUES. TRAVEL ANALYSIS METHODS FOR THE 1980'S**

Financing of transportation improvements emerged as a significant issue in the latter part of the 1970s and is becoming the key issue of the 1980s. Financing mechanisms at the local level are the primary focus, looking at medium and longer-range financial planning (5-15 years) and not at near-term accounting and budgeting. Local financing mechanisms for highway and transit are categorized: Local highway financing—User-pay mechanisms, and nonuser mechanisms; Local transit financing—Broad based taxes and revenue sources, charges on motor vehicle users, charges on property benefitting from transit, borrowing strategies, joint ventures with the private sector. States and localities are faced with problems in existing revenue sources: Revenue base is not sensitive to inflation, fluctuating fuel consumption, fluctuating construction costs, sensitivity to social and political pressures, and increasing demands for transportation facilities, services and maintenance. Specific solutions to financing are unique to each local area; new state and local revenue sources must be found. Some interaction will be necessary among transportation plans, financial plans and land use plans. Intergovernmental responsibilities for budgeting, short-range fiscal analyses and long-term financial planning must be clarified. Responsive analytical techniques are needed.

Proceedings of a conference held October 3-7, 1982, Easton, Maryland.

Maring, GE (Federal Highway Administration) **Transportation Research Board Special Report No. 301, 1983, pp 189-197, 7 Ref.**

ORDER FROM: TRB Publications Off

390630

**SAN FRANCISCO CABLE CAR SYSTEM REHABILITATION. SESSION 18**

In 1982 the historic San Francisco cable car system was shut down for 2 years of complete rehabilitation. This operation of the San Francisco Municipal Railway, designated a National Historic Landmark, was restored to service on schedule and within budget. Major components were the track structure envelope, the central Barn where the drive mechanism is located, and the vehicles with the assignment of retaining historic elements of the system and a desire to avoid innovative and potentially expensive concepts. Radical changes were incorporated only when there had been careful redesign and testing. The design, bidding, construction and contracting procedures are described. The project has been a tribute to the

planning, commitment and cooperation that resulted from coordination among those responsible for its management.

Compendium of Technical Papers, ITE 54th Annual Meeting, San Francisco, September 23-27, 1984.

Hayes, JD (Chin and Hensolt Engineers, Incorporated) **Compendium of Technical Papers, 1984** 1984, p 18-5, 1 Fig.

ORDER FROM: Institute of Transportation Engineers, 525 School Street, SW, Suite 410, Washington, D.C., 20024

390634

**TRANSPORTATION PLANNING ISSUES—HOTEL/CASINO DISTRICT—ATLANTIC CITY, NEW JERSEY. SESSION 19**

Travel habits of Atlantic City casino visitors are substantially different from earlier predictions. Proximity to major population centers of eastern USA, together with relatively short travel distances from home to the casinos, encourages bus and private auto use as the two primary travel modes. Constant monitoring of times of travel, modal choice, vehicle occupancies, parking plans and charges for parking becomes necessary to respond to the demands placed upon the highway, road and parking systems in this rapidly changing urban area. Solutions to the transportation problems are complex and capital-intensive. A cooperative governmental-private business relationship must exist to produce results. Financial options need to be explored, and government safeguards must be developed to ensure private sector participation.

Compendium of Technical Papers, ITE 54th Annual Meeting, San Francisco, September 23-27, 1984.

Whitlock, EM Jurasin, RP Mandle, PB (Smith (Wilbur) and Associates, Incorporated) **Compendium of Technical Papers, 1984** 1984, p 19-8, 5 Fig., 5 Tab.

ORDER FROM: Institute of Transportation Engineers, 525 School Street, SW, Suite 410, Washington, D.C., 20024

390638

**PUBLIC/PRIVATE PARTNERSHIP IN THE OPERATION OF THE PUBLICO SYSTEM OF PUERTO RICO. SESSION 20**

The Publico System is Puerto Rico's major transportation service, providing an acceptable and widely used service in urban, suburban and rural areas. It contributes to the economic sector by providing a source of self-employment and indirect benefits, while having the needed internal flexibility to adjust to changing passenger demands. It is not a perfect public transit system and there are continuing problems such as inadequately served routes, low operator income, lack of coordination between operators and government agencies, internal route conflicts and duplication of service in some areas. It is totally self-supporting, operates with a minimum of government intervention and functions without any direct subsidies. Many of the characteristics of the Publico System could be used as a basis for consideration for application by federal, state and local public transit agencies and private individuals.

Compendium of Technical Papers, ITE 54th Annual Meeting, San Francisco, September 23-27, 1984.

Luyanda, F (Puerto Rico University, Mayaguez); Rodriguez, JL (Management & Technical Consulting Group, Inc.) **Compendium of Technical Papers, 1984** 1984, p 20-6, 6 Ref.

ORDER FROM: Institute of Transportation Engineers, 525 School Street, SW, Suite 410, Washington, D.C., 20024

390656

**PRIVATE SECTOR OPTIONS FOR COMMUTER TRANSPORTATION**

This study examines the institutional and economic feasibility of increasing the utilization of the private sector to provide and organize commuter transportation services. These include both private services not subsidized with public funds—private commuter bus service, buspools, and employer vanpool programs, and privately provided services sponsored by public agencies—privately contracted commuter bus service and transit agency vanpooling programs. Based on case studies of urban areas where these services exist, the report determines that they demonstrate significant economic report determines that they demonstrate significant economic advantages compared to transit agency commuter bus services, but face major institutional and market obstacles to widespread adoption.

See also PB84-218189.



Teal, RF Giuliano, GM Brenner, ME Rooney, SB Jacobs, JK  
California University, Irvine Final Rpt. UMTA-CA-11-0022-84-2, Apr.  
1984, 202p Contract UMTA-CA-11-0022  
ORDER FROM: NTIS PB84-218486

**390682**

#### **URBAN TRANSPORT IN ASEAN**

The number and size of urban areas in Southeast Asia has grown rapidly and promises to continue. Along with the growth of human population, there has been an even more rapid growth of automobile population, both concentrated in major metropolitan areas. Manila, Jakarta and Bangkok each have in excess of 5 million people. This study assumes that urbanization will continue and a rapid pace in ASEAN, analyzing the urban transport phenomena in this context. Existing systems are described along with the policy implications of modernization. Emphasis is on the range of vehicles and persons within the secondary transport system. A very large portion of the population is dependent on public transit which is characterized by a large number of vehicles operating within the formal sector and a comparable number operating informally. While the formal systems usually operate at deficit, privately operated fixed-route, jitney and paratransit services operate profitably and are characterized by flexibility in operations and management. Secondary transport vehicles are local versions of the bicycle, motorcycle, van or jeep. Recommendations are made in the following areas: Planning, investment and ownership, pricing, regulation, system management.

Pendakur, VS (British Columbia University, Canada); Pendakur, R  
Institute of Southeast Asian Studies Paper 43, 1984, 65p, 5 Tab.

ORDER FROM: Institute of Southeast Asian Studies, Heng Mui Keng  
Terrace, Pasir Panjang Road, Singapore 0511, Repub of Singapore

**390686**

#### **OVERTOWN STATION AREA REDEVELOPMENT. FINAL ENVIRONMENTAL IMPACT STATEMENT**

This Final Environmental Impact Statement documents the environmental impacts associated with the development alternatives for a four block area immediately adjacent to the western limits of the Overtown rapid transit station. Responses to substantive comments received on the Draft EIS are also included in this Final EIS. Overtown Station will be constructed as part of the 20.5 mile rapid transit system which is currently under construction. The study area is situated in a strategic location of Dade County near several major activity centers including the Downtown Government Center, the Miami Central Business District, the Civic Center, Little Havana and the Omni. Federal assistance funds from the Urban Mass Transportation Administration have been requested to acquire land in the four blocks, relocate residents and businesses and clear the area in preparation for private development. Redevelopment, which would be undertaken primarily with private sector funds, would include a mixture of high density residential, commercial and office space and would stimulate employment opportunities in this currently declining community. The following provisions have been incorporated into the redevelopment proposal. The Overtown Advisory Board would review and monitor the local government's execution of the redevelopment process. Displaced residents and businesses would be relocated within or near the Overtown community. If redevelopment occurs, they would be provided the opportunity to locate back into the four block area. Additionally, goals have been identified to maximize minority participation in investment opportunities and resultant job openings.

Urban Mass Transportation Administration, Metro Dade County  
Office of Transportation Admin UMTA-FL-09-82, Mar. 1982, v.p.,  
Figs., Tabs.

ORDER FROM: UMTA

**390689**

#### **CASE STUDIES IN RURAL TRANSPORTATION RESOURCE MANAGEMENT. A GUIDE FOR LOCAL ELECTED OFFICIALS. FINAL REPORT**

Transportation resources are the funds, personnel, facilities, and equipment that local jurisdictions use to provide transportation services to local residents. This report presents 21 case studies of practices to effectively manage these transportation resources in rural and small urban areas and were written as a guide to help rural elected officials increase productivity and control costs of their road, bridge, and public transportation programs.

These case studies, generally two pages in length, highlight proven management practices to improve the efficiency and effectiveness of local transportation resources. The case studies consist of selected examples of management practices which relate to plan development; priority setting; financing; contracting out; work force productivity improvement; equipment, facilities, and materials management; and performance measurement and evaluation. The locations of the case studies represent areas with a variety of geographic and economic characteristics. Although some of the case study sites are in urban areas, the management practices described in these case studies are transferable to many rural jurisdictions (e.g., less than 50,000 population).

Dornan, D Saalfeld, C  
Peat, Marwick, Mitchell and Company, Federal Highway  
Administration, Office of the Secretary of Transportation Final Rpt.  
DOT-I-84-41, Aug. 1984, 74p, Refs.

ORDER FROM: OST

**390694**

#### **OVERCOMING BARRIERS TO PRIVATE SECTOR TRANSPORTATION CONTRACTING WITH PUBLIC AGENCIES**

This study, prepared by associations representing private providers of public transit service, examines the role of contracting for public transit services. Private transportation providers can play an increasingly significant role in the provision of public transportation, but many barriers exist. Private operators have limited success in dealing with local transit operators and with state and federal agencies for whom they attempt to provide service. Experiences of taxicab and bus operators are detailed in case studies. The reactions and interests of public transport officials in utilizing private operators through contracts are also given. The history of federal government contracting is briefly reviewed. Contracts can be very versatile in accomplishing tasks the government wants done without government taking over the function. It appears that this general contracting model was not followed when it came to providing public transportation services. Private enterprise was quickly left out. Through government ownership, operation and monopoly, the efficiencies and innovations which characterize the free market system were foreclosed. Work rules, politically motivated services and pricing, and general ineffectiveness have hindered the nation's ability to deliver low-cost, efficient public transportation. A final recommendation is for a Steering Committee for UMTA contracting to evaluate the social purposes for which the contracting instrument should be utilized.

Airport Ground Transportation Association, International Taxicab  
Association, American Bus Association May 1983, 94p, 1 Tab., 2  
App.

ORDER FROM: Airport Ground Transportation Association, Knoxville,  
Tennessee

**390705**

#### **REPORT TO CONGRESS. STUDY OF HIGH SPEED WATERBORNE TRANSPORTATION SERVICES WORLDWIDE**

In response to Congressional mandate, UMTA engaged in an extensive evaluation of high speed waterborne (HSW) passenger transportation in the U.S. and throughout the free world. The study reviewed the history of HSW, determined its current status and examined factors that might impact its future development. Unsubsidized HSW operated by the private sector was emphasized in analyzing potential U.S. sites. The U.S. site analyses included domestic, as well as foreign craft. High interest rates and the investment required to establish HSW service make the financial feasibility of operations sensitive to the cost of capital. A vessel capable of satisfactory service must also have low initial costs and be economical to operate and maintain. As a group, craft of foreign origin meet these criteria best. Were foreign technology employed, the study indicated that HSW service could be operated profitably by the private sector in some markets. A study of 10 such sites, indicated that nine might, under certain conditions, be feasible. Conditions are: (1) Competitive in time with other transport services, (2) Competitive in cost; (3) Need to capture only a small share of an existing travel market for economic viability. Primary market for HSW abroad is travel times under 45 minutes. Despite relatively high seat-mile costs, travelers abroad often pay a premium fare for travel time savings, convenience and/or novelty of HSW. HSW craft operate safely in great variety of adverse locations. Foreign HSW development has been orderly with private sector and unsubsidized service often viable. In

contrast, in the U.S. HSW has been beset by inadequate capitalization and has operated with unproven vessels.

Advanced Marine Systems Associates, Incorporated, Peat, Marwick, Mitchell and Company, Office of the Secretary of Transportation  
Aug. 1984, v.p.

ORDER FROM: OST

**391491**  
**TAKING STOCK OF JAPAN'S PRIVATE RAILROAD COMPANIES**

The 14 private railroads in Japan perform a substantial amount of the commuter transportation in 4 major areas. With over 1700 route miles and 12,000 cars, these lines move nearly 20 million passengers daily. Seven lines serve the Tokyo area, 5 the Osaka/Kobe/Kyoto region, and one each in Nagoya and northern Kyushu. All the companies are involved in activities other than their railroad operations with diversification including bus subsidiaries, department stores, supermarkets, taxi and trucking operations, travel agencies, golf clubs, advertising agencies, hotels, real estate, construction, air cargo and even professional baseball teams. The nature and extent of their rail commuter services and their financial results are discussed.

Sevestre, C Tan, *TT Mass Transit* Vol. 11 No. 10, Oct. 1984, 3p, 1 Fig.

ORDER FROM: Mass Transit, 337 National Press Building, Washington, D.C., 20045

**391495**  
**WISCONSIN'S 16(B)(2) CONTRACTING PROGRAM GIVES OPERATORS A FAIR CHANCE**

The Section 16(b)(2) federal funds for the State of Wisconsin are made available so that private for-profit taxicab/paratransit operators can obtain elderly/handicapped transportation equipment through a formalized procedure. The state produces a booklet giving details of the funding process. The agency seeking such an equipment grant must advertise to transportation providers its intention to make an application and specify the service area, number and type of vehicles necessary, and number of wheelchair spaces to be allocated. A proposed schedule and lease conditions then be submitted to providers, both profit and non-profit. A case study of this process is given. A cab operator in Green Bay, WI, has a lease with the local American Red Cross chapter. The original plan had been for Red Cross to institute an in-house operation. The taxi operator will now provide specialized transport of elderly and handicapped utilizing the vehicle purchased by Red Cross with state funds. The local taxi operator has expressed satisfaction with the process.

*Taxicab Management* Vol. 1 No. 2, Oct. 1984, 2p

ORDER FROM: Taxicab Management, ITA, 3849 Farragut Avenue, Kensington, Maryland, 20895

**391524**  
**THE CO-ORDINATION AND FUNDING OF URBAN PASSENGER SERVICES IN NEW ZEALAND**

On 1 April 1981 the Urban Transport Act 1980 took effect. The stated objective of this legislation is "to promote the establishment and maintenance within New Zealand of appropriate and efficient transport systems". This paper outlines developments in implementing this objective up to the present day and, in particular, the subsidy policies introduced by the Urban Transport Council (the national body responsible for administering the legislation). The effect on urban transport of other related legislative changes (ie, creation of a railways corporation and deregulation) are also considered. Finally, some of the more immediate policy issues facing the Urban Transport Council are identified, namely: subsidy apportionment amongst ratepayers; co-ordination between roading and other forms of urban transport expenditure; competition between public and private transport operators; and the enlarged basis for subsidising urban transport expenditure provided by the legislation. (Author/TRRL)

Forum Papers, 9th Australian Transport Research Forum, Adelaide, May 15-16, 1984.

Gollin, AEA (New Zealand Urban Transport Council)  
Department of Transport, South Australia 1984, pp 133-151, 2 Fig., 2 Tab., 9 Ref.

ACKNOWLEDGMENT: TRRL (IRRD 272234), Australian Road Research Board

ORDER FROM: Australian Road Research Board, P.O. Box 156, Bag 4, Nunawading, Victoria 3131, Australia

**391615**  
**ORGANIZATIONAL FORM AND TRANSIT PERFORMANCE: A RESEARCH REVIEW AND EMPIRICAL ANALYSIS**

This research reports the results of a study of the relationships between ownership-management structure and transit agency performance. The study is divided into two areas: a review of past research into the relationship between organizational form and performance and an empirical analysis using Section 15 data for 1979-80. The performance of five different organizational forms was compared: publicly-managed special districts; contract-managed general governments; contract-managed special districts; and privately owned and managed systems. Eight performance dimensions were used for the comparisons: revenue generation, output per dollar, service consumption, public assistance, labor efficiency, vehicle efficiency, safety, and maintenance efficiency. Privately-owned and managed systems were found to be significantly more efficient than the other four types. The relative efficiency of contract-managed systems was no better than publicly-managed systems. In contrast to the efficiency results, private systems were significantly less safe than most types of publicly-owned systems. The report addresses the policy implications of the findings.

Perry, JL  
California University, Irvine, Urban Mass Transportation Administration Final Rpt. UMTA-CA-11-0027-2, Sept. 1984, 61p, 1 Fig., 10 Tab., Refs., 1 App. Contract UMTA-CA-11-0027  
ORDER FROM: UMTA

**391616**  
**JOINT DEVELOPMENT PROFITABILITY EXPERIENCES OF THE SYSTEMS**

This project report provides selected information about the benefits and costs accruing to public transit authorities engaged in joint development and system interface projects in connection with the construction, reconstruction, or general improvement of rapid transit stations or bus and/or intermodal terminals. Such information—because it clearly demonstrates the inherent profitability of such projects—provides incentives for those transit authorities that have yet to undertake them. Special attention is given to individual steps in the joint development planning process, namely: 1) the policy context, 2) the regional planning context, 3) the public sector-private sector partnership, and 4) the staff resources necessary to do the job. Emphasis is on 1) the Washington Metropolitan Area Transit Authority (WMATA) program because to date, it is the most ambitious and successful in the country, and 2) on the Market Center Development Corporation of Baltimore (MCDC) program because, also ambitious and successful, it represents a strikingly different approach and philosophy. In addition to discussing benefit/cost information, this report compares 3 basic approaches to planning and executing joint development projects: 1) the Washington approach, 2) the Los Angeles approach, and 3) the Baltimore approach. As part of this comparison, the report provides some discussion of the steps typically involved in joint development planning, and describes some of the attributes of "good planning", particularly in terms of the problems likely to be encountered and how to avoid them.

Keefer, LE  
Keefer (Louis E) Associates, Urban Mass Transportation Administration UMTA-MD-09-9004-84-1, Dec. 1984, 60p, 35 Ref. Contract UMTA-MD-09-9004  
ORDER FROM: UMTA

**391935**  
**THE STATUS OF THE NATION'S LOCAL PUBLIC TRANSPORTATION: CONDITIONS AND PERFORMANCE**

The report responds to Section 310 of the Surface Transportation Assistance Act of 1982, the first in a biennial series to Congress on the performance and needs of the Nation's public mass transportation systems. The current role and performance of local transportation systems in assessed on the basis of available measures and data. Future reports are expected to identify how capital and operating needs can be associated with various levels of transit service or performance. The chapters: Introduction; Profile of Local Public Transportation; External Influences on Local Public Transportation; Cost and Performance in Producing Transit Services;

Conclusions and Recommendations. One goal is determining the Federal program's efficiency in achieving the objectives constituting the rationale for Federal involvement. Federal mass transit assistance will have to be considered in relationship to other categories of local infrastructure. Also to be considered is the relations of private and public sector roles evolving and the potential for more private participation. Congress must also look at the outlook for state and local agencies to finance the current or some alternative level of transit assistance.

Office of the Secretary of Transportation, Urban Mass Transportation Administration Sept. 1984, 168p, Figs., Tabs., Refs., 2 App.

ORDER FROM: UMTA

**391941**

**WHEN PUBLIC INTERESTS COLLIDE**

When California's Pasadena Unified School District did not renew its contract with Embree Bus Service for part of its school student transportation, it began buying transit bus passes for the junior and senior high school students who had previously ridden the school buses. Southern California Rapid Transit District (SCRTD) expanded serviced service on lines near schools and operated trippers specifically to handle school students. Embree and the California School Bus Contractors Assn. (CSBCA) took action to deter PUSD and SCRTD from their actions, claiming that the UMTA Act specifically prohibited recipients of federal aid from competing with the private sector in school student transport, a requirement that was subsequently expanded by UMTA regulations. SCRTD has now cancelled routes serving schools exclusively but has expanded service on regular routes serving school stops. Both sides of this argument, appealed to the UMTA Administrator, are given. Private operators contend that deficits incurred by SCRTD school bus services will have to be made up by regional transit funding mechanisms, that safety regulations for school buses are more stringent than those for regular transit coaches, and that requirements for school bus driver training are more strict than for regular bus operators. SCRTD saw the demand for school service as part of its mandate to maximize service to the region's citizens.

Metro Vol. 80 No. 7, Nov. 1984, 4p, 3 Phot.

ORDER FROM: Bobit Publishing Company, 2500 Artesia Boulevard, Redondo Beach, California, 90278

**391942**

**CLEVELAND: CONTINUING TO PUT ITS HOUSE IN ORDER**

The Cleveland, Ohio, metropolitan area is served by its Greater Cleveland Regional Transit Authority (RTA) which operates rapid transit, light rail, city and suburban bus services, and paratransit, all of which is funded by 1 percent local sales taxes. The region is marked by its depressed economy and high employment which have decreased RTA ridership and revenues, along with available funds. Since the 1970s the light rail system has been completely rebuilt and 48 new cars acquired; RTA has built new car and bus maintenance facilities, and has acquired 454 new buses and 64 minibuses. There are also 48 new rapid transit cars now on order. Further capital projects are now underway. In the long term there is a study of rerouting and extending the rapid transit line east from the city center along the heaviest travel corridor.

Pillar, WA Mass Transit Vol. 11 No. 11, Nov. 1984, 6p, 6 Phot.

ORDER FROM: Mass Transit, 337 National Press Building, Washington, D.C., 20045

**391950**

**PUBLIC/PRIVATE PARTNERSHIP EFFORT MAKES INTERCITY TRANSPORTATION CENTER A REALITY**

Cedar Rapids IA, has developed a multi-purpose office building with terminals for both the local transit system and intercity Greyhound and Trailways buses. Such a multimodal transit facility, integrated with mixed-use private development, was part of the 1978 Urban Initiative Program and part of the UMTA Section 3 capital program. The objective was to leverage significant private sector development while simultaneously upgrading public and private transit facilities. The steps involved with bringing the intercity bus carriers into the development are described. Public/private partnership had a pivotal role in the city's redevelopment efforts.

Aller, TL (Cedar Rapids, City of, Iowa) Bus Ride Vol. 20 No. 7, Nov. 1984, pp 60-61, 2 Phot.

ORDER FROM: Friendship Publications, Incorporated, West 2627 Providence, P.O. Box 1472, Spokane, Washington, 99210

**391967**

**MONITORING DEMAND-RESPONSIVE TRANSPORT FOR DISABLED PEOPLE: THE READIBUS EXAMPLE**

This report is based on a study into the operations and cost-effectiveness of a special bus service for people in Reading with permanent or temporary disabilities. The background to the provision of special services is discussed, including the different approaches to service planning which may be used. The use of operating indices in analysing and improving service efficiency is described and discussed. Alternative ways of providing transport for the disabled are analysed in the context of the Readibus operation. General lessons are drawn which may be applicable to similar services elsewhere. In the report, reference is made not only to Readibus but also to earlier services in North America and more recently-established schemes in Britain. (Author/TRRL)

Heraty, MJ TRRL Supplementary Report No. 828, 1984, 20p, 1 Fig., 6 Tab., Refs.

ACKNOWLEDGMENT: TRRL (IRRD 279582)

ORDER FROM: TRRL

**392800**

**WORKING CONDITIONS IN IRREGULAR ROAD PASSENGER TRANSPORT [ARBEID IN HET ONGEREGELD PERSONENVERVOER]**

The irregular road passenger transport industry consists of various types of transport carried out in different vehicles. This article deals with the working conditions of professional drivers in buses and cabs. A brief survey of the past decade shows increased interest in the structure of the taxi passenger transport industry and the safety of its drivers against violent acts. In the same period unions emphasized the need of a better observation of collective agreement in the tourist coach industry. Furthermore a description is given of the actual working conditions in both taxis and coach industry, influenced by drivers' hours rules, collective agreement and its own structure. Finally some conclusions are drawn for the near future: uncertainty as regards the outcome of a proposal for new legislation on road passenger transport; an expected diminishing of seasonal labour in the tourist coach transport, together with reduction of structural overtime by introduction of working time on a yearly basis. For the taxi industry vocational training and better working conditions are foreseen. (TRRL) [Dutch]

Vallenduuk, JB (Knvto) Tijdschrift voor Vervoerswetenschap Vol. 20 No. 2, 1984, pp 104-113, 9 Ref.

ACKNOWLEDGMENT: TRRL (IRRD 278678), Institute for Road Safety Research SWOV

ORDER FROM: Netherlands Institute of Transport, Polakweg 13, 2288 GG Rijswijk, Netherlands

**392807**

**ROUTES TO THE FUTURE OF URBAN PUBLIC TRANSIT**

This article discusses some of the managerial and technical changes needed to assure that the transit services needed in cities of the future will be available. There include diversification of the types of services provided, reductions in the scale of both service delivery and management bureaucracies, enhancement of the role of private providers, improvement of service efficiency, more productive negotiation with organized labour, service pricing in recognition of costs, and systematic management of travel demand. Factors limiting the potential role of new transit technology are discussed. Finally, the need for transit operating and management institutions to change, to become more responsive to markets, and to invite other, lower-cost providers to enter those markets is suggested. (Author/TRRL)

Schofer, JL (Northwestern University, Evanston) Urban Affairs Quarterly Vol. 19 No. 2, Dec. 1983, pp 149-166, 23 Ref.

ACKNOWLEDGMENT: TRRL (IRRD 278564)

ORDER FROM: Sage Publications Incorporated, 275 South Beverly Drive, Beverly Hills, California, 90212

392840

### PROFIT IMPLICATIONS OF JOINT DEVELOPMENT. THREE INSTITUTIONAL APPROACHES

This report provides selected information about the benefits and costs accruing to public transit authorities engaged in joint development and system interface projects in connection with the construction, reconstruction, or general improvement of rapid transit stations or bus and intermodal terminals. Such information should—because it clearly demonstrates the inherent profitability of such projects—provide clear incentive for those transit authorities that have yet to undertake them. Emphasis is placed on (1) the Washington Metropolitan Area Transit Authority (WMATA) program because to date it is the most ambitious and successful in the country, and (2) on the Market Center Development Corporation of Baltimore (MCDC) program because, also ambitious and successful, it represents a strikingly different approach and philosophy. A review of the "profitability" of joint development programs is timely because of the expected shortfall of public funding for the extension of existing rapid transit systems and the proposed construction of new systems. According to the American Public Transit Association, over the next five years, 35 transit systems will have rail capital needs of more than \$28 billion, about half for new construction, and half for rehabilitation of existing systems. Since this \$28 billion capital requirement cannot nearly be met by traditional 75% federal funding, there must be a sharp increase in local funding. The thesis developed in this report is that even the relatively limited experience to-date with transit authority-administered joint development programs suggests that the dependable cash income flow potentially generated through time from such programs should properly be considered an indispensable means of helping to finance both the construction and operation of new systems.

Keefer, LE

Keefer (Louis E) Associates, Urban Mass Transportation Administration Final Rpt. DOT-I-84-50, Nov. 1984, 49p, 2 Fig., 35 Ref.

ORDER FROM: OST

392937

### TRANSPORTATION ENERGY CONTINGENCY PLANNING. INFORMATION BULLETIN

This information bulletin outlines the problems relating to a sudden fuel shortage. In particular, it addresses the shorter term impacts and what can be done by local officials in advance to prepare for a sudden petroleum shortage. Local officials cannot control private petroleum consumption, however, they can help their communities prepare for a fuel emergency. Proposals discussed include rationing, increased automobile occupancy, vanpools, paratransit, increased bus efficiency, and adjusting travel patterns.

Sponsored in part by Urban Consortium for Technology Initiatives.

Public Technology, Incorporated, Office of the Secretary of Transportation DOT-I-80-48, Sept. 1980, 64p

ORDER FROM: NTIS PB85-100766

392960

### MAXIMIZING THE USE OF PRIVATE CREDIT MARKETS FOR TRANSIT INVESTMENTS

The opportunities created by the 1982 Surface Transportation Assistance Act are examined to increase the role of private capital markets in financing transit investments. These opportunities include: the potential for more extensive grant anticipation financing using the Section 9 block grant as a credit source, the potential impact of contract authority flowing from Highway Trust Fund dollars on financing options available to grantees under the Section 3 discretionary program, and the potential impact of federal funding under the 1982 Surface Transportation Assistance Act on the terms and availability of credit for the non-federal portions of transit capital budgets. The impact of these opportunities on future applications of existing financing tools to transit capital projects is examined. Existing credit instruments, such as dedicated tax revenue bonds, transit revenue bonds, service contract bonds, general obligation debt, toll revenue bonds, and grant anticipation notes are described and examples are cited. The conclusions reached indicate that the 1982 Surface Transportation Assistance Act will permit opportunities for longer term grant anticipation financing and should favorably influence the terms and availability of credit for the non-federal portions of transit capital budgets. Realization of these

opportunities can be expected to reduce overall project costs by allowing construction schedules to be optimized and interest costs to be lowered.

This paper appeared in Transportation Research Record N967, State and Local Finance Issues: Roads and Transit.

Parker, JA Transportation Research Record No. 967, 1984, pp 37-42, 11 Ref.

ORDER FROM: TRB Publications Off

393068

### WORKSHOP ON STRATEGIES FOR CALM AND ORDER

State, federal government agencies and the private sector must be involved in developing and implementing strategies in case of an energy shortfall. The following strategies are essential: (1) Provide accurate, credible, and timely information before, at the onset, and during an energy emergency; (2) Pre-shortfall actions must take place; and (3) Actions should be taken at the beginning of and during shortfall.

This paper appeared in TRB Special Report 203, Proceedings of the Conference on Energy Contingency Planning in Urban Areas. Conference was conducted by TRB and sponsored by UMTA, April 6-9, 1983, Houston, Texas.

Humphrey, TF Transportation Research Board Special Report No. 203, 1983, pp 10-11, 1 Ref.

ORDER FROM: TRB Publications Off

393069

### WORKSHOP ON STATE AND LOCAL PLANNING

This workshop reviewed the status of state and local energy contingency plans, the mechanisms for plan implementation, and the private sector role.

This paper appeared in TRB Special Report 203, Proceedings of the Conference on Energy Contingency Planning in Urban Areas. Conference was conducted by TRB and sponsored by UMTA, April 6-9, 1983, Houston, Texas.

Shirley, EC Transportation Research Board Special Report No. 203, 1983, p12

ORDER FROM: TRB Publications Off

393520

### CONNECTICUT'S INTEREST FREE VANPOOL PROGRAM. FIRST YEAR REPORT

The Interest Free Vanpool Program is an example of a joint public/private effort to further develop cost-effective transportation through ridesharing. Implementation involved FHWA, Connecticut Department of Transportation, and The Rideshare Company. The concept is an alternative to more costly third-party vanpool leasing arrangements. The state provides interest free financing and mass purchasing of vehicles while Rideshare markets, promotes, administers, and monitors operations of the vans. Mass purchasing means lowest possible cost with savings passed on to the passengers, making vanpooling as economically attractive as possible. In 11 months of 1983, 27 vanpools were established—17 operated by individuals and 10 by four different Connecticut employers. Approximately 286 persons are carried daily, removing 189 automobiles from the highways and reducing both gasoline consumption and air pollution. Participants are to repay all of the vehicle cost during the van's programmed life, along with all operating expenses. Over the next five years ConnDOT has programmed over \$750,000 to fund van purchases and committed for an additional 25 vans during 1984.

Office of the Secretary of Transportation, Connecticut Department of Transportation DOT-I-85-04, Jan. 1984, n.p., 1 App.

ORDER FROM: OST

393521

### THEY'RE BACK. CABLE CAR CIVIC CELEBRATION

In conjunction with resumption of cable car service in San Francisco in 1984 after a 2-year shutdown for complete rebuilding of the system, this publication was issued to describe the evolution of this historic transit mode and give details of the renovation. San Francisco Municipal Railway, operator of the cable cars (as well as the bus, trolley bus and light rail networks) initiated a campaign for public support of the rebuilding. The private sector participated extensively in the funding. The powerhouse and

drive system, track and 34-car fleet are described, along with the public's reaction to the preservation and return of cable car operation.

It's Your San Francisco No Date, 54p, Photos.

ORDER FROM: It's Your San Francisco, P.O. Box 295, Sausalito, California, 94966

393579

**THE FUTURE OF OFF-STREET PARKING. REPORT OF THE BRITISH PARKING ASSOCIATION SEMINAR HELD IN LONDON, MARCH 28TH, 1984 AND OF THE MEETING HELD ON NOVEMBER 10TH, 1983**

This report contains the following papers: The strategic point of view (Bayliss, D); The private operator (Bewsey, P); The local authority point of view (Dawes, JG); The retail scene (Dunkley, MC); Trends for the future (Scames, AGD); The financial viewpoint (Gething, GR); Faults in car parks affecting their use and maintenance (Goldring, GR). (TRRL)

Benn, G Bayliss, D Bewsey, P Dawes, JG Dunkley, MC Soames, AGD Gething, GR Goldring, EG British Parking Association Monograph 1984, 72p, Figs., 1 Tab.

ACKNOWLEDGMENT: TRRL (IRRD 280073)

ORDER FROM: British Parking Association, 17 The Croft, Chiswell Green, St Albans, Hertsfordshire, England

393589

**EXPRESS COACH SERVICES IN THE THREE YEARS FOLLOWING THE 1980 TRANSPORT ACT**

The 1980 Transport Act introduced important changes in licence requirements for express coach services. The effects of the changes have been monitored using data drawn from notifications provided by traffic area offices, together with service details provided by operators; the results of a three year review are summarised in the report. After a period of active initiation of services and some failures, the notification pattern appears to have stabilised. The decline in coaching operations in the years before the act has been reversed and the number of all-year services is estimated to be about 20 per cent greater than immediately before the act. Return fares on the new express services run by private operators are on average about 15 per cent less in money terms than the corresponding cheapest National Bus Company (NBC) fares in 1980. NBC also reduced fares, most markedly on daily long distance services where 20 per cent savings in money terms have been recorded. Competition from British Rail has also intensified significantly, although rail fares generally remain substantially more expensive than corresponding coach fares. Comment is made in the report on competition, coach terminals and the mean speeds of the various services. (Author/TRRL)

Barton, AJ Everest, JT TRRL Laboratory Report No. 1127, 1984, 17p, 4 Fig., 10 Tab., 3 Ref.

ACKNOWLEDGMENT: TRRL (IRRD 280374)

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394362

**EAST SUSSEX DEVELOPMENTS. NEW APPROACHES IN BRIGHTON AND LEWES**

Details are given of two projects taking place in East Sussex-the Brighton "Shuttle"-a new approach to urban bus services and "Escort"-East Sussex Coordinated Rural Transport which has spanned "County Rider" a new and economic approach to improving transport in rural areas. Shuttle is the result of an assessment of passenger requirements and concentrates on two residential areas. It gives an improved service into town for 80% of existing travellers. Quality of service has been improved by providing faster journey times, greater reliability and increased frequency. Off-bus sales have been encouraged together with various fare cards, some giving discounts. The Escort service uses a brokerage system established in conjunction with TRRL using the county's mainframe computer. A record of all transport services is kept on the computer and the broker upon receiving requests for transport consults the computerised directory of what is available. Escort has given rise to County Rider-a purpose-built midibus featuring a wheelchair lift at the rear. Details of the routes operated by County Rider are given. (TRRL)

Morris, S Buses Vol. 36 No. 348, Mar. 1984, pp 108-112, 2 Fig., 1 Tab., 6 Phot.

ACKNOWLEDGMENT: TRRL (IRRD 280316)

ORDER FROM: Allan (Ian) Limited, Terminal House, Shepperton TW17 8AS, Middlesex, England

394373

**THE ROLE OF TAXIS AND PRIVATE HIRE CARS IN GREAT BRITAIN**

This paper reviews research on taxis and private hire cars in Great Britain to try to assess the potential role of these forms of transport in public transport provision. The findings show that the size of the taxi and hire car industries has grown substantially in recent years, reflecting increasing demands for their use. This has probably been encouraged by a fall in taxi fares relative to bus fares. Studies of use indicate that taxis and hire cars should no longer be seen merely as a rich man's form of travel but as an integral part of basic public transport provision. Grounds for the quantity and fares control normally applied to the taxi (but not private hire car) industry have also been assessed. Experience with the use of shared taxi and hire car services to date has been reviewed, and in light of operational promise it is concluded that this is one area of operations where further expansion might beneficially be sought in future. Another is in the provision of services for the disabled. (Author/TRRL)

Jackson, RL

Department of Transport, England Monograph No Date, 32p, 2 Fig., 10 Tab., 17 Ref.

ACKNOWLEDGMENT: TRRL (IRRD 280692)

ORDER FROM: Department of Transport, England, 2 Marsham Street, London SW1P 3EB, England

394375

**PROPOSAL OF THE PASSENGER TRANSPORT ACT [VOORSTEL VAN DE WET PERSONENVERVOER]**

This Act applies to public transport, private bus and taxi transport on public roads, including roads exclusive to public transport, rail public transport, and to the obligation to draft a municipal management plan for traffic and transport. The Act contains seven chapters: 1, introductory stipulations; 2, public transport; 3, private transport; 4, international transport; 5, municipal management plan for traffic and transport; 6, objection and appeal; 7, miscellaneous stipulations. First published in Dutch by the Ministry of Transport and Waterways, 25 May 1984. (TRRL) [Dutch]

Transport and Road Research Laboratory Monograph Translation 3186, 1985, 32p

ACKNOWLEDGMENT: TRRL (IRRD 280705)

ORDER FROM: TRRL

394376

**GUILDFORD-CRANLEIGH BUS STUDY. FINAL REPORT**

The Guildford/Cranleigh bus study was initiated in response to the three independent operators in the area submitting a proposal to the county council for service revisions, the effect of which would be to transfer routes operated by NBC (National Bus Company) subsidiaries (Alder Valley and London Country), to the independents. The two NBC companies submitted counter proposals against the independents. This study report examines the issue in the light of the government white paper "Buses" published in July 1984. Six chapters cover: 1, summary; 2, the study; 3, the existing situation; 4, options for the future; 5, analysis of the options; and 6, conclusions and recommendations. (TRRL)

MVS Consultancy Monograph Aug. 1984, 97p, Figs., Tabs.

ACKNOWLEDGMENT: TRRL (IRRD 280710)

ORDER FROM: MVA Consultancy, 112 Strand, London, England

394385

**TENDERING FOR LOCAL AUTHORITY SUBSIDISED BUS SERVICES**

The government's intention is to provide a framework for payment of subsidy for bus services which local authorities believe necessary but which the free market will not provide. This subsidy should be "transparent", should not discriminate between operators, and should not inhibit competition for the supply of services. This consultation document outlines proposals concerning the tendering process, the form of tenders, numbers

of services to be covered by tenders, maximum term of contracts, and period of transition. (TRRL)

Department of Transport, England Monograph Oct. 1984, 6p

ACKNOWLEDGMENT: TRRL (IRRD 280895)

ORDER FROM: Department of Transport, England, 2 Marsham Street, London SW1P 3EB, England

**394450**

**THE PASSENGER TRANSPORT ACT [DE WET  
PERSONENVERVOER]**

The proposal for the new act on passenger transport in the Netherlands distinguishes three categories of professional passenger transport: public transport, private bus transport and taxi transport. The proposal includes distribution of governmental authorities and financial relations between the involved levels of government and transport companies. Local government is in charge of local public transport. By means of a grant for local public transport based on the volume of transport, greater freedom for local government policy on local public transport is pursued. This grant from the national government can be spent on public transport without further interference by national government. The minister of transport and public works is in control of interurban and rural transport. The minister is advised by provincial government. Subsidizing transport companies will be carried out with less interference on technical matters. For reasons of governmental efficiency, ministerial control over non-local transport in greater urban districts can be transferred to local government, with a corresponding grant. The area of exploitation of a taxi-licence is enlarged which results in more efficient operating. Licences are issued by provincial government. Starting and operating a private bus transport company is made easier. Licences are issued by the Minister of Transport and Public Works. (TRRL) [Dutch]

Jacobs, JHG Kohsiek, HW (Ministerie Van Verkeer En Waterstaat)  
*Tijdschrift voor Vervoerswetenschap* Vol. 20 No. 3, 1984, pp 275-289

ACKNOWLEDGMENT: TRRL (IRRD 280737), Institute for Road  
Safety Research SWOV

ORDER FROM: Netherlands Institute of Transport, Polakweg 13, 2288  
GG Rijswijk, Netherlands

**394466**

**PUBLIC PRIVATE PARTNERSHIP: NEW OPPORTUNITIES  
FOR MEETING SOCIAL NEEDS**

This book is a collection of articles exploring the potential for and limits to an expanded role for private corporations and the possibilities for new modes of business/government cooperation. The contributors' articles are grouped by broad topic: "The Public and Private Sectors", "New Functions for the Corporation?", "Opportunities for the 1980's", and "Achieving Democratic Legitimacy". Editors Brooks and Liebman are affiliated with Harvard University, and Schelling is with the Academy of Arts and Sciences. The contributors are primarily professors at major universities.

Brooks, H Liebman, L Schelling, C  
American Academy of Arts and Sciences, Ballinger Publishing  
Company 1984, n.p.

ORDER FROM: Ballinger Publishing Company, 17 Dunster Street,  
Harvard Square, Cambridge, Massachusetts, 02138

**394468**

**AN ORGANIZATIONAL ASSESSMENT IN DELIVERING  
TRANSPORTATION SERVICES**

This report provides an organizational assessment in the delivery of public transportation services. The main objectives of this study are to review one area of urban transportation—the organizational aspect—and to identify, describe, document and quantify where possible, some of the reasons why the present organizational structure has not been appropriate for the adequate delivery of public transporting services. This report also examines State, local and private organizational structures and Federal transit policies which might interfere in different ways and to different extents with the overall process of planning and implementing the delivery of public transportation services. This study seeks to ascertain the problems of coordination in transportation planning, to determine whether overlapping or duplication of planning efforts exist and to assess the current state of transportation planning and coordination. The survey that was carried

out as a part of this project revealed variations among the various transit planning agents as to their perception of the problem, the size and nature of the problem itself, and possible solutions to the problem. Each area is physically different and each area's transit needs are different. The general conclusions of the report are that there are no simple answers to the organizational problem in delivering public transportation services. Expressed simply, no single fixed organizational balance can be achieved among transportation organizations and across various modes of service. However, the report provides an institutional framework on which to base Federal, State and local transportation policies.

Jackson, V Swain, D

Edward Waters College, Urban Mass Transportation Administration  
Final Rpt. UMTA-FL-11-0006-84-1, Aug. 1983, 119p Contract FL-  
11-0006

ORDER FROM: NTIS PB84-213933

**394473**

**THE INFLUENCE OF FINANCIAL INCENTIVE PROGRAMS  
ON EMPLOYEE PERFORMANCE AND ORGANIZATIONAL  
PRODUCTIVITY WITHIN THE MASS TRANSIT INDUSTRY**

This research report examines the influence that financial incentive programs (FIPs) have on individual employee performance and on organizational productivity. The report also focuses on the extent to which financial incentives are currently used in urban mass transit agencies and the effectiveness of such programs in the transit environment. The research findings are presented in three major sections: 1) a selective review of the social science literature regarding theoretical and practical aspects of financial incentives; 2) an overview of incentive practices in both the private and public sectors; and 3) our survey of transit agencies regarding the types and outcomes of FIPs being used. The report describes the major types of FIPs found in the literature in terms of the program objectives, the program operations, the empirical research evaluations, and the potential strengths and weaknesses. The transit survey findings are analyzed in terms of what types of FIPs are most frequently used, how long those programs have been in place, and how the programs are evaluated. Recommendations concerning the selection and use of FIPs within the transit environment are made.

Executive Summary: UMTA-VA-11-0013-84-1 and Appendices:  
UMTA-VA-11-0013-84-3. Three volume set is PB85-138840 E99.

Scott, KD Deadrick, D

Virginia Polytechnic Institute & State University, Urban Mass  
Transportation Administration Final Rpt. UMTA-VA-11-0013-84-2,  
Nov. 1984, 65p Contract VA-11-0013

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**394474**

**THE INFLUENCE OF FINANCIAL INCENTIVE PROGRAMS  
ON EMPLOYEE PERFORMANCE AND ORGANIZATIONAL  
PRODUCTIVITY WITHIN THE MASS TRANSIT INDUSTRY.  
APPENDICES**

This research report examines the influence that financial incentive programs (FIPs) have on individual employee performance and on organizational productivity. The report also focuses on the mass transit agencies and the effectiveness of such programs in the transit environment. The research findings are presented in three major sections: 1) a selective review of the social science literature regarding theoretical and practical aspects of financial incentives; 2) an overview of incentive practices in both the private and public sectors; and 3) our survey of transit agencies regarding the types and outcomes of FIPs being used. The report describes the major types of FIPs found in the literature in terms of the program objectives, the program operations, the empirical research evaluations, and the potential strengths and weaknesses. The transit survey findings are analyzed in terms of what types of FIPs are most frequently used, how long those programs have been in place, and how the programs are evaluated. Recommendations concerning the selection and use of FIPs within the transit environment are made.

Executive Summary: UMTA-VA-11-0013-84-1 and Main Volume:  
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Transportation Administration Final Rpt. UMTA-VA-11-0013-84-3,  
Nov. 1984, 75p Contract VA-11-0013

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**PARK-AND-RIDE ALTERNATIVES STUDY. TECHNICAL REPORT SERIES 38**

In an effort to find more flexible ways of delivering commuter transit services at a reasonable cost, the Park-And-Ride Alternatives Study examines private sector strategies that a city or transit agency could consider in providing park-and-ride commuter bus service. This report documents the study findings and serves as a handbook for transit agencies and municipalities in the region which are interested in pursuing private sector park-and-ride service options. An overview of park-and-ride services, private sector service delivery options, cost comparisons, and potential constraints are discussed. In addition, implementation information and a survey of local private sector interest and capability are presented. The study concludes that private sector strategies merit consideration in the provision of park-and-ride commuter bus service, especially, if service must be provided within a short lead time; if service must be started from scratch with the lowest possible financial risk; or if a city or transit agency requires an expansion of service without increasing fleet size or maintenance capabilities. The author maintains that the choice of a private sector approach (and cost level) should be made in light of the specific city or transit agency's needs. The appendices in this report are: 1) Sample Request for Proposals and Companion Contract for Commuter Bus Service; 2) Private Commuter Bus Operations Qualifications Questionnaire; and 3) a List of References.

Minkoff, MC

North Central Texas Council of Governments, Urban Mass Transportation Administration UMTA-TX-09-0212-84, June 1984, 87p Contract UMTA-TX-09-0212  
ORDER FROM: North Central Texas Council of Governments, P.O. Drawer COG, Arlington, Texas, 76005

394504

**THE INFLUENCE OF FINANCIAL INCENTIVE PROGRAMS ON EMPLOYEE PERFORMANCE AND ORGANIZATIONAL PRODUCTIVITY WITHIN THE MASS TRANSIT INDUSTRY. EXECUTIVE SUMMARY**

This research report examines the influence that financial incentive programs (FIPs) have on individual employee performance and on organizational productivity. The report also focuses on the extent to which financial incentives are currently used in urban mass transit agencies and the effectiveness of such programs in the transit environment. The research findings are presented in three major sections: 1) a selective review of the social science literature regarding theoretical and practical aspects of financial incentives; 2) an overview of incentive practices in both the private and public sectors; and 3) our survey of transit agencies regarding the types and outcomes of FIPs being used. The report describes the major types of FIPs found in the literature in terms of the program objectives, the program operations, the empirical research evaluations, and the potential strengths and weaknesses. The transit survey findings are analyzed in terms of what types of FIPs are most frequently used, how long those programs have been in place, and how the programs are evaluated. Recommendations concerning the selection and use of FIPs within the transit environment are made.

Main Volume: UMTA-VA-11-0013-84-2, Appendices: UMTA-VA-11-0013-84-3. Three Volume set is PB85-138840.

Scott, KD Deadrick, D

Virginia Polytechnic Institute & State University, Urban Mass Transportation Administration Final Rpt. UMTA-VA-11-0013-84-1, Nov. 1984, 11p Contract VA-11-0013  
ORDER FROM: NTIS PB85-138857

394508

**ORGANIZATIONAL FORM AND TRANSIT PERFORMANCE: A RESEARCH REVIEW AND EMPIRICAL ANALYSIS. EXECUTIVE SUMMARY**

This research reports the results of a study of the relationships between ownership-management structure and transit agency performance. The study is divided into two areas: a review of past research into the relationship between organizational form and performance and an empirical analysis using Section 15 data for 1979-80. The performance of five different organizational forms was compared: publicly-managed general governments; publicly-managed special districts; contract-managed general governments; contract-managed special districts; and privately owned and

managed systems. Eight performance dimensions were used for the comparisons: revenue generation; output per dollar; service consumption; public assistance; labor efficiency; vehicle efficiency; safety; and maintenance efficiency. Privately-owned and managed systems were found to be significantly more efficient than the other four types. The relative efficiency of contract-managed systems was no better than publicly-managed systems. In contrast to the efficiency results, private systems were significantly less safe than most types of publicly-owned systems. The report addresses the policy implications of the findings.

The Main Volume to this Executive Summary, under the same title, is: UMTA-CA-11-0027-84-5, TRIS 391615.

Perry, JL

California University, Irvine, Urban Mass Transportation Administration UMTA-CA-11-0027-84-4, Sept. 1984, 10p Contract CA-11-0027

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**FIVE YEAR FINANCIAL FORECAST FOR THE MONTACHUSETT REGIONAL TRANSIT AUTHORITY**

The main purpose of this study is to develop a five-year (1984-1988) financial plan for the Montachusett Regional Transit Authority (MART) so as to reduce operational deficits and dependence on Federal aid through increased user fees and operational efficiency. Transit operations include bus service, paratransit, and commuter rail service. This study reviews and charts past and present expense and revenue trends. Operating and construction budgets are emphasized and charted out to the year 1988. This financial plan indicates that: 1) future transit improvements will continue to demand a growing portion of state and local government budgets; and 2) MART's move toward greater financial and operational efficiency will be enhanced by the new computerized management information system where accounting and management data will be brought together and used in the decisionmaking process.

Montachusett Regional Planning Commission, Urban Mass Transportation Administration UMTA-MA-08-0108-84, July 1984, 15p, 12 Tab.

ORDER FROM: UMTA

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**INNOVATIONS IN TRANSPORTATION MANAGEMENT**

Pennsylvania Department of Transportation (PennDOT) administers 45,000 miles of highway, 27,000 bridges, a few hundred miles of dirt road, 5 airports, and 160 miles of rail branchlines. It annually funds nearly \$500 million in transit and issues licenses and titles to 7.5 million people and 8 million vehicles. Improvements since 1979 included better communication between PennDOT and the administration, the legislature, and the public; integration of fiscal and data processing systems; centralized program control; strategic management objectives; and privatization.

Larson, TD (Pennsylvania Department of Transportation)  
Transportation Quarterly Vol. 38 No. 3, July 1984, pp 333-343

ACKNOWLEDGMENT: EI

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395248

**INCENTIVE BASED CONTRACTS FOR PARATRANSIT SERVICE**

As paratransit supplements and alternates are developed for fixed-route services, contracting to private sector organizations is growing. Four general types of compensation agreements are used, within each there are a multiplicity of variations: (1) Fixed-price contracts; (2) Cost plus fixed-fee contracts; (3) Fixed unit-cost contracts; (4) Incentive-based unit-cost contracts. Each means of compensation has advantages and disadvantages for both the provider of the service and the contracting agency. The process of negotiation; a typical calculation for an incentive-based unit-cost contract; and some of the implications are discussed. In addition to consideration of compensation, other issues to be considered are assurance that the contractor will engage in acceptable business practices and comply with all laws and regulations; provision of a detailed description of services to be provided and service standards to be observed; and inclusion of protection clauses for all such public agency contracts.

Mergner, AW, Jr Transitions 1985, pp 17-27

ORDER FROM: ATE Management and Service Company,  
Incorporated, Editor, 617 Vine Street, Suite 800, Cincinnati, Ohio,  
45202



# SOURCE INDEX

The Source Index can be used to locate abstracts of articles or reports that appeared in a particular publication or that were the work of a specific publisher. The first line of each entry in the Source Index gives the name of the source generally as it appears in the abstract in this publication. Following the source entry are abstract numbers that consist of six digits; these refer to the abstracts of full-text documents that are listed in this publication. Numbers are listed under each source in the same order in which the abstracts appear in this issue, that is, ascending order of TRIS accession number.

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389752
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The Author Index is an alphabetical list of personal authors who have abstracts of their papers published in this Special Bibliography. Following each name are the 6-digit document numbers of those abstracts; these numbers refer to the abstracts of the full-text documents that are listed in this publication. The numbers are listed in the same order in which abstracts appear in this issue, that is, ascending order of accession number.

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