

TRANSIT GROUP

Committee Triennial Strategic Plan (TSP)

Committee Name and Number: AP010, Transit Management and Performance

Committee Chairperson: Roderick Diaz, Los Angeles County Metropolitan Transportation Authority (April 2008 – April 2014)

TSP Three-Year Period: April 15, 2012 – April 15, 2015

Date Prepared: January 2012 (Draft); April 2012 (Final)

Committee Future Outlook Statement:

Current Committee Scope

The committee is concerned with the relationship between transit management actions and performance through the analysis and development of management techniques, identification of appropriate performance measures and their application for improvement of information for transit management decision-making.

Factors and influences that will shape the committees activities The committee is generally concerned with managing public transit organizations and transit systems and to achieve performance objectives and effectiveness in organizational output, operation, service delivery, and support of social and environmental goals. The scope of the committee can be thought as two-fold – (1) general transit management and performance and (2) response to changing trends and conditions. Factors and influences that affect general transit management and performance relate to the state of education, workforce development, organizational, structure, and management methods for transit agencies. Much of this work in this area involves the development and exploration of best practices, benchmarking, performance measurement processes, information sharing and training. General management research, including from other industries, often leads to business process change and transfer for transit agencies.

There are several evolving trends and conditions that drive another part of the committee's research agenda:

- Economic and Fiscal Constraints – A changing fiscal environment, especially with the recent significant recession lead to reduced budgets and a drive to efficiency and cost cutting.
- Changing Policy Environment – Shifts in politics, social values, and the market environment (e.g., climate change, air quality, job creation and economic development, smart growth and other land development initiatives, changes in demographics and

needs of the service population) result in new imperatives for the transit industry and the need to measure performance against them.

- New Technologies – The availability of new technologies, such as automated data collection systems, electronic fare systems, network applications, smart telephones, and social media create new opportunities to collect and analyze performance data and disseminate this information to managers and the public. The application of automated data systems has been a focus of this committee for at least the last six years and the application and broadening of management application will continue to be a focus.

Committee Future Outlook

The Transit Management and Performance Committee has taken leadership in exploring topics of general interest to the management of transit systems since its inception. The committee seeks to continue its role as forum for exchange among transit professionals and researchers in the topics of transit management and performance. As a core focus, this committee seeks to foster innovation that is relevant to application in real-world management situations.

The committee has four major goals for the future –

- Provide a forum for interaction among transit management professionals and researchers
- Drive a research agenda that is relevant to meet evolving transit industry needs
- Serve as a conduit to disseminate information and research results for the transit industry, especially between researchers and managers
- Foster the development of professional capacity among transit managers

The committee plan below contains specific actions to achieve these goals.

Committee Plan:

Emerging issues inside and outside the committee scope

There are many emerging issues that will affect the evolution of the committee and the ability of it to meet its mission. First, globalization is making transit agencies more aware of innovation and lessons to be learned from different contexts. This provides for more opportunities for peer review and benchmarking internationally. Second, technologies are making it more possible to automate the task of performance measurement. Internal responses are required to link these automated data sources together to create meaningful information for management decisions. Third, in a related item, information is becoming more ubiquitous and available to the customers and the public, empowering this constituency and making the task of transit management more responsive. Fourth, capital infrastructure is maturing in many transit systems, making maintenance and state of good repair critical issues for continued transit operation. Finally, the constant change in agency governance with new models and new organizational structures continue to challenge transit managers but provide opportunity for innovation.

Projects, Activities, and Products

The list of projects below will be used in the coming years to accomplish the 5 main future goals identified by the committee. Many of these projects move the committee forward on more than one goal.

- Collaboration with other TRB committees - The Transit Management and Performance Committee collaborates with many other standing committees across the TRB committee structure in addressing cross-cutting issues. A complete list of committees with which the Transit Management and Performance Committee collaborates with is provided in Appendix B. The committee is already host to the Joint Subcommittee on Transit State of Good Repair and will continue to provide a space for cross-cutting issues, given the overarching nature of the committee's scope. The committee will continue to develop and issue joint calls for papers, organize sessions dedicated to cross-cutting themes, and prepare research needs statements in collaboration with other committees on topics of mutual interest.
- Collaboration with the government agencies and industry organizations (especially USDOT and APTA (American Public Transportation Association) in the United States and organizations such as UITP in the international realm) to enhance the research to practice pipeline. This will involve several activities, such as soliciting problems of relevance to real-world application, identifying worthy research that addresses these problems, and identifying techniques to share news about research and peer practices.
- Communications Tools – The Committee will seek to leverage electronic information and communication tools, especially social media, to provide a forum for interaction among research-oriented transit professionals and practice-oriented researchers.
- Development of Research Problem Statements - The committee will shape and define the research agenda by developing well-conceived research problem statements, in collaboration with other TRB Committees and other organizations. These research problem statements will be placed in the TRB Research Needs Statements database and made available to the broad community so that the field is continuously defining and updating the critical issues and needs.
- Strengthen and rationalize sub-committees – This committee has had significant change as it relates to sub-committees in recent years with the addition of a Transit Fleet Maintenance Subcommittee and the Joint Subcommittee on Transit State of Good Repair. Streamlining the functions, scopes, and mission/goals of the subcommittees and finding opportunities for any new logical subcommittees will be essential to keep a vibrant level of intellectual inquiry present in the committee structure.
- Collaborate on conferences and workshops - Initiating discussions and special organizational meetings with other TRB committees/task forces and national/international associations, especially USDOT, APTA, and UITP to conduct specialty conferences, sessions at conferences, workshops, and seminars on various topics over the next 2-4 years. The development of a specialty workshop or conference will be especially applicable to the Joint Transit State of Good Repair Subcommittee.

- Develop committee website - Developing a full-fledged website for the committee that will act as an umbrella for subcommittee websites and either host or provide a link to the committee's social networking interaction.
- Reach out to organizations and groups beyond TRB - Developing new relationships with professional associations, the global community, and multidisciplinary groups of researchers.

Membership strategies

This committee has traditionally had a good balance of academics, transit agency staff, and consultants, with a wide geographic scope although with some concentration in East Coast membership. The committee membership has expanded its membership through a concerted effort to attract transit agency staff nationwide as well as international and young members. Special efforts are necessary to attract additional professors and researchers to sustain a balance. Furthermore, it will be essential to identify where members might be served with subcommittee activities and to foster active friends in the subcommittee that can then bring value to the main committee.

Because of the strong presence of transit agency staff on nationwide, travel restrictions have become more impactful, especially in fiscally restrained times. Increasingly, agency staff often have trouble obtaining travel support, in some cases even affecting very active members in our subcommittees. Finding meaningful ways to engage members who cannot attend the Annual Meeting will be critical to sustain a productive level of interactivity.

Member empowerment through designation of a Communications Chair, a Research Chair, and several sub-committee chairs (in addition to the Paper Review Chair) will also be critical to complete and advance the business of the committee.

Communication

The committee will further develop its portfolio of outreach and technology transfer activities. While the committee has a very high level of activity at the TRB Annual Meeting each year, there are other venues where the committee will continue to maintain a presence and further expand its level of activity.

In an effort to ensure that communication is not so centralized and to promote interaction, the committee will explore an appropriate approach to leveraging social media and basic mailing lists for information exchange.

Proposed changes in scope

A minor change in the narrative of the committee scope is proposed below:

The committee is concerned with the relationship between transit management actions and performance through the analysis and development of management techniques, identification

of appropriate performance measures and their application for improvement of information for ~~transit management~~ decision-making in the management of transit systems and organizations.

Appendix A - Committee History

Membership gender and racial diversity

In April 2011, the committee went through a rotation of its membership. In this rotation, the committee inducted many new members across a broad geography, added additional international and Young members, and began the process of electing a former Chair and active friend to the status of Emeritus membership. At this time, the committee composition is as follows:

Total Members: 33

Gender: 26 males 7 females (not including Emeritus members)

Young: 3

International: 4 (official, 5 actually)

The committee has always had active membership of females, especially in leadership positions. The committee will seek to continue to attract attracting females and under-represented minority groups, both in research and practitioners. The committee does have representatives from all racial categories.

Geographic distribution of membership

Membership is distributed quite well from a geographic standpoint, with representation from the west and southeastern United States and international representation growing.

Within the United States membership, there is a strong focus on the East and West, with fewer members from the Central (including the Central and Mountain time zones) region. Once again, in the next committee rotation, an attempt will be made to attract members from the Midwest, Southwest, and Rocky Mountain region to have a geographically balanced representation across the country.

Eastern: 18 (14 from Northeast, 4 from Southeast) Central/Mountain: 2 Western: 8
International: 10

There is broad geographic representation among its international members.

Europe: 2

Middle East: 2

Asia: 1

The committee will be striving to enhance the representation of other parts of the world in the next committee rotation, including Central and South America, and Australia/New Zealand.

Professional affiliation distribution of membership

Transit Agencies: 15

Federal/State Government: 1

Other Government: 1
Universities and Research Organizations: 7
Private Sector: 8
Nonprofit/Other: 1 (World Bank)

The committee will seek to foster more involvement from academics and researchers. Furthermore, through its communication initiative, it will formalize a database of its friends and seek to grow this list of participants.

List subcommittees and their chairs.

- Transit Capital Replacement Subcommittee, AP010(1), Robert L. Peskin, AECOM
- Transit Fleet Maintenance Subcommittee, AP010(2) Stephen M. Stark, MTA Capital Construction Company
- Transit State of Good Repair Joint Subcommittee of AP010, AR055, AP070, AP065, AP050, AP075, AP045 , Robert L. Padgette, High Street Consulting Group, LLC

Within the Transit Group, in addition to hosting the Joint Subcommittee on Transit State of Good Repair, AP010 maintains liaison and coordination relationships with the following committees:

AP020: Public Transportation Planning and Development
AP030: Public Transportation Marketing and Fare Policy
AP050: Bus Transit Systems
AP070: Commuter Rail Transportation
AP015: Transit Capacity and Quality of Service

Outside the Transit Group, AP010 maintains close formal and informal relationships with other committees. They include, but are not limited to:

ABC10: Strategic Management
ABC30: Performance Measurement
ABC40: Transportation Asset Management
ABE90: Transportation in Developing Countries
ABJ10: National Transportation Data Requirements and Programs
ABJ30: Urban Transportation Data and Information Systems

ADA10: Statewide Multimodal Transportation Planning
ADA30: Transportation Planning for Small and Medium-Sized Communities
ADB30: Transportation Network Modeling
ADB50: Transportation Planning Applications

A committee member is also part of the leadership of the Young Members Council (A0040T).

Outside organizations which your committee maintains ongoing liaison representation.

American Public Transportation Association (APTA)
USDOT including FHWA, FTA, Office of the Secretary, RITA
World Bank

Shared activities during the past year

Business Meeting Attendance (information from the most recent meeting)

Annual business meeting: Members: Guests:

Research Needs and Problem Statements (Of particular interest are problem statements for TRB Cooperative Research Programs, but please list related activities your committee is involved with as well.)