

**NATIONAL TRANSIT INSTITUTE  
ANNUAL REPORT  
RUTGERS FISCAL YEAR (RFY) 2010  
JULY 1, 2009 – JUNE 30, 2010**



# INTRODUCTION

## A Word from Our Director

As the National Transit Institute (NTI) approaches its 20th year, we will mark the occasion with both pride at our accomplishments and renewed commitment to providing training and learning resources to transit professionals at organizations of all shapes and sizes. The past two decades have seen numerous changes in the lives of our core customers, from technological advances like contactless fare collection, to the growth of light rail and improved access for persons with disabilities. We also have faced challenges such as the need for new security measures in the wake of September 11th and the recent economic downturn.

Although how transit delivers services has changed somewhat since our inception, the core principals of transit service remain the same—transit is in the business of moving customers. Even now, in light of some of the toughest economic conditions in recent memory, training in public transportation continues to be a priority for the industry. By building on our history, strengths and accomplishments, NTI has positioned itself to meet the needs of a growing and changing industry.

During the next decade, NTI will continue to be the top source for training, education, and related services in support of public transportation. NTI will always strive to be a valued partner with the entire public transportation industry and everyone who works in the industry in all of its dimensions. We will continue to serve the Federal Transit Administration (FTA) who remains our strong partner in addressing the training needs of the public transportation industry.

Paul Larrousse

*Director, National Transit Institute*



## Mission of the National Transit Institute

NTI's mission is to provide training, education, and clearinghouse services in support of public transportation and quality of life in the United States. To that end, NTI identifies needs; promotes, develops, and delivers high quality programs and materials through cooperative partnerships with industry, government, institutions, and associations; and serves as a catalyst for enhancing skills and performance in public transportation.

## RUTGERS FISCAL YEAR 2010 HIGHLIGHTS AND ACCOMPLISHMENTS

### Overview

#### Courses

Since its creation in 1992, the National Transit Institute has developed 149 individual and unique courses. Course development is done in consultation with the FTA and transit industry experts by an in-house instructional design team. Courses are continuously reviewed and updated to ensure they are current and serving the needs of public transportation professionals.

Presently, NTI has 97 active courses. A total of 56 courses have been "retired" as they are no longer current, in demand, or they were intended to be used for a short duration.

NTI's course offerings are determined by an annual work program and budget that is developed in consultation with FTA and the public transportation industry. During RFY 2010, NTI conducted a total of 361 offerings that trained 9,562 transportation professionals. We addressed all of the needs of the work program for RFY 2010.

When we consider the accomplishments of RFY 2010, the number of courses delivered and those trained since NTI began totals 4,123 training sessions with 119,453 people trained. Included in the totals (in addition to instructor-led course offerings) are NTI-conducted webinars, conferences, and workshops.

## **Finances**

### **Section 5315 Funding**

Annually, NTI receives \$4.3 million in funding from Section 5315 of the Federal Transit Act, as amended. This section of the law establishes NTI, identifies the program areas that NTI is responsible for, establishes the tuition basis for our offerings, and designates that NTI be housed at Rutgers, The State University of New Jersey.

For Rutgers Fiscal Year 2010, our expenditures for Section 5315 related activities were \$4.1 million. We finished this fiscal year and the prior one under budget. These resources will be used to continue our current level of effort while Congress addresses the re-authorization of SAFETEA-LU.

### **Additional Funding**

#### **New Grants**

In addition to the annual Section 5315 funding, NTI received a number of new grants during RFY 2010:

- **\$80,000 for Risk Assessment**

This cooperative agreement between FTA and NTI funds five Risk Assessment for Transit Capital Projects courses. The course discusses the best practices used in managing risk on capital projects. By providing increased risk assessment training, FTA can ensure that grantee personnel understand the principles and value of using risk management plans in executing the development and construction of a capital project.

NTI expended \$19,360 during RFY 2010.

- **\$150,000 for Asset Management**

This grant was awarded at the end of the fiscal year to develop a course targeted at senior and mid-level managers. The course covers the principles of asset management and adapts the asset management course offered by the FHWA's Office of Asset Management to transit.

Initial development of the course began during the fiscal year and \$3,979 was initially expended. Activity will continue during RFY 2011.

- **\$400,000 for Project and Construction Management Training from the American Recovery and Reinvestment Act (ARRA)**

Since President Obama signed the American Recovery and Reinvestment Act (ARRA) in February 2009, FTA has awarded 1,072 grants for over \$8.78 billion.

The Federal Transit Administration (FTA) is working to ensure capital projects are efficiently completed within budget, on time, and in a quality manor. Ensuring this high level of project management involves the sharing of transit management policies, procedures, resources, and best practices with transit agencies. By providing increased project management training, FTA can ensure grantee personnel project management skills are able to meet the increased workload created by the ARRA funds. NTI received \$400,000 in funding to deliver 34 offerings of Project Management for Transit Professionals as well as 6 offerings of Management of Transit Construction Projects. Course instructors will discuss the latest best practices used for managing projects.

A total of \$207,337 was expended during RFY 2010.

## **Continuing Grants**

During RFY 2010, NTI utilized several other grants to deliver training to the transit industry. These continuing grants and their expenditures are as follows:

- **Bus Operations Control Center Training Chemical, Biological, Radiation and Nuclear Incidents**—This course trains bus control center staff on how to respond to these incidents. NTI expended \$43,028 on this activity during RFY 2010.
- **National Incident Management System for Transit**—NTI continued development of this course which will allow transit operators to receive certain security funding. During the fiscal year, NTI completed expenditures on this grant in the amount of \$1,727. The grant is now closed.
- **Develop and Implement an Emergency Model Plan**—This program developed a model that transit agencies could use to establish an emergency management plan and function within their agency. This grant was completed during RFY 2010 and \$53,679 was expended during the same period.
- **Connecting Communities**—The program brings transit agencies and first responder functions together to discuss how entities can work together in a cooperative manner during emergency situations. NTI completed expenditures of \$52,817 under this grant, which is now closed.

## **Contracts**

During RFY 2010, NTI continued to provide training to the New York Metropolitan Transportation Authority (MTA) and its constituent agencies. The training we provide builds on and customizes NTI's existing training curricula to meet the MTA's needs. This is a 3 year contract that compensates NTI for the development and delivery of training.

During RFY 2010, NTI received \$273,000 in revenue from the MTA.

## **Individual Course Highlights**

NTI training is organized by five main course areas. We were proud to develop and pilot a number of new and revised courses during RFY 2010. Highlights are listed by program area.

### **Advanced Technologies**

This area focuses on enhancing the understanding, knowledge, and technical skills of transit professionals as they explore, procure, implement, and manage innovative systems to improve service, operations, and safety.

#### **New:**

#### **Implementing Rural Transit Technology**

Presents a structured approach for planning, implementing, and evaluating rural transit projects to help ensure that agency needs and expectations are met.





### **FTA Compliance**

FTA Compliance courses are designed to help grantees understand processes and learn tools to remain or become compliant with federal guidelines and regulations.

#### **New:**

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### **National Transit Database**

Explains the necessary skills for reporting data to the NTD internet reporting website and discusses the benefits and impacts of annual reporting, what to

report, the six standard NTD reporting modules, and the functionality and automation of the website.

### **Risk Assessment for Transit Capital Projects**

Examines the purpose of a risk review, necessary preparations required to undertake a risk assessment, the methods used for a risk assessment, and how such assessments are applied to the project management process.

### **Transit Equity Considerations**

Examines the importance of transit equity considerations during transit planning, management, and operations, including the historical background of Title VI of the Civil Rights Act of 1964. Additionally, environmental concerns including the environmental justice movement; Federal laws, regulations, and guidance of Title VI; environmental justice; NEPA; and LEP are reviewed.

#### **Revised:**

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### **Managing Community Mobility**

Examines creative approaches to resolving fragmented and/or duplicative transportation systems to create a more seamless and cost-efficient network with a customer-focused mindset.

### **Procurement Series I-IV and Executive Overview**

This four-part series of courses provides an overview of transit procurement and emphasizes “best practices” for contract procurements by FTA grantees. The revised courses will focus on good procurement business practices and policies from a broader industry prospective consistent with FTA Circular 4220.1F. The four courses in the series are:

- Orientation to Transit Procurement
- Basic Cost and Price Analysis and Risk Assessment
- RFPs and Competitive Contract Negotiations
- Contract Administration

These revisions will continue in RFY 2011.

### **Quality Assurance and Quality Control in Transit Projects**

Provides an overview of the essential elements of quality assurance and quality control for transit projects.

### **Multimodal Transportation Planning**

The goal of the Multimodal Transportation Planning program area is to enhance multimodal transportation planning processes and practices.

#### **New:**

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### **Transit Oriented Development**

Explores how transportation and land use professionals can effectively participate in the planning, funding, and implementation of transit-oriented development projects that improve the environment, create a sense of community, and boost transit ridership.

**Revised:**

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**Financial Planning in Transportation**

Assists participants in meeting federal transportation planning and programming requirements related to developing sound financial plans that identify funding sources for needed investments and demonstrate a reasonably reliable means to operate and maintain the existing federally funded transportation system.

**Introduction to Transportation Conformity**

Presents basic information about conformity requirements and the relationship of the transportation and air quality planning processes in order to prepare agency staff (federal, state, and local) to participate in interagency consultation and work effectively in resolving conformity issues.

**Public Involvement in Transportation Decision Making**

Demonstrates creative and interactive public involvement techniques for transportation system planning and programming, and how to factor civic concerns and ideas into the decision-making process.

**Management and Professional Development**

This area provides a variety of management and professional development opportunities for new and experienced public transit supervisors, mid-level managers, and senior staff.



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**New:**

**Transit Mid-Manager Seminar**

NTI in partnership with Eno Transportation Foundation (Eno) and the American Public Transportation Foundation (APTA) developed a leadership course to help enhance the skills of those working in mid-level management positions in public transportation agencies and companies that service the transit industry. Participants in the workshop will identify their leadership strengths, gain a broader knowledge of trends across all modes of the industry, and broaden their peer support system. The session will be piloted in RFY 2011.

**Workplace Safety and Security**

The Workplace Safety and Security program area strives to improve the overall safety culture and system-wide security of transit organizations.

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**New:**

**Advanced Mobility Device Securement**

Provides transit professionals with practice and problem-solving skills for securing a variety of powered mobility devices, including effective strap securement locations, and the proper use and placement of lap and shoulder belts.

**Understanding H1N1 Risks in the Transportation Sector**

Public transit, by its very nature, creates an environment where customers and employees are exposed to a variety of public health challenges. This course was developed with funding from the United States Department of Homeland Security's (DHS) Science and Technology Directorate through the National Transportation Security Center of Excellence to help transit systems better prepare their operations and employees for preventing and managing H1N1 exposure.

Additionally, this course highlights NTI's ability to develop offerings on an accelerated timeline. In late 2009, when H1N1, or bird flu, was making sweeping headlines across the country and around the world, FTA and DHS were looking for a way to get information about the disease out into the industry as quickly as possible. The course was provided in a train-the-trainer format so that individual agencies could take the materials back to their respective agencies and provide their own training to employees.

## **Webinars**

NTI expanded the use of teleconferencing to webinars. Originally launched in RFY 2009, these sessions have grown in popularity and the demand for them is strong. Perhaps now more than ever before, in the current economic climate, NTI's customer base is looking for a way to provide training without travel expenditures. The webinar format is used to provide short training opportunities of approximately one to two hours in duration. New training technologies expand NTI's training reach and allow the organization to be more responsive to the public transportation industry and collaborate with experts on training initiatives. In RFY 2010, more than 2,700 people participated in NTI's 22 webinar sessions.

## **Workshops**

NTI offered three key training programs that are national in scope and aimed to enhance specific skill sets for the industry. These are usually conducted annually.

### ***Transit Trainers' Workshop***

*October 25-28, 2009, Cleveland, OH  
156 Attendees*

Transit Trainers' Workshop is the only national event focused on training in the transit industry. The goal of the workshop is to offer skills, strategies, and techniques that will build the professionalism of transit trainers, enable trainers to become proactive partners in their organizations, and facilitate the sharing of information and resources in the industry. The workshop includes a variety of training and networking opportunities with sessions facilitated by transit professionals, university faculty and staff, and consultants.

### ***WTS Leadership Workshop***

*January 24-27, 2010, New Brunswick, NJ  
14 Attendees (by invitation only)*

This annual workshop, sponsored by the Women's Transportation Seminar, is by invitation only, and contributes to the professional development of a group of mid-career professionals who have demonstrated an interest and potential to enhance their skills and advance within the transportation industry. The program provides personal interaction with leading industry professionals who challenge the analytical and creative skills of participants as they tackle case studies and exercises dealing with the complex issues of people, policies and politics. NTI has provided logistical and programmatic support for the workshop since its inception in 2001.

## **Sample of Webinar Topics RFY 2010**

- Transit & Congestion Pricing
- Uniform Report of DBE Awards or Commitment and Payment Requirements
- FTA: Progress & Challenges in Implementing the JARC Program
- H1N1 Awareness Program Overview
- National Transit Database
  - o 2009 and 2010 Annual Updates
  - o Rural Reporting for State DOTs, Tribes, and Transit Agency Personnel
  - o Safety & Security Reporting
  - o Sampling Requirements and Guidance
- The Perception, Image, and Branding of Bus Rapid Transit
- Feasibility Study on the Use of Personal GPS Devices in Paratransit
- Bus Rapid Transit and Transit-Oriented Development
- Guidebook for Rural Demand-Response Transportation – TCRP #136



## Transit Academy

May 9-13, 2010, Pittsburgh

39 Attendees

The Transit Academy is a comprehensive, behind-the-scenes study of a major transit system, designed to provide those new to transit with an in-depth understanding of the scope of responsibilities, variety of skills, and range of activities that work together to deliver safe and efficient transit service. The academy is presented using lectures, demonstrations, hands-on activities, and facility tours. Key transit agency personnel serve as instructors ready to share their knowledge and experience. The program covers the broad range of responsibilities and functions found in a major transit system—literally transforming the entire organization into a learning laboratory.

## Materials Distributed

NTI distributes materials as part of its training mission to the public transportation industry. These materials include CD-ROM and training videos, handbooks, pocket guides, and posters. For RFY 2010, NTI provided 102,493 of these materials to transit agencies and their employees.

Item	Distributed RFY2010
Posters	210
CD Roms	1260
DVDs	962
VHS	23
Pocket Guides	87,869
Emergency Preparedness Guides	12,169
<b>TOTAL</b>	<b>102,493</b>



## Advisory Board

NTI serves a broad array of stakeholders directly involved in providing public transportation services or supporting organizations that provide these essential services. The Advisory Board is established under the cooperative agreement between FTA and Rutgers, The State University of New Jersey that governs the administration of NTI.

The Advisory Board had two significant accomplishments during its meetings in RFY 2010.

The first was to review and critique all of the NTI courses. This provided NTI and FTA with important insights as to the effectiveness of our training, the ongoing and future needs of the public transportation industry, what the priority needs of the industry are, and what gaps exist in training for the industry. This effort provides NTI and FTA with input and guidance for the development of the fiscal year work programs and budgets.

The second effort of the Advisory Board was to help develop a new five year strategic plan for NTI. The plan provides NTI with overall guidance regarding our activities and addresses strategic direction for expending the funds that Congress provides for our program. The draft plan was developed and will be endorsed by the Advisory Board during a RFY 2011 meeting.

We would like to take this opportunity to acknowledge and thank the members of our Advisory Board, who met in September 2009 and May 2010 to provide input and advice in shaping NTI's program. A list of NTI's Advisory Board members appears on page 10.

## **International Efforts**

NTI was honored to receive the unique opportunity to participate in international activities. These activities supported FTA's international efforts. During RFY 2010, three international activities took place.

### **Lagos, Nigeria**

At the request of the Lagos State Government and its Governor, NTI and FTA visited the State for a week to assess training needs and make recommendations as Lagos begins to develop enhanced public transportation systems to address the transportation needs of this expanding megacity. An initial report was prepared regarding Lagos' needs by the United States representatives conducting the assessment, Rita Daguillard, FTA's Director, Office of Research Management and Paul Larrousse, NTI Director.

The outcome for this visit will be a cooperative agreement between FTA, NTI/Rutgers, The State University of New Jersey, and the Lagos State Government. The scope of cooperation includes, but is not limited to: developing and strengthening avenues of communication concerning continuing education courses developed by NTI; exchanging information on public transportation research topics; and sharing of research, teaching materials, and curriculum programs.

### **Mumbai, India**

Renee Haider, NTI Associate Director, was part of the US delegation to visit Mumbai, India for a week to provide an information and training exchange regarding public transportation. Ms. Haider was one of 12 public transportation professionals from the US who were invited to display, demonstrate, or instruct mini-courses about US innovations in public transportation. Ms. Haider's presentation was on the usage of electronic contactless payment systems.

### **TRANSED—The International Conference on Transportation for the Elderly and Disabled**

Paul Larrousse, NTI Director, was a member of the US delegation that attended this conference in Hong Kong. As part of his attendance, Mr. Larrousse co-authored and presented a paper with Dr. Mary Leary from Easter Seals—Project ACTION and co-moderated a panel presentation.

For more information about NTI, please visit our website, [www.ntionline.com](http://www.ntionline.com).



# NTI ADVISORY BOARD MEMBERSHIP

## RUTGERS FISCAL YEAR 2010

### Board Chair

J. Barry Barker, Executive Director  
Transit Authority of River City (TARC)  
Louisville, KY

### Board Vice Chair

Jill Hough, Director  
Upper Great Plains Transportation Institute  
Small Urban and Rural Transit Center  
Fargo, ND

### Board Members

Pamela Boswell, Vice President—Program Management  
American Public Transportation Association  
Washington, DC

Julie Cunningham, Executive Director  
Conference of Minority Transportation Officials  
Washington, DC

Chris Zeilinger, Assistant Director  
Community Transportation Association of American  
Washington, DC

Jeffrey Rosenberg, Legislative Director  
Amalgamated Transit Union  
Washington, DC

Cynthia McGinnis, General Manager  
Knoxville Area Transit  
Knoxville, TN

Jeffrey A. Nelson, General Manager  
Rock Island County Metropolitan Mass Transit District  
Moline, IL

Donna DeMartino, General Manager/CEO  
San Joaquin Regional Transit District  
Stockton, CA 95201

John Lewis, Chief Executive Officer  
GRTC Transit System  
Richmond, VA

Linda S. Watson, Executive Director  
LYNX—Central Florida Regional Transportation  
Authority  
Orlando, FL

Stephanie L. Pinson, President  
Gilbert Tweed Associates, Inc.  
New York, NY

### Industry Liaisons

Dr. Mary Leary, PhD, Director  
Easter Seals Project ACTION  
Washington, DC

Christopher W. Jenks  
Director, Cooperative Research Programs  
Transportation Research Board  
Washington, DC

Michael Winter  
Office of Research, Demonstration and Innovation  
Federal Transit Administration  
Washington, DC

# NTI STAFF

## RUTGERS FISCAL YEAR 2010

Paul Larrousse  
Director

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Associate Director

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Coleen Meyer  
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