# Course Description

This course offers an examination of passenger and freight transportation management structures and operations for transportations systems’ impact on an organization’s financials. Students will also explore financial challenges and practices that are integrated into unionized and non-unionized environments.

# University Learning Outcomes (ULO)

* **ULO1:**Knowledge of Human Cultures and the Physical and Natural World
* **ULO2:**Intellectual and Practical Skills
* **ULO3:**Personal and Social Responsibility
* **ULO4:**Integrative and Applied Learning­
* **ULO5:**Immersed in the Critical Concerns of the Sisters of Mercy of the Americas

# Program Learning Outcomes (PLO)

* **PLO1**: Students will effectively research and communicate in writing (in APA format) ideas and arguments associated with business leadership and management issues. (ULO 1, 3, 4)
* **PLO2**: Students will apply knowledge and skills to develop a comprehensive business plan which demonstrates competency in the following areas: management, operations, finance, and marketing. (ULO 2, 4)
* **PLO3**: Apply critical thinking to real life work problems through the application of theoretical and experiential knowledge. (ULO 1, 2, 4)
* **PLO4**: Students will identify issues and strategies related to ethics and corporate social responsibility and its implications for business. (ULO 2, 3, 4)

# Course Learning Outcomes (CLO)

* **CLO1:** Analyze the processes and understand the role each level of government plays in funding transportation infrastructure.
* **CLO2:** Evaluate key financial principles that guide financial analysis of transportation systems and management.
* **CLO3:** Assess and develop financial plans that support stakeholders and the mission of transportation organizations.
* **CLO4:** Understand financial challenges and practices that are integrated into unionized and non-unionized environments.

# Student Expectations

Students are expected to do the following:

* Ask probing and insightful questions related to course content.
* Make meaningful and relevant connections and application to their own learning process.
* Be productive and contributing members of class discussions.

# Required Course Materials

All course materials are embedded in the Blackboard course.

# Suggested Point Values

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| **Assessment** | **Point Value** | **Due** |
| **Week 1** |  |  |
| Discussion: Top 5 Issues for 2018 | 30 |  |
| Discussion: Economic Impact Report of Public Transportation Investment | 30 |  |
| Discussion: Critical Evaluation Week 1 | 70 |  |
| **Week 2** |  |  |
| Discussion: The Quiet Revolution in Transportation Finance | 30 |  |
| Discussion: Geography of Transportation Systems – Transport Cost | 30 |  |
| Comprehensive Research Project: Week 2 | 60 |  |
| **Week 3** |  |  |
| Discussion: Hybrid Electric Vehicles and the Implications for Transportation Finance | 30 |  |
| Discussion: Critical Evaluation Week 3 | 70 |  |
| Comprehensive Research Project: Week 3 | 60 |  |
| **Week 4** |  |  |
| Discussion: Why It's So Expensive to Build Urban Rail in the United States | 30 |  |
| Discussion: Critical Evaluation Week 4 | 70 |  |
| **Week 5** |  |  |
| Discussion: Pros and Cons of Public–Private Partnerships | 30 |  |
| Discussion: Gas Tax and Public–Private Partnerships | 30 |  |
| Comprehensive Research Project: Week 5 | 60 |  |
| **Week 6** |  |  |
| Transportation Funding Analysis | 60 |  |
| Discussion: Critical Evaluation Week 6 | 70 |  |
| **Week 7** |  |  |
| Discussion: Orange County Streetcar Project | 30 |  |
| Discussion: Critical Evaluation Week 7 | 70 |  |
| Comprehensive Research Project: Week 7 | 140 |  |
| **Total Points** | **1000** |  |

**Grading Scale**

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| **Grade** | **Range** |
| A | 93–100 |
| A- | 90–92 |
| B+ | 87–89 |
| B | 83–86 |
| B- | 82–80 |
| C+ | 77–79 |
| C | 73–76 |
| C- | 70–72 |
| D+ | 67–69 |
| D | 63–66 |
| D- | 60–62 |
| F | 59 |

# Weekly Learning Modules

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| **Week One: Overview of the Demand and Financing of Transportation** | | |
| ***Learning Objectives*** | ***Alignment*** | |
| * 1. Develop an understanding of the finance decision-making process of transportation organizations. | CLO1, 2, 3 | |
| * 1. Evaluate an organization's financial needs to meet changing demand. | CLO1, 2, 3 | |
| * 1. Understand external funding sources, including federal and state. | CLO1, 2, 3 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | ***Alignment*** | ***AIE*** |
| **Tutorials**  During this course, you will be asked to use and participate in various technologies to complete activities and assignments.  **Review** the tutorials available on Blackboard, as needed.  **Click** the **Student Resources** button from the menu on the left. | N/A | N/A |
| **Weekly Participation and Discussion**  The purpose of the weekly discussions is to provide you with a way to synthesize the concepts presented in this course. Each week, you will respond to the discussion questions with a substantive post of 200 to 250 words that addresses all the prompts for the question by 11:59 p.m. EST of the listed due date. By the conclusion of each week, Sunday at 11:59 p.m. EST, you will make at least 1 substantive comment of 100 to 150 words to 3 of your classmates’ posts for each assigned discussion question. Your comments must further the discussion by following the RISE model for meaningful feedback. It is recommended that you check in periodically throughout the week to ensure that you are meeting the participation requirement.  **Review** the RISE Model for Peer Feedback, located on Blackboard. |  |  |

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| **Readings**  **Read** the following articles:   * *Public Transportation Investment Background Data* * Rall, J. (2016). *Transportation governance and finance: A 50-state review of state legislatures and departments of transportation*. Washington, DC: American Association of State Highway and Transportation Officials.   + Read pp. 9–27 & 48–78. It is also recommended that you read the section covering the state in which you are employed. * [Rodrigue. D., & Notteboom, D. (2018, August 05). *Transport supply and demand*.](https://transportgeography.org/?page_id=5277) | |  |  |
| ***Supplemental Resources and Activities***  *Explore these optional resources to deepen your understanding.* | | ***Alignment*** | ***AIE*** |
| **Adobe Connect Live Discussion**  **Review** [Adobe Connect Resources](https://sites.gmercyu.edu/student-resources/adobe-connect-resources/).  **Participate** in the scheduled live session with the course instructor. This session will provide an overview of the course and discuss the major assignments in the course.  **Prepare** to ask questions concerning the content of the week and the course as a whole.  *Note:* A recorded lecture will be made available to those who are unable to attend the live session. | | 1.1, 1.2, 1.3 | Live Discussion: lecture and discussion = **1 hour** |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion: Top 5 Issues for 2018**  As stated in the [APTA economic impact report](https://www.apta.com/resources/reportsandpublications/Documents/Economic-Impact-Public-Transportation-Investment-APTA.pdf), the ROI for transportation infrastructure in the United States is $3.7 billion for each billion invested. This means there is an annual return of $3.7 billion a year for every billion spent.  **Read** [Top 5 Issues for 2018: Transportation & Infrastructure: The Precarious Condition of U.S. Infrastructure by Sean Sloan](http://knowledgecenter.csg.org/kc/content/top-5-issues-2018-transportation-infrastructure-precarious-condition-us-infrastructure).  **Respond** to the following question by Thursday 11:59 p.m. (EST). Provide specific examples to support your answers:   * Discuss the challenges that hinder transportation investment, causing the loss of the ROI.   **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 3 of your classmates' posts by 11:59 p.m. (EST) on Sunday. | | 1.1, 1.2, 1.3 | Discussion: one post and replies to three other posts = **1 hour** |
| **Discussion: Economic Impact Report of Public Transportation Investment**  **Read** the [Economic Impact Report of Public Transportation Investment](https://www.apta.com/resources/reportsandpublications/Documents/Economic-Impact-Public-Transportation-Investment-APTA.pdf).  **Respond** to the following question by Thursday 11:59 p.m. (EST). Provide specific examples to support your answers:   * Discuss the economic impacts of transportation investment that you believe deliver the greatest benefits.   *Note:* Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 1.1, 1.2, 1.3 | Discussion: one post and replies to three other posts = **1 hour** |
| **Discussion: Critical Evaluation Week 1**  Leadership often analyzes current long- and short-term challenges in their transportation organization. Choose a problem or challenge related to this week’s topic. You will research the problem or challenge to develop a critical evaluation. Your instructor will be happy to help you define your topic. For support with locating articles*,* Locating Peer Reviewed Transportation Finance Articles.  Your critical evaluation in the discussion forum for the week should be no more than 3 pages, not including your references. This assignment will be posted in a discussion board, so you will not need a cover page or abstract. You are expected to give a summary of the problem and your findings. Your summary should include the following:   * Introduction * Clear and concise impact on transportation finance at the organization, state, or federal level * Overview of any contradictory arguments, if available * Suggestions for improving the impact of the problem or challenge * Conclusion   **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 3 of your classmates' posts by Sunday.  *Note*: Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3 students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 1.1, 1.2, 1.3 | 2.5 hours |
| **Total** |  |  | **5.5** |

# Faculty Notes

**Course Setup**

**General Questions and Discussion Forum:** This course includes a discussion forum for general questions, comments, and concerns. This forum is intended for any course-related commentary not found within a specific weekly discussion. This forum is not graded. Make sure to monitor this forum for student posts. You are encouraged to make an announcement advertising this forum and monitor and post regularly to build engagement.

**Adobe Connect:** Consider posting an announcement asking students to submit any questions or topics they'd like addressed ahead of time. The instructor can then utilize those questions that come up in the first part of the week to tailor the live Adobe Connect class session that would be scheduled toward the later part of the week. That 1-hour synchronous session will allow students the opportunity to go over any questions they had with the homework and clarify any misconceptions they have about the course content. All Adobe Connect sessions should be recorded and a link to the recording be posted to the course page so any student who misses the session can review it later in the week.

*Note:* It is the instructor’s choice as to what day they will schedule the Adobe Connect Live Session, but it is recommended that they schedule this session for Wednesday of the week so students have plenty of time to review their homework prior to the deadline on Sunday.

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| Week Two: The Direct Costs of Transportation |  |  |
| ***Learning Objectives*** | ***Alignment*** | |
| * 1. Analyze direct costs of transportation, including the fixed and variable costs. | CLO2, 3 | |
| * 1. Evaluate the current state of transportation capital stock. | CLO2, 3 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | ***Alignment*** | ***AIE*** |
| **Readings**  **Read** the following articles:   * Rodrigue,J., & Notteboom, T. Transport costs. *The Geography of Transport Systems.* * Transportation Statics Annual Report 2017 * [DOT Annual Accomplishments](https://www.fhwa.dot.gov/policyinformation/pubs/hf/pl11028/) |  |  |
| ***Supplemental Resources and Activities***  *Explore these optional resources to deepen your understanding.* | ***Alignment*** | ***AIE*** |
| **Adobe Connect Live Discussion**  **Review** [Adobe Connect Resources](https://sites.gmercyu.edu/student-resources/adobe-connect-resources/).  **Participate** in the scheduled live session with the course instructor. This session will provide an overview of the course and discuss the major assignments in the course.  **Prepare** to ask questions concerning the content of the week and the course as a whole.  *Note:* A recorded lecture will be made available to those who are unable to attend the live session. | 2.1, 2.1 | Live Discussion: lecture and discussion = **1 hour** |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | ***Alignment*** | ***AIE*** |
| **Discussion: The Quiet Revolution in Transportation Finance**  **Read** the article “A Quiet Revolution in Transportation Finance: The Rise of Local Option Transportation Taxes.”  **Post** a clear and logical response in 150 to 200 words to the following, providing specific examples to support your answers:   * Discuss possible solutions to the declining rate of collection for local fuel taxes due to increased automobile fuel efficiency.   *Note*: Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3 students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | 2.1 | Discussion: one post and replies to three other posts = **1 hour** |
| **Discussion: Geography of Transportation Systems- Transport Cost**  **Read** The Geography of Transport Systems.  **Post** a clear and logical response in 150 to 200 words to the following, providing specific examples to support your answers:   * As the reading states, transport costs include variable costs often driven by fluctuating energy costs. Discuss ways an organization might reduce these variable cost risks.   **Respond** to at least 3 students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | 2.1, 2.2 | Discussion: one post and replies to three other posts = **1 hour** |
| **Comprehensive Research Project Week 2**  You will complete a comprehensive research project over the course, with the final paper due in Week 7. The project will have multiple parts due throughout the course.  Due this week:   * Week 2: You will choose a topic that will be approved by your instructor. You will submit a short summary of your topic. The summary should be no more than 2 pages, not including your cover page, abstract, and references.   To be completed in later weeks:   * Week 3: Literature Review * Week 5: You will submit an outline of your paper. Remember this is an outline, which may have bullet points covering the following:    + Statement of the problem   + Literature review   + Suggestions to improve the problem   + Conclusion * Week 7: Pulling it all together, you will submit your final paper. Your final paper should be no more than 10 pages in length.   **Remember** to submit all your work in APA format.  **Submit** this assignment by 11:59 p.m. (Eastern time) on Sunday. | Varies | 3.0 hours |
| **Total** |  | 6 |

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| Week Three: Transportation Planning and Forecasting | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Assess the investment needs to meet short- and long-term transportation planning. | | CLO1, 2, 3 | |
| * 1. Apply forecasting techniques to develop recommendations to management. | | CLO1, 2, 3 | |
| * 1. Project internal and external funds needed to meet the goals of the transportation organizations. | | CLO1, 2, 3 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Readings**  **Read** the following articles:   * Hybrid Electric Vehicles and Implications for Transportation Finance * Statewide and Megaregional Travel Forecasting Models: Freight and Passenger * [Common Flaws in Forecasting](https://transportgeography.org/?page_id=1629) | |  |  |
| ***Supplemental Resources and Activities***  *Explore these optional resources to deepen your understanding.* | | ***Alignment*** | ***AIE*** |
| **Adobe Connect Live Discussion**  **Review** [Adobe Connect Resources](https://sites.gmercyu.edu/student-resources/adobe-connect-resources/).  **Participate** in the scheduled live session with the course instructor. This session will provide an overview of the course and discuss the major assignments in the course.  **Prepare** to ask questions concerning the content of the week and the course as a whole.  *Note:* A recorded lecture will be made available to those who are unable to attend the live session. | | 3.1, 3.2, 3.3 | Live Discussion: lecture and discussion = **1 hour** |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion: Hybrid Electric Vehicles and the Implications for Transportation Finance**  In 2008, new passenger cars averaged 35.5 mpg, increasing to [37.7 in 2016](https://www.bts.gov/content/average-fuel-efficiency-us-light-duty-vehicles) as reported by the US DOT. As gas consumption decreases, tax revenue also declines. This, however, does not greatly change the road usage impact, resulting in lower tax revenue and continued damage to the U.S. transportation system.  **Respond** to the following question by Thursday 11:59 p.m. (EST). Provide specific examples to support your answers:   * Do you believe that best way to increase revenue is to increase the per gallon tax rate to cover the needed improvements to the U.S. transportation system?   **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 3 of your classmates' posts by 11:59 p.m. (EST) on Sunday. | | 3.1, 3.2, 3.3 | Discussion: one post and replies to three other posts = **1 hour** |
| **Discussion: Critical Evaluation Week 3**  Leadership often analyzes current long- and short-term challenges in their transportation organization. Choose a problem or challenge related to this week’s topic. You will research the problem or challenge to develop a critical evaluation. Your instructor will be happy to help you define your topic. For support with locating articles, Locating Peer Reviewed Transportation Finance Articles.  You will post your critical evaluation in the discussion forum for the week. You are expected to give a summary of the problem and your findings. Your summary should include the following:   * Introduction * Clear and concise impact on transportation finance at the organization, state, or federal level * Overview of any contradictory arguments, if available * Suggestions for improving the impact of the problem or challenge * Conclusion   Your critical evaluation should be no more than 3 pages, not including your references. This assignment will be posted in a discussion board, so you will not need a cover page or abstract.  **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 3 of your classmates' posts by Sunday.  *Note*: Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3 students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 3.1, 3.2, 3.3 | Discussion: one post and replies to three other posts = **1 hour** |
| **Comprehensive Research Project Week 3**  You will complete a comprehensive research project over the course, with the final paper due in Week 7. The project will have multiple parts due throughout the course.  Due this week:   * Week 3 Literature Review: Write a literature review for your research topic, including at least 5 articles. Write a brief summary of 1 to 2 paragraphs for each article.   To be completed in later weeks:   * Week 5: You will submit an outline of your paper. Remember this is an outline, which may have bullet points covering the following:    + Statement of the problem   + Literature review   + Suggestions to improve the problem   + Conclusion * Week 7: Pulling it all together, you will submit your final paper. Your final paper should be no more than 10 pages in length.   **Remember** to submit all your work in APA format.  **Submit** this assignment by 11:59 p.m. (Eastern time) on Sunday. | | Varies | 3.0 hours |
| **Total** |  |  | **6** |

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| Week Four: Transportation Investment Criteria | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Determine the cost of capital for investment in a transportation organization for maintenance and growth investments. | | CLO2, 4 | |
| * 1. Analyze the impact of external funding options in managerial decision making of investments. | | CLO2, 4 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Readings**  **Read** the following articles:   * Investment in Transportation Assets * Return on Investment in Transportation Asset Management Systems and Practices * Local Funding Options for Public Transportation | |  |  |
| ***Supplemental Resources and Activities***  *Explore these optional resources to deepen your understanding.* | | ***Alignment*** | ***AIE*** |
| **Adobe Connect Live Discussion**  **Review** [Adobe Connect Resources](https://sites.gmercyu.edu/student-resources/adobe-connect-resources/).  **Participate** in the scheduled live session with the course instructor. This session will provide an overview of the course and discuss the major assignments in the course.  **Prepare** to ask questions concerning the content of the week and the course as a whole.  *Note:* A recorded lecture will be made available to those who are unable to attend the live session. | | 4.1, 4.2 | Live Discussion: lecture and discussion = **1 hour** |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion:**  **Why It's So Expensive to Build Urban Rail in the United States**  **Read** the following article: <https://www.citylab.com/transportation/2018/01/why-its-so-expensive-to-build-urban-rail-in-the-us/551408/>  **Respond** to the following question by Thursday 11:59 p.m. (EST). Provide specific examples to support your answers:  In the United States, urban rail projects can cost as much as seven times as a similar project in Europe. The article lists the following as causes for the increased costs:   * Workers doing jobs that are no longer necessary * Union agreements * Excessive numbers of workers completing tasks * Projects potentially not being permitted to disturb existing commuter rail service * Low bidding that does not accurately reflect job costs   If you had financial responsibility for a new urban rail project, how would you ensure the best cost-effective investment to result in the lowest ridership metric?  **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 3 of your classmates' posts by 11:59 p.m. (EST) on Sunday. | | 4.1, 4.2 | Discussion: one post and replies to three other posts = **1 hour** |
| **Discussion: Critical Evaluation Week 4**  Leadership often analyzes current long- and short-term challenges in their transportation organization. Choose a problem or challenge related to this week’s topic. You will research the problem or challenge to develop a critical evaluation. Your instructor will be happy to help you define your topic. For support with locating articles,Locating Peer Reviewed Transportation Finance Articles.  You will post your critical evaluation in the discussion forum for the week. You are expected to give a summary of the problem and your findings. Your summary should include the following:   * Introduction * Clear and concise impact on transportation finance at the organization, state, or federal level * Overview of any contradictory arguments, if available * Suggestions for improving the impact of the problem or challenge * Conclusion   Your critical evaluation should be no more than 3 pages, not including your references. This assignment will be posted in a discussion board, so you will not need a cover page or abstract.  **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 3 of your classmates' posts by Sunday.  *Note*: Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3 students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 4.1, 4.2 | 2.5 hours |
| **Total** |  |  | **4.5** |

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| Week Five: Financial Benefits with Public–Private Partnerships | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Evaluate the benefits and challenges with public–private partnerships. | | CLO1, 3, 4 | |
| * 1. Identify the cost savings for transportation organizations involved in public–private partnerships. | | CLO1, 3, 4 | |
| * 1. Compare the cost and benefits on a project's ROI in public–private partnerships. | | CLO1, 3, 4 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Readings**  **Read** the following articles:   * Financial Analysis of Transportation * The Role of Private Investment in meeting U.S. Transportation Infrastructure Needs | |  |  |
| ***Supplemental Resources and Activities***  *Explore these optional resources to deepen your understanding.* | | ***Alignment*** | ***AIE*** |
| **Adobe Connect Live Discussion**  **Review** [Adobe Connect Resources](https://sites.gmercyu.edu/student-resources/adobe-connect-resources/).  **Participate** in the scheduled live session with the course instructor. This session will provide an overview of the course and discuss the major assignments in the course.  **Prepare** to ask questions concerning the content of the week and the course as a whole.  *Note:* A recorded lecture will be made available to those who are unable to attend the live session. | | 5.1, 5.2, 5.3 | Live Discussion: lecture and discussion = **1 hour** |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion: Pros and Cons of Public–Private Partnerships**  **Read** the following:   * [Financial Analysis of Transportation-Related Public Private Partnerships](https://www.thebalancesmb.com/public-private-partnership-pros-and-cons-844713)  [Public-Private Partnership Pros and Cons](https://www.thebalancesmb.com/public-private-partnership-pros-and-cons-844713). **Respond** to the following question by Thursday 11:59 p.m. (EST). Provide specific examples to support your answers:   * Discuss whether you believe the benefits of public–private partnership outweigh the cons.   **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 3 of your classmates' posts by 11:59 p.m. (EST) on Sunday. | | 5.1, 5.2, 5.3 | Discussion: one post and replies to three other posts = **1 hour** |
| **Discussion: Gas Tax and Public–Private Partnerships**  The federal gas tax has been the same for the last 25 years at 18.4 cents per gallon. While keeping the tax constant, the purchasing power has reduced by 64% due to inflation. This has resulted in states managing their own gas to tax to meet the needs of transportation infrastructure.  **Respond** to the following question by Thursday 11:59 p.m. (EST). Provide specific examples to support your answers:   * Do you believe that developing public–private partnerships can solve the shortage of needed funds at the state level by transferring management and maintenance to the partner organizations?   **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 3 of your classmates' posts by 11:59 p.m. (EST) on Sunday. | | 5.1, 5.2, ULO5 | Discussion: one post and replies to three other posts = **1 hour** |
| **Comprehensive Research Project Week 5**  You will complete a comprehensive research project over the course, with the final paper due in Week 7. The project will have multiple parts due throughout the course.  Due this week:   * Week 5: You will submit an outline of your paper. Remember this is an outline, which may have bullet points covering the following:    + Statement of the problem   + Literature review   + Suggestions to improve the problem   + Conclusion   To be completed in Week 7:   * Pulling it all together, you will submit your final paper. Your final paper should be no more than 10 pages in length.   **Remember** to submit all your work in APA format.  **Submit** this assignment by 11:59 p.m. (Eastern time) on Sunday. | | Varies | 3.0 hours |
| **Total** |  |  | **6** |

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| Week Six: Inter-Regional Transportation Finance | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Understand the current tax structure and financing for inter-regional transportation. | | CLO1, 3 | |
| * 1. Evaluate the regional differences in infrastructure reliability. | | CLO1, 3 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Readings**  **Read** Interregional Travel: A New Perspective for Policy Making | |  |  |
| ***Supplemental Resources and Activities***  *Explore these optional resources to deepen your understanding.* | | ***Alignment*** | ***AIE*** |
| **Adobe Connect Live Discussion**  **Review** [Adobe Connect Resources](https://sites.gmercyu.edu/student-resources/adobe-connect-resources/).  **Participate** in the scheduled live session with the course instructor. This session will provide an overview of the course and discuss the major assignments in the course.  **Prepare** to ask questions concerning the content of the week and the course as a whole.  *Note:* A recorded lecture will be made available to those who are unable to attend the live session. | | 6.1, 6.2 | Live Discussion: lecture and discussion = **1 hour** |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Transportation Funding Analysis**  **Write** a paper supporting your funding options for the project described below. You may use any combination of the listed funding options, listed below, as long as you meet your internal rate of return needs. Include in your analysis any risks you believe should be assessed in determining the best funding options. The paper should be no more than 3 pages not, including your cover, abstract and references.  **Overview:**   * **The organization:**     + The organization is a medium-sized public transportation firm meeting the needs for the second largest city in your state. Leadership is focused on the greatest ROI for each project. The organization has limited funding, so each dollar invested must be cost effective in an efficient manner.   + Your organization needs to bolster public support for improvements to maintain an adequate transportation system. All funding is sourced from rider fairs in addition to support from the county, state, and federal levels.   + The organization’s current strategic plan supports allocating funding to the best-performing (given the ROI criteria) transportation projects. * **Your role:**    + You are the chief financial officer at your organization. You have been asked to fund a large maintenance and improvement project covering 25% of recognized improvements in your inter-regional system.   + You will need to analyze the project and secure funding before the start of the improvements. You analysis needs to meet the ROI perimeters for your organization. Your board strongly encourages you to seek grant funding.   + Remember: Return on investment (ROI) is a measure of feasibility and profitability.   + Your analysis must meet the increasing demand for transparency by your organization’s leadership and stakeholders. * **The project:**   + A large maintenance and improvement project covering 25% of recognized improvements in your inter-regional system   + 5 years to complete   + Estimated total present value of the project: $84 million * **Key ROI components and procedures:**   + Criteria: ROI evaluation requires articulation of measurable criteria corresponding to the matters of concern and linkage of these criteria to the underlying policy objectives, statutory requirements, engineering standards, and established methods of measurement.   + Weighting: Some criterion may be determined to be more important relative to the other criteria, so a weighing factor is applied to each area or objective in the project.   + Metrics: Each criterion must have a clear and objective method of quantification.   + Vetting: It is necessary to review the objective metrics with leadership and various stakeholders. * **Your internal rate of return (IRR):**   + Your firm will not accept a project that does not have an IRR of 9%, unless you secure grant funding to offset the decreased IRR.   + This is a multi-year project, which you believe will have an IRR of 7.   + Remember: Internal rate of return (IRR) is a metric used in capital budgeting to estimate the profitability of potential investments. IRR is a discount rate that makes the net present value (NPV) of all cash flows from a particular project equal to zero. IRR calculations rely on the same formula as NPV does. * **Cost and benefits for your project:**   + Costs:      * + Benefits:     **You have multiple ways to fund your project:**   * Use existing capital from your organization. * Issue bonds. Your current Moody’s credit rating is “A”. Current market demand for your bonds would only fund 50% of the project at an interest rate of 4%. Based on your current amount of outstanding bonds, funding this project with 100% bonds may have a negative impact on your bond rating resulting in an increased interest rate or cost of the project. (to learn more about Moody’s, visit this site: <https://www.moodys.com/researchdocumentcontentpage.aspx?docid=PBC_79004>). * Seek grant funding at the state level. There are grants available from your state. You may apply for the grants, and you believe based on completion for this funding source that you have a 60% chance of receiving the grant. This grant has environmental stipulations that would increase the cost of your project by 15%. * Seek grant funding at the federal level. The current administration will be in office for the next 2 years. If reelected, you will receive the needed funds to complete your project. If the administration does not remain in office, there is a 50% chance you will lose your funding. | | 6.1 | 2.0 hours |
| **Discussion: Critical Evaluation Week 6**  Leadership often analyzes current long- and short-term challenges in their transportation organization. Choose a problem or challenge related to this week’s topic. You will research the problem or challenge to develop a critical evaluation. Your instructor will be happy to help you define your topic. For support with locating articles,Locating Peer Reviewed Transportation Finance Articles.  You will post your critical evaluation in the discussion forum for the week. You are expected to give a summary of the problem and your findings. Your summary should include the following:   * Introduction * Clear and concise impact on transportation finance at the organization, state, or federal level * Overview of any contradictory arguments, if available * Suggestions for improving the impact of the problem or challenge * Conclusion   Your critical evaluation should be no more than 3 pages, not including your references. This assignment will be posted in a discussion board, so you will not need a cover page or abstract.  **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 3 of your classmates' posts by Sunday.  *Note*: Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3 students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 6.1, 6.2 | 2.5 hours |
| **Total** |  |  | **5.5** |

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| Week Seven: Financing the Future: Innovation and Change | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Understand the how changes in the transportation industry will impact transportation finance. | | CLO1, 2, 4 | |
| * 1. Understand the impact of globalization on transportation finance. | | CLO1, 2, 4 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Readings**  Reading the following articles:   * The connected future of public transportation * Transportation and the New Generation * [Governors Staying Ahead of the Transportation Innovation Curve](https://s3.us-east-1.amazonaws.com/learn-us-east-1-prod-fleet01-xythos/5b3a900e1925c/870096?response-content-disposition=inline%3B%20filename%2A%3DUTF-8%27%27Transportation-Innovation-Roadmap-Final-Hi-Res-for-Posting-Online.pdf&response-content-type=application%2Fpdf&X-Amz-Algorithm=AWS4-HMAC-SHA256&X-Amz-Date=20181101T233127Z&X-Amz-SignedHeaders=host&X-Amz-Expires=21600&X-Amz-Credential=AKIAIBGJ7RCS23L3LEJQ%2F20181101%2Fus-east-1%2Fs3%2Faws4_request&X-Amz-Signature=03f75c4c118ea19255d558441caf12d652912316796d340c1d380f5ba0700f94) | |  |  |
| ***Supplemental Resources and Activities***  *Explore these optional resources to deepen your understanding.* | | ***Alignment*** | ***AIE*** |
| **Adobe Connect Live Discussion**  **Review** [Adobe Connect Resources](https://sites.gmercyu.edu/student-resources/adobe-connect-resources/).  **Participate** in the scheduled live session with the course instructor. This session will provide an overview of the course and discuss the major assignments in the course.  **Prepare** to ask questions concerning the content of the week and the course as a whole.  *Note:* A recorded lecture will be made available to those who are unable to attend the live session. | | 7.1, 7.2 | Live Discussion: lecture and discussion = **1 hour** |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion: Orange County Streetcar Project**  **Review** the [Orange County Streetcar project](http://www.octa.net/Projects-and-Programs/All-Projects/Rail-Projects/OC-Streetcar/), being sure to review each tab including the overview, benefits, FAQ and resources. Additionally, review the following article: “[When streetcars are better than buses (and vice versa)”](https://brokensidewalk.com/2015/streetcars-vs-buses/). Post support or opposition for the $298 million, 4.1-mile route for streetcars in Orange County. Provide a strong rational for or against the large expenditure.  **Respond** to the following question by Thursday 11:59 p.m. (EST). Provide specific examples to support your answers:   * Do you believe the streetcar plan should be developed or do you feel buses can fill the transit needs?   **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 3 of your classmates' posts by 11:59 p.m. (EST) on Sunday. | | 7.1, 7.2 | Discussion: one post and replies to three other posts = **1 hour** |
| **Discussion: Critical Evaluation Week 7**  Leadership often analyzes current long- and short-term challenges in their transportation organization. Choose a problem or challenge related to this week’s topic. You will research the problem or challenge to develop a critical evaluation. Your instructor will be happy to help you define your topic. For support with locating articles,Locating Peer Reviewed Transportation Finance Articles.  You will post your critical evaluation in the discussion forum for the week. You are expected to give a summary of the problem and your findings. Your summary should include the following:   * Introduction * Clear and concise impact on transportation finance at the organization, state, or federal level * Overview of any contradictory arguments, if available * Suggestions for improving the impact of the problem or challenge * Conclusion   Your critical evaluation should be no more than 3 pages, not including your references. This assignment will be posted in a discussion board, so you will not need a cover page or abstract.  **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 3 of your classmates' posts by Sunday.  *Note*: Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3 students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 7.1, 7.2 | **2.5 hours** |
| **Comprehensive Research Project Week 7**  You have been completing a comprehensive research project over the course, with the final paper due in this week.   * Week 7: Pulling it all together, take all your research completed in the previous weeks and create a research paper. You will submit your final paper. Your final paper should be no more than 10 pages in length.   **Submit** this assignment by 11:59 p.m. (Eastern time) on Sunday. | | Varies | 4.0 hours |
| **Total** |  |  | **8.5** |

# Breakdown of Academic Instructional Equivalencies

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| --- | --- |
|  | **AIE Hours** |
| **Week 1** |  |
| Required | 4.5 |
| Supplemental | 1.0 |
| **Week 2** |  |
| Required | 5.0 |
| Supplemental | 1.0 |
| **Week 3** |  |
| Required | 5.0 |
| Supplemental | 1.0 |
| **Week 4** |  |
| Required | 3.5 |
| Supplemental | 1.0 |
| **Week 5** |  |
| Required | 5.0 |
| Supplemental | 1.0 |
| **Week 6** |  |
| Required | 4.5 |
| Supplemental | 1.0 |
| **Week 7** |  |
| Required | 7.5 |
| Supplemental | 1.0 |
|  |  |
| **Total Required Hours** | 35.0 |
| **Total Supplemental Hours** | 7.0 |
| **Total Hours** | 42.0 |