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## **SUMMARY**

Directed and supervised all technical and business activities of a broad-based transportation consultancy (Transportation Alternatives) serving municipalities, private contract operators, social service agencies, transit authorities and school districts. Concurrently, created and directed the operations of a transportation service company (PTS Transportation) and the U.S. distributor of a line of European-manufactured buses (TAM-USA). Provided expert witness services on more than 200 lawsuits.

## **EMPLOYMENT HISTORY**

**1980 – Present**

### **TRANSPORTATION ALTERNATIVES**

New York, New York

#### **President**

As its initial project, Transportation Alternatives directed the U.S. Department of Transportation's first comprehensive study of demand-responsive transportation systems, resulting in USDOT's publication of TA's three-volume manual on paratransit planning and system design.

TA subsequently designed several of Southern California's most unique and sophisticated paratransit systems for elderly and disabled individuals, including the City of Los Angeles' initial VALTRANS program and multi-operator systems for Santa Monica, Pasadena and several social service agencies. TA also designed a timed-transfer "pulse" transit system for a suburban community (Carson) and, almost a decade later, redesigned it to become the nation's only transit system directed primarily at the transportation of schoolchildren, integrating it with service to the general public and intersecting 13 municipal bus lines and passenger rail service. TA also prepared five municipal transit plans, conducted a number of coordination and consolidation studies, and engaged in dozens of other planning and design projects for a range of public- and private-sector clients.

In 1982, Transportation Alternatives began serving as the technical consultant to a multi-provider paratransit brokerage system and, subsequently, a 70-vehicle paratransit operation and non-emergency medical transportation service (see PTS Transportation below).

Among TA's consulting efforts in the last decade:

- In 1995, TA conducted a USAID-funded evaluation of Russian bus manufacturer Pavlovo Bus Factory (PAZ), examining its products, production facilities and export potential.
- As a subcontractor to Circadian Technologies, Inc., TA conducted an FMCSA-funded examination of the duty cycles and operating environments of U.S. motorcoach services, including an identification of institutional, economic and operating factors which relate to driver fatigue and stress.
- With Dunlap & Associates and PTSI, TA conducted two studies (loading/unloading and on-time reliability problems of special education students) for the District of Columbia Public Schools (under the Consent Decree of a class action lawsuit).
- As a subcontractor to Alberta-based AQL Consultants, TA undertook an analysis of the City of Edmonton's Disabled Adults Transportation System, including an examination of DATS' custom-designed software and scheduling algorithms.
- TA developed new system design parameters for the State of Rhode Island's statewide, consolidated paratransit system, and incorporated them into an RFP, grading scale and operating contract for the selection of vendors and the oversight of their contractual obligations.
- As a subcontractor to Team Inc., TA helped develop technical specifications for a coordinated school/transit bus, and provided technical assistance about the operating and institutional barriers associated with its use, for an FTA-funded demonstration project.
- I conducted workshops, and made conference presentations, at national, state and Provincial conferences on an array of subjects including: Vehicle selection and specification; transit and schoolbus crossing safety; driver and attendant assignment and training; system monitoring and evaluation; management and operations; system design; software applications; transportation safety and liability; driver and motorist fatigue; and forensic analysis and expert witness services.
- I authored dozens of papers on transit, paratransit, motorcoach and schoolbus operations and safety – including regular monthly columns in National Bus Trader and School Transportation News, and eight papers published by the American Public Transportation Association in the Proceedings of its annual Bus and Paratransit Conferences.
- As a Contributing Editor, I began authoring a multi-year series of monthly articles about crossing for School Transportation News, one of the schoolbus industry's primary two trade magazines (readership: 90,000).

- Most recently, I was engaged as an instructor for the newly-formed Motorcoach Academy initiated as a joint venture between the United Motorcoach Association and the College of Southern Maryland.

Since 1989, I also served as an expert witness/consultant to attorneys and insurance companies in more than 225 accident- or incident-related law suits involving wrongful death, personal injury and class actions. In these efforts, I assisted attorneys and insurance carriers representing a range of public agencies, transit agencies, private contractors, school districts, labor unions, social service agencies, vehicle manufacturers, dealers, equipment manufacturers, bus drivers, and other individuals -- as well as scores of attorneys filing claims against this same range of parties.

**1982 – 1992**

## **PTS TRANSPORTATION**

Van Nuys, California

### **Chairman/General Manager**

In 1982, I formed a transportation service company which was awarded a contract to design, and serve as the initial broker of, a multi-modal paratransit system transporting elderly and disabled residents of Los Angeles' San Fernando Valley. PTS certified and transported 12,000 clients, selected subcontractors and directed their operating activities, designed "skeleton" routes and schedules, and monitored a \$2M operating budget.

In 1983, PTS began the operation of its own paratransit system serving physically and developmentally disabled residents of the San Fernando Valley. This 15-vehicle system quickly grew into a 70-vehicle operation employing 125 individuals, providing 2,200 trips daily, and grossing \$6M -- including our expansion of service into the Antelope Valley. In 1988, PTS began providing non-emergency medical transportation (NEMT) service to hospitals and medical centers throughout Los Angeles County, beginning with seven additional vehicles and utilizing common "spares" from the existing San Fernando Valley fleet. Finally, PTS expanded to provide subcontract service to disabled clients of charter service and limousine companies, and corporate clients, as well as shuttle service to churches and other organizations on both regular and charter bases.

1989 - 1995

**TAM-USA**  
Van Nuys, California

**Chairman/Vice President**

With initial support from Fortune 200 company Combustion Engineering (subsequently acquired by Asea Brown Boveri), Transportation Alternatives created a U.S.-Yugoslav joint venture company, TAM-USA, which (following Slovenia's independence) became the first U.S.-Slovene Joint Venture Company. Leveraging more than \$8M in development capital from two Slovene partners and a loan from the Slovene government, TAM-USA became the North American distributor of all TAM truck and bus products. (Body maker AM-BUS joined the venture in 1990 as the third partner.)

As minority partner, TA served officially as the technical and marketing consultant to TAM-USA. As TAM-USA's Chairman and Vice President, I formed a User Design Committee including representatives from USDOT, National Safety Council, umbrella organizations representing both school districts and private contractors, four State Directors of Pupil Transportation, several local school district directors, and the nation's five largest school bus contractors (Laidlaw, Ryder, Mayflower, VANCOM and Durham). Under my direction, the UDC provided comprehensive design input into the transformation of a European motorcoach vehicle envelope into a USDOT-certified school bus. Following Slovenia's independence, the collapse of our two major West Coast school bus competitors, and other difficult business challenges, we designed and introduced a single-rear-axle motorcoach into the U.S. market, and successfully sold a dozen of them in 1993 -- barely four years after the original joint venture was formed. In the beginning of 1994, we sold another 30 motorcoaches which were never delivered as a result of the liquidation of parent-companies TAM BUS and Avtomontaza by the Slovene government following the nation's transition to democracy.

Despite TAM-USA's short lifespan and limited commercial success, I succeeded in getting photographs on the cover of two issues of School Bus Fleet magazine, and an issue of National Bus Trader magazine, along with numerous articles, photographs and advertising in School Bus Fleet, School Transportation News, National Bus Trader and Bus Ride. A lengthy article about the TAM-USA project, focusing on its transition from the school bus to motorcoach market, was published in East European Investment magazine (September, 1993). I directed all TAM-USA advertising and public relations activities, include the design of all advertising copy.

As a result of these activities, TAM-USA began exporting U.S. and Canadian automotive components to TAM BUS for inclusion in vehicles designed and exported for Western European, Eastern European and North African markets. The TAM-USA effort was also responsible for helping to introduce a number of automotive components from a number of major U.S. companies -- including Rockwell and Cummins -- into the bus markets in Russia, Israel, Croatia and Slovenia.

**1978, 1979**

**SMITH & HOWARD ASSOCIATES**

Washington, D.C.

**Senior Planner**

I prepared the summary of the National Survey of the Transportation Handicapped submitted to Congress -- which, years later, formed one of the bases for the transportation sections of the Americans with Disabilities Act (ADA). I conducted a comprehensive survey of the impacts of the Federally-required "half fare provision" for elderly and disabled riders on transit ridership and revenue. And I served as the principal investigator and author of a USDOT-funded study of barriers to the diffusion of innovation in the transit industry.

**1976, 1977**

**PUBLIC TECHNOLOGY, INC.**

Washington, D.C.

**Project Manager**

I supervised a staff of eight planners, helped coordinate activities for the Urban Consortium of Technology Initiatives (members included U.S. cities with populations over 500,000), and edited technical documents prepared for number of studies funded by the USDOT's Office of the Secretary and its Urban Mass Transportation Administration (currently the Federal Transit Administration). I also designed, and served as Project Manager and Acting Director for, the USDOT/APTA-sponsored National Conference on Transit Performance (September, 1977).

**LINTON & COMPANY**

Washington, D.C.

**Planning Associate**

I helped prepare a Unified Work Program outlining the planning and programming activities conducted by the Illinois Department of Transportation.

**EDUCATION**

**M.U.R.P.**, George Washington University, Urban and Regional Planning, 1975

**B.A.**, English Literature, Rutgers University, 1969

## ASSOCIATIONS/AFFILIATIONS

- American Public Transportation Association (APTA)
- National Association of Pupil Transportation (NAPT)
- United Motorcoach Association (UMA)
- Community Transportation Association of America (CTAA)
- National Conference on School Transportation (1995, 2000, 2005)
- Committee for School Travel Safety, National Academy of Sciences
- Association Internationale pour la Sécurité du Transport des Jeunes (AIST)
- Family Motor Coach Association (FMCA)
- Access Committee, and Wheelchair Securement Subcommittee (APTA)
- Supplier's Council of the National Association of State Directors of Pupil Transportation (NASDPTS)
- U.S. Business Council for Slovenia (Director, 1991-1996)
- U.S. Business Council for Southeastern Europe (Board of Directors, 1988-1996)

## PUBLICATIONS

“Flashers, Signals and Recognition: Part 3: School Transportation News, March, 2010

“Stairways, Escalators and Expectations.” National Bus Trader, March, 2010.

“Flashers, Signals and Recognition: Part 2: School Transportation News, February, 2010

“Isolation, Perspective and Misplaced Pride.” National Bus Trader, February, 2010.

“Flashers, Signals and Recognition: Part 1: School Transportation News, January, 2010

“The Creep of Common Carrier Status.” National Bus Trader, January, 2010.

“Operators, Lawyers and Underwriters.” National Bus Trader, December, 2010.

“Ten Stunning Accomplishments in Buses and Motorcoaches and their Operations.” National Bus Trader. November, 2009.

“Top Ten most Stupid Things about Buses, Motorcoaches and their Operations.” National Bus Trader, October, 2009.

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“Some Things you should Know about Seat Belts.” National Bus Trader, January, 2009.

“Double the Passengers, Double the Responsibility: Part 2.” National Bus Trader, December, 2008.

“Flashers, Signals & Recognition.” School Transportation News, November, 2008.

“Double the Passengers, Double the Responsibility: Part 1.” National Bus Trader, November, 2008.

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“Zeal and Disparity.” National Bus Trader, October, 2008.

“Tiny Buttons and Fat Wallets.” National Bus Trader, September, 2008

“Sharing the Stop, Sharing the Blame.” School Transportation News, September, 2008.

“Repositioning and Regret.” National Bus Trader, August, 2008

“Who Needs to be on the School Bus.” School Transportation News, July, 2008.

“A Mile in Their Wheelchairs.” School Bus Fleet, July, 2008.

“Controlling the Gray Zone.” National Bus Trader, July, 2008.

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“The Steel Wave.” School Transportation News, May, 2008.

“Footsie and Patsy.” National Bus Trader, May, 2008.

“Compromising Safety to Reduce Liability Exposure.” School Transportation News, April, 2008.

“Buses and Bikes – Mass, Visibility and Unfair Fights.” National Bus Trader, April, 2008.

“The Enigma of the Non-Yellow Schoolbus.” School Transportation News, March, 2008.

“Precision and Virtuosity.” National Bus Trader, March, 2008.

“Just Being There.” National Bus Trader, February, 2008.

“Bad Evidence, Bad Faith.” National Bus Trader, January, 2008.

“Civil Rights and Common Sense.” National Bus Trader, December, 2007.

“Stop Positioning and Crossing Orientation.” School Transportation News, November, 2007.

“Causation and Blame.” National Bus Trader, November, 2007

“Retrograde and Retrofits.” School Transportation News, October, 2007.

“Alcohol and Public Policy.” National Bus Trader, October, 2007.

“Crossing to the Stop and Along the Path.” School Transportation News, September, 2007.

“Previews and Precursors.” National Bus Trader, September, 2007.

“Fatality Case Depicts Relationship of School Bus Stops to Student Security: Part 2.” School Transportation News, August, 2007.

“Responsibility and Control.” National Bus Trader, August, 2007.



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“Structure and Communications.” National Bus Trader, July, 2007.

“Distinguishing between the Bus Stop and Waiting Area.” School Transportation News, June, 2007.

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“Getting Off the Bus.” National Bus Trader, May, 2007.

“The Case for Forward-Facing Seats.” National Bus Trader, April, 2007.

“Serendipity and Survival.” National Bus Trader, March, 2007.

“Passenger Versus System Choice.” National Bus Trader, February, 2007.

“Who Picks the Stops.” School Transportation News, February, 2007.

“Minding the Store.” National Bus Trader, January, 2007.

“Who We Are and What We Do.” School Transportation News, January, 2007.

“Crossing: Things to Come.” School Transportation News, December, 2006.

“Negligent Filing.” National Bus Trader, December, 2006.

“Buying Tomorrow’s Buses Today: Part 9: Accessibility and Securement.” National Bus Trader, November, 2006

“Buying Tomorrow’s Buses Today: Part 8: Enhanced Visibility.” National Bus Trader, October, 2006

“Buying Tomorrow’s Buses Today: Part 7: Illumination and Visibility.” National Bus Trader, September, 2006

“Buying Tomorrow’s Buses Today: Part 6: Crash Avoidance and Protection.” National Bus Trader, July, 2006

“Buying Tomorrow’s Buses Today: Part 5: Seating.” National Bus Trader, July, 2006

“Buying Tomorrow’s Buses Today: Part 4: Stepwells.” National Bus Trader, June, 2006.

“Buying Tomorrow’s Buses Today: Part 3: Doors.” National Bus Trader, May, 2006.

“Buying Tomorrow’s Buses Today: Part 2: Structures and Suspension Systems” (with Dr. Anil Khadilkar). National Bus Trader, April, 2006

“Clearing the Mirrors.” National Bus Trader, March, 2006

“Buying Tomorrow’s Buses Today: Part 1: Introduction.” National Bus Trader, February, 2006

“The Old Heave-Ho.” National Bus Trader, January, 2006.

“Availability and Usage.” National Bus Trader, December, 2005

“Knowing Your Passengers.” School Transportation News, November, 2005.

“Plans, Preparation and the S-Word.” National Bus Trader, November, 2005.

“Competitive Bidding and Competitive Safety.” National Bus Trader, October, 2005.

“Sights and Sounds.” National Bus Trader, September, 2005.

“Instinct and Indignation.” National Bus Trader, August, 2005.

“Pretense and Indifference.” National Bus Trader, July, 2005.

“The Seven Deadliest Sins.” National Bus Trader, June, 2005.

“Smiting the Passengers.” National Bus Trader, May, 2005.

“Latitude and Longitude.” National Bus Trader, April, 2005.

“Safety and Liability.” National Bus Trader, March, 2005.

“GVWR in the Fast Food Nation.” National Bus Trader, February, 2005.

“Frivolity and Frustration.” National Bus Trader, January, 2005.

“Seating and Securement.” National Bus Trader, December, 2004.

“Blocking the Windshield, Missing the Point.” National Bus Trader, November, 2004.

“Running Time and Cycle Time.” National Bus Trader, October, 2004.

“Training the Trainers.” National Bus Trader, September, 2004.

“The Documentation Dilemma.” National Bus Trader, August, 2004.

“Defensive Non-Driving.” National Bus Trader, July, 2004.

“Common Carriers and Common Passengers.” National Bus Trader, June, 2004.

“Optimizing the Mix of Dedicated and Non-Dedicated Paratransit Services.” In Proceedings of the Bus and Paratransit Conference. American Public Transportation Association (May, 2004).

“Cheap and Portable Evidence.” National Bus Trader, May, 2004.

“Doing the ADA Limbo.” National Bus Trader, April, 2004.

“Common Signage and Common Sense.” National Bus Trader, March, 2004.

“Limits of Liability in Time and Space.” National Bus Trader, February, 2004.

“Evidence and Effort.” National Bus Trader, January, 2004.

“Life Cycle Costing.” National Bus Trader, December, 2004.

“Blackouts and Black Eyes: The Eastern Blackout of August 14.” National Bus Trader, November, 2003).

“Raising the Bar on Small Vehicle Safety.” National Bus Trader (October, 2003).

“Pulling to the Curb.” National Bus Trader (September, 2003)

“Pi R Squared.” National Bus Trader (August, 2003)

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“Parking on the Hillside.” National Bus Trader (June, 2003)

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“The Death Raft.” National Bus Trader (April, 2003)

“Accidents Motorcoaches Do NOT Have.” National Bus Trader (March, 2003)

“The Multipurpose Bus.” National Bus Trader (February, 2003)

“The Wages of Negligence.” National Bus Trader (January, 2003).

“Fatigue Monitoring Reality.” National Bus Trader (December, 2002).

“Fatigue Monitoring Technology.” National Bus Trader (November, 2002).

“Harassment.” National Bus Trader (October, 2002).

“Safety and Fares.” National Bus Trader (September, 2002).

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“Classifications of Service.” National Bus Trader (July, 2002).

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“Reviewing Drivers’ Logs.” National Bus Trader (May, 2002).

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“The Training Conundrum.” National Bus Trader (November, 2001).

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“Knowledge and Perception.” National Bus Trader (September, 2001).

“The Price of Digital Madness.” National Bus Trader (August, 2001)

“Playing Zone Defense.” National Bus Trader (July, 2001).

“A Time to Surrender.” National Bus Trader (June, 2001).

“Indirect Accidents – Data Vacuum and Liability Bonanza.” In Proceedings of the Bus and Paratransit Conference. American Public Transportation Association (May, 2001).

“Sequencing Decisions in Paratransit System Design.” In Proceedings of the Bus and Paratransit Conference. American Public Transportation Association (May, 2001).

“Liability Flashpoints in Transit and Paratransit Operations.” In Proceedings of the Bus and Paratransit Conference. American Public Transportation Association (May, 2001).

“Defending Against Law Suits – A New Operating Function.” National Bus Trader (May, 2001).

“Accommodating Schoolchildren on Public Transit.” In Proceedings of the Bus and Paratransit Conference. American Public Transportation Association (May, 2000).

“Accident Analysis and Legal Defenses.” In Proceedings of the Bus and Paratransit Conference. American Public Transportation Association (May, 2000).

“Principles of Paratransit System Design.” In Proceedings of the Bus and Paratransit Conference. American Public Transportation Association (May, 2000).

“Crossing in Front of the Bus.” School Transportation News (March, 2000): 29, 30.

“The Hard Truth about Law Suits.” School Transportation News (January, 2000): 15-19.

“Why Seat Belts Should Not be Installed on Large School Buses.” School Transportation News (May, 1999): 18, 19.

“How the School Bus Community Became Involved in the Olympics.” School Transportation News (November, 1996): 2,3.

“Getting Started, Getting Help.” (Dateline: NCTA, April, 1996)

“Good News About Wheelchairs and Transportation.” Exceptional Parent (March, 1996): 57, 58.

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Map and Schedule for Carson Circuit Transit System (Van Nuys, California, 1993, rev. 1995)

"Guidelines for Using Transportation Services." Exceptional Parent (September, 1995)

"Transit's Role in Student Transportation: Partnerships in the Transportation of Students" (with Ron Kinney). (Presented to, and adopted by, the National Association of State Directors of Pupil Transportation Services, 1995)

"Accommodating the Perceptual Limitations of Schoolchildren on Public Mass Transit: The European Model." School Transportation News (November, 1994): 8,9.

City of Carson Transit Plan (Van Nuys, California, 1993)

City of Redondo Beach Transportation Plan (Van Nuys California, 1984)

City of South Pasadena Transportation Plan (Van Nuys, California, 1984)

City of Whittier Transportation Plan (Van Nuys, California, 1983)

City of Beverly Hills Transit Plan (Van Nuys, California, 1983)

Mixed Mode Cost Comparison (Privatization study submitted to the Pomona Valley Joint Powers Authority, Pomona, California, 1983)

Evaluation of the Feasibility of Coordinating or Consolidating Social Service Agency Paratransit Services on Los Angeles County's "West Side." (For the Los Angeles County Transportation Commission, 1983)

Performance Audit of the Glendale Dial-A-Ride System (Van Nuys, California, 1982).

Mixed Mode Comparison: Los Angeles County's South Bay (privatization study prepared for Wilmington/Checker Cab, submitted to the Los Angeles Transportation Commission, 1982).

Study of the Consolidation or Coordination of Social Service Agency Paratransit Services in Orange County, California (with Roy Glauthier, Roger Teal). (Prepared for the Orange County Transportation Commission, 1981)

Special Paratransit Service for Elderly and Handicapped Persons: Vol. 1, Case Studies. Vol. 2, Operational Experiences. Vol. 3, Decision Manual for System Design. Washington, D.C.: Office of Planning Assistance, Urban Mass Transportation Administration. 1981.

Barriers to the Diffusion of Innovation in the Transit Industry. Washington, D.C.: Office of Policy and Planning. Urban Mass Transportation Administration. 1978.

Alternative Work Schedules: An Information Bulletin. Washington, D.C.: Public Technology, Inc. 1977.

Transit Productivity: An Information Bulletin. Washington, D.C.: PTI, 1977.

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