



AMERICAN  
PUBLIC  
TRANSPORTATION  
ASSOCIATION

AMERICAN PUBLIC TRANSPORTATION ASSOCIATION

20 11



ANNUAL REPORT

**COVER PHOTOS FROM LEFT TO RIGHT:**

**Ignacio Barron de Angoiti, left, director of the UIC Passenger, High Speed, and Stations Department, speaks with APTA President William Millar at the practicum, which UIC co-sponsored with APTA.**

**Four buses—one each from New Flyer, Daimler Buses, Nova Bus, and MCI—participated in a trip to Capitol Hill to “Tell Our Story.”**

**Participants at the APTA’s Bus Products & Services Showcase explore booths in Memphis, TN.**

**A new “green” stamp featuring public transportation was issued this year.**



## MESSAGE FROM THE CHAIR AND THE PRESIDENT



In a particularly tough political environment focused on deficits and spending cuts, it is a victory for APTA that we held our own this year – we lost no ground on funding and lived to fight another day on a critically needed long-term surface transportation bill.

We did so by being APTA at its best – diverse of interests and background, working together in a spirit of inclusion and seeking new alliances. What we do here is a team sport and what we

achieve, we achieve as a team.

This spirit of inclusion was woven through everything we did, whether it was advocacy in the halls of Congress, raising our collective voice to spread the gospel of the economic, social and environmental impacts of public transportation, or cultivating the next generation of planners, engineers, designers, and transit professionals at our first-ever Public Transportation Career Day and the second Youth Summit.

Inclusion and diversity were plainly evident in the team we put together, ably led by Gary Thomas, that ultimately recommended Michael Melaniphy as the new president of APTA, a choice that bodes well for the future of our association.

I cannot let this moment pass without wishing the very best to Bill Millar, a long-time and dear friend whose enthusiasm and energy transformed APTA into a much stronger voice for our industry.

It has been an honor to serve as the chair. One of my greatest professional joys comes when people find common ground and work together toward mutually beneficial goals. By that measure alone, and by many others, this has been a very successful year.

A handwritten signature in black ink that reads "MJ Scanlon". The signature is written in a cursive, slightly slanted style.

Michael J. Scanlon, APTA Chair



This year was another year of fighting the good fight for public transportation and the citizens who rely on us more than 10 billion times a year.

Over the past year, we made our presence known to members of Congress. The result was that in September, Congress passed an extension of the surface transportation authorization bill. However, we continue to push for a well-funded, six-year, multimodal surface transportation bill that is vital to the long-term economic stability of our nation. We must continue to join forces to make sure that all our voices are heard and to ensure that early next year we have a long-term bill.

This year we also made strides in standards development and workforce development and in expanding the reach of our association. We continue to provide the conferences, research, studies, and programs to help you succeed.

But this work was not the result of a few hands. The fingerprints of success are spread across the association. APTA members supported us at every step of the way, offering encouragement, innovative ideas and a dedication to the cause. From the Executive Committee to the Board of Directors, from APTA Committee members to workshop attendees, you keep this organization working and growing.

As I get ready to retire, I want to thank you for your confidence in me and the APTA staff, and I wish my successor Michael Melaniphy well. It has been my privilege to lead this organization and to represent you each and every day. Thank you from the bottom of my heart.

A handwritten signature in black ink that reads "William Millar". The signature is written in a cursive, slightly slanted style.

William Millar, President



**LEFT:** A photo from last year's Legislative Conference in Washington, DC. Pictured: William Millar, FTA Dep. Admin. Theresa McMillan, J. Barry Barker, Sharon McBride, Transportation Secretary Ray LaHood, U.S. Rep. Corrine Brown, APTA Chair Michael Scanlon, and FTA Administrator Peter Rogoff.

**RIGHT:** A screenshot of the highly successful APTA Reagan/Clinton ad campaign.

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## ADVANCING AUTHORIZATION ON CAPITOL HILL

Throughout Fiscal Year 2011, APTA and its members made the case for federal investment in public transportation. Working with a divided Congress that was pulled in many directions was challenging. However, APTA worked to make sure that the public transportation industry was front and center on everyone's agenda.

APTA's legislative agenda focused on enactment of a robust, multi-year, multimodal surface transportation authorization bill. In September, Congress passed a six-month extension of the long overdue surface transportation bill through March 31, 2012. This is a positive step forward and APTA is urging Congress to begin now to work to pass a long-term authorization. That is why industry advocates must continue to push for federal investment in public transportation before a Congress intent on reducing such spending as well as the federal budget deficit.

Before adjourning for the elections in October 2010, Congress passed an appropriations continuing resolution (CR) that continued funding

federal programs at FY 10 levels through December 3, and extended the SAFETEA-LU transit and highway authorizing law through December 31. Prior to the elections, appropriations committees in the House and Senate had provided modest increases for the FY 11 transit program, setting spending levels at \$10.8 billion and \$11.3 billion respectively. But the election of a new Republican majority in the House and a six-seat loss by Senate Democrats, who retained a 53-47 majority, set a new tone in both the House and Senate with much greater focus on spending reductions.

During a lame duck session in late November and December, Congress could manage to pass only another appropriations CR and another extension of SAFETEA-LU authorizing law, each of which extended existing law through March 4. The one bright note for public transit advocates during the lame duck session was passage of the Middle Class Tax Relief Act, which extended through calendar year 2011 an alternative fuel tax credit used by public transit systems, and the higher transit commute benefit instead of allowing them to expire in December.

When the new Congress convened in January 2011, APTA initiated a 100-day plan to educate the more than 90 new members of the House on the benefits of, and need for, adequate investment in the nation's surface transportation infrastructure. This program involved APTA's member organizations, APTA staff, and many coalition partners in the authorization debate. It was a focal point of APTA's annual Legislative Conference in Washington, DC, in March, with APTA members making an unprecedented effort to visit all members of the new Congress. In addition, APTA earned a dedicated C-SPAN broadcast the first day of the conference, thereby increasing the reach of its message.

APTA continues a strong partnership with the U.S. Chamber-based Americans for Transportation Mobility and our transportation partners to advance authorization.

In late January, President Barack Obama made a strong case for public transportation and high-speed rail in his State of the Union message. He specifically mentioned transportation for the first time as a component of America's National Energy Strategy.

In February, Obama released a budget blueprint for FY 12 that included a surface transportation authorization proposal to dramatically increase federal funding for public transit programs to \$22.4 billion and provide \$8 billion for high-speed and intercity passenger rail.

In March, Congress passed, and the president signed, the seventh extension of SAFETEA-LU, continuing the federal transit program at FY 10 levels through September 30. Congress also passed several more appropriations CRs, finally passing a full FY 11 omnibus appropriations bill in mid-April, which funded public transportation programs at \$10.3 billion. The final FY 11 appropriations bill reduced funding for the New Starts program to \$1.6 billion, a cut of \$400 million. However, it maintained funding for the public transit formula programs that are funded from the Mass Transit Account at the previous year's level of \$8.3 billion.

APTA President William Millar testified on authorization issues before the House Transportation and Infrastructure (T&I) Subcommittee on Highways and Transit, and Joe Giulietti, Executive Director, South Florida Regional Transportation Authority, testified before the T&I Railroads Subcommittee on the need for increased federal funding.

In April, the House passed a FY 12 budget resolution that would restrict overall spending available to the House T&I Committee for a new surface transportation authorization to funding levels that could be supported by the Highway Trust Fund, which includes the separate Mass Transit

and Highway accounts. Millar testified before the T&I Subcommittee on Highways and Transit on authorization-related issues, and later in May, he testified before the Senate Banking, Housing, and Urban Affairs Committee.

In late May, the bipartisan leadership of the Senate Environment and Public Works (EPW) Committee issued a joint statement on a draft surface transportation authorization proposal to fund public transit and highway programs over six years at \$339 billion, essentially current funding with modest inflationary increases. In June, Sen. Barbara Boxer (D-CA) proposed a two-year bill rather than fight funding constraints linked to a six-year bill. Meanwhile, the House T&I Committee issued a bill that is consistent with the House-passed budget resolution, which prohibits any revenue increases, and would require a cut of 30 to 35 percent in the federal public transit and highway program over the next six years.

APTA and its members also advocated vigorously on issues related to a requirement in current law to implement positive train control (PTC) on the nation's commuter railroads, explaining the need

for more money to implement PTC systems that are as yet unproven and untested. They made a strong case for federal funding for implementation, and also noted the difficulties in obtaining radio spectrum and functioning technology in time to meet the law's deadline.

APTA continued to advocate for its members' interests in an especially wide array of regulatory forums. APTA worked closely with officials from DOT, FTA, and FRA on ADA, major capital investment projects, and safety regulations and guidance. APTA pursued its regulatory agenda with the U.S. Census Bureau, Federal Communications Commission, Access Board, Federal Motor Carrier Safety Administration, National Highway Traffic Safety Administration, and the Small Business Administration to minimize the regulatory burden on APTA members.

### MAKING THE CASE: ADVANCING POLICY, PRINCIPLES

APTA continued to expand its involvement with high-speed and intercity passenger rail through a variety of initiatives. In October, APTA's High-

**LEFT: APTA President William Millar, left, testifies before the House Transportation and Infrastructure Subcommittee on Highways and Transit. He joins Amalgamated Transit Union International President Lawrence J. Hanley, center, and Dale Marsico, right, executive director of the Community Transportation Association of America.**





Four buses – one each from New Flyer, Daimler Buses, Nova Bus, and MCI – participated in the ceremonial trip to the Capitol as part of APTA Chair M. P. Carter's "Telling Our Story" initiative.

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Speed and Intercity Passenger Rail (HSIPR) Integration Task Force submitted its report to the APTA Executive Committee. The task force recommended that responsibilities related to HSIPR be integrated throughout APTA.

To help APTA members learn more about high-speed rail, APTA developed a variety of materials to include "The Case for Business Investment in High-Speed and Intercity Passenger Rail," which focused on questions critical to private investors as they considered investments and future expansion. APTA also produced a document, "High-Speed Rail: Myths and Realities," which identified various myths of HSIPR that have appeared in news articles and reports around the country. It provides facts and data APTA members could use to refute those myths.

APTA released several research reports in the year, including one that projected an increase in public transportation use as gas prices rose based on historic experience that attracted nationwide attention. Other reports were on such topics as regional governance models for public transportation organizations and quantifying the added public transportation capital and service needs to

serve the aging baby-boomer population.

Various APTA committees adopted numerous policy principles that included: Principles for a Comprehensive and Ongoing High-Speed and Intercity Passenger Rail Program; University Research and Training; Elimination of Alternatives Analysis as a Freestanding Requirement; and Principles for Implementing Federal Transportation Performance Measurement Practices.

#### MAKING THE CASE FOR INVESTMENT

APTA made the case for how critical public transportation is to all Americans and how it benefits everyone. In a down economy, and as gas prices went up and down, APTA took the opportunity to create a variety of materials and events including advertisements, petitions, surveys, and brochures. The message focused on how public transit creates and supports jobs, and can help jumpstart the economy.

APTA gathered petition signatures, along with video and written testimonials from public transit supporters around the nation, urging Con-

gress to pass transportation authorization without delay, presenting them to members of Congress at an event held at a Washington, DC Metro station as a culmination of the "Telling Our Story" initiative.

APTA conducted surveys of transit systems and business members to determine how

they were affected by the uncertainty of federal investment. The results were striking: 74 percent of responding private sector businesses serving the public transit industry cited flat or declining business over the past year.

Another survey found that public transit systems are faced with implementing new service cuts and fare increases on top of cuts and increases enacted during the past budget cycle. Nearly 80 percent of public transit systems have already implemented fare increases or service cuts in 2010 or are considering them for the future because of flat or decreased local and/or regional funding.

APTA also developed an ad campaign featuring business members. The campaign emphasized the urgency to invest in public transportation to create and support jobs. In addition, the ongoing advertising campaigns featured print, online, and radio ads aimed at reminding Congress and the general population of the value of public transportation. The ads ran through the summer. The print ads ran in "inside the beltway" publications such as *Politico*, *The Hill*, *Roll Call*, and *National Journal*, while radio and online ads ran nationally. The

national ads encourage riders and transportation advocates to reach out to their elected officials and remind them to fund transportation.

APTA partnered with the American Road & Transportation Builders Association to launch a radio and television ad campaign featuring former Presidents Ronald Reagan and William J. Clinton, emphasizing that transportation is a bipartisan issue. The commercials, available to all APTA members, are aimed at elevating transportation investment into the ongoing congressional debate about the federal budget and future investment priorities.

APTA's business members this year expanded their voice within APTA's advocacy program to convey their support for public transportation through social media and press conference calls focused on key business issues. Former Wisconsin Governor Tommy Thompson was retained as a spokesperson for APTA's business voice. Business members also carried these messages to Capitol Hill, and invited members of Congress to visit the facilities and offices in their local districts. To help APTA members prepare for these visits, business members sponsored webinars on effective messaging.

During the fiscal year, APTA expanded its social media presence to reach out to even more people and disseminate its message. Last summer, APTA was using @gogreengopublic as its twitter handle, with approximately 150 followers. At the end of the fiscal year, it had more than 1,100 followers. APTA also instituted a special twitter handle @ihearttransit to support the 1<3 Transit

(I "heart" transit) which advocates for expanded public transportation funding.

In spring of 2011, APTA launched a new Facebook page: Public Transportation. In just a few months this page's "likes" soared to more than 75,000. This means APTA has instant access to tens of thousands of people who have expressed a strong interest in public transportation advocacy. It also greatly expands APTA's outreach capabilities through such initiatives as sending letters to Congress and participation in local events. For example, when the chair of the House T&I Committee announced a proposal to cut federal funding of public transportation by more than one-third, APTA generated thousands of letters to Congress speaking out against the cuts.

APTA held its 6th Annual National Dump the Pump Day in June. More than 125 public transit systems, state transit associations, and vendors highlighted the environmental, economic, and energy-saving benefits of taking public transit.

Public transportation's "green" contributions to the nation were also recognized with a new

stamp released by the United States Postal Service. APTA partnered with the Environmental Protection Agency on the commemorative stamp to raise awareness of simple actions everyone can take to conserve natural resources and promote the health of their environment.

APTA also produced its annual Green Travel Forecast. The summer edition surveyed more than 34,000 people nationwide about their summer travel plans and intent to use public transit. Survey results received frequent media coverage in travel stories, enabling APTA to reach new audiences. APTA continued its monthly outreach with the Transit Savings Report promoting the use of public transit as the quickest way to beat high gas prices.

APTA's consumer-focused website, public-transportation.org, provides information on all things public transportation, from what a local system is, to how to contact elected officials, calculate fuel and carbon savings, or learn about current advocacy campaigns. The web site was recently completely redesigned and now complements apta.com.

**APTA member Hillsborough Area Regional Transit Authority and its Foil the Oil campaign for National Dump the Pump Day.**

**Foil the Oil**

Upload a photo to our Facebook showing how you feel about high gas prices, and you could receive over \$100 in HART farecards!

**HART**  
Hillsborough Area Regional Transit Authority  
www.goHART.org



**LEFT:** Malcolm Gladwell energizes the crowd at the APTA Annual Meeting in San Antonio, TX.

**RIGHT:** A packed house for the Opening General Session of the 2011 APTA Rail Conference in Boston.

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### EXPERT SPEAKERS; SUCCESSFUL CONFERENCES; MEMBER RESOURCES

Despite a strained economy, APTA was able to hold four successful and well-attended major conferences and 16 other seminars and workshops this year. FTA Administrator Peter M. Rogoff kicked off the Annual Meeting in San Antonio, TX, where he affirmed his and the administration's commitment to a multimodal surface transportation bill. FRA Administrator Joseph Szabo spoke at APTA's Rail Conference and Rodeo in Boston, MA, where more than 1,200 people were in attendance and where APTA successfully used a new, more efficient paperless registration process that saves members time. APTA's Bus & Paratransit Conference and International Bus Rodeo in Memphis, TN, was also a success with Therese McMillan, deputy administrator of the FTA, speaking at the opening session. Secretary of Transportation Ray LaHood was the keynote speaker at the Legislative Conference, where he spoke proudly of the funding support provided to public transportation through the American Recovery and Reinvestment Act in its first

year. In May, the International Practicum on High-Speed Rail, sponsored by APTA and the International Union of Railways (UIC), was held in Baltimore, building on the success of the practicums the year before.

APTA business members sponsored key program sessions and speakers at APTA conferences this year, including best-selling author Malcolm Gladwell, former Wisconsin Governor Tommy Thompson, and organizational creativity expert Matthew May.

APTA provided professionally credentialed American Institute of Certified Planners (AICP) courses at all of its conferences and workshops. Professional planners are required to earn a total of 32 Certification Maintenance (CM) credits every two years to maintain their AICP credentials. APTA awards AICP CM credits for sessions tailored to the needs of new and experienced planning officials.

APTA continued to help business members find opportunities for growth and increased efficiency. APTA managed to expand its networking opportunities for Disadvantaged Business Enterprise

members and small business members. In addition to the traditional networking reception at the Annual Meeting, breakfasts were held for business members at the Bus & Paratransit Conference and at the Rail Conference, bringing more than 300 business members together to talk about upcoming projects and potential partnerships.

In FY 11 APTA membership increased; currently it stands at 1,551.

### EXPANDING MEMBER RESOURCES

APTA created a new Online Buyers' Guide, accessed via APTA's web site. A user-friendly tool for the public transportation industry, it provides instant access to approximately 900 public transit business resources, giving APTA members increased exposure in the public transit marketplace. Only APTA business members are listed in this guide and it serves as a great way for them to showcase their products and services. It is divided into eight major categories and is easy to navigate.

Additional APTA publications, supported by

APTA's business members this year, included an updated "Procurement Handbook for Transit Board Members," and an "Evaluation of Public Transportation Health Benefits."

The Transit Board Members Committee launched APTA's BoardOrg project, designed to gather information on how transit boards are structured and organized.

### EXPO PREPARATIONS

A large focus this year was preparing for the Annual Meeting and EXPO in New Orleans, October 2-5. Held every three years in conjunction with APTA's Annual Meeting, EXPO is public transportation's premier showcase of technology, products and services.

### ENHANCING PROFESSIONAL DEVELOPMENT OPPORTUNITIES

Helping APTA members attract, develop, and retain a diverse workforce able to deliver high-quality performance is a top priority. This year,

APTA implemented the Phase I Work Plan of its Blue Ribbon Panel on Workforce Development, with the goal of creating "A Quality Workforce." Through collaboration with APTA committees, business members, Leadership APTA, the American Public Transportation Foundation, and other partners, the focus was on attracting the next generation of public transportation's workforce.

APTA also held its first "National Public Transportation Career Day," geared toward grades K-5 and created educational materials for use by participating public transit agencies and business members, schools, and educators. Seventy schools and 30 public transit agencies and business members participated. In June, APTA held its 2nd Youth Summit at Trinity Washington University in Washington, DC. Fifty students were selected from across the country to participate in such events as meeting with DOT Secretary Ray LaHood and FTA Administrator Peter M. Rogoff. Students also attended briefings by congressional staff, took technical tours of local public transit agencies, and learned about the roles of technologies and social media in promoting youth transit ridership. Students were asked to develop an

action plan to help promote public transportation in their communities. Sponsors included APTA business members and FTA.

### INCREASING INTERNATIONAL OUTREACH

APTA continued its efforts to develop and foster international partnerships to give its business members more opportunities to do business and to offer its transit system members insight into the longtime experience that Europe has in public transportation.

APTA continued to work with organizations internationally to bring back best practices from overseas and share what our members have done to make transit more accessible and reliable. This year's "trips" included Virtual Trade Missions to Brazil and Colombia, organized with FTA, the U.S. Commercial Service, and CG/LA Infrastructure LLC. Due to the success of this program, APTA will expand it to other countries next fiscal year.

The Public Transportation Embassy Roundtable program, which brings together Embassy

**LEFT:** U.S. Secretary of Transportation Ray LaHood speaks to the APTA Youth Summit at the Department of Transportation Building in Washington, DC.

**RIGHT:** Leadership APTA continued its tradition of nurturing public transportation's leaders of tomorrow.





**LEFT:** With New Orleans still recovering from Hurricane Katrina, APTA joined with the Saint Bernard Project to rebuild homes.

**RIGHT:** Nearly 2,000 people attended the opening session of the Annual Meeting in San Antonio, TX.

with peer-group benchmarking and information sharing among similar mid-sized bus systems.

### MANAGING THE PRESIDENTIAL SELECTION TASK FORCE

After 15 years, APTA President William Millar announced his intent to retire October 31, 2011. A large

part of the year, from the perspective of APTA's Board of Directors, was working to find a person who could fill the shoes of Millar and continue to move the association forward. In response, a task force was appointed by APTA Chair Michael J. Scanlon, General Manager/CEO, San Mateo County Transit District. Members worked on an aggressive timetable to identify APTA's next president and chief executive officer. Led by Thomas, it competitively selected APTA member Krauthamer & Associates to serve as its executive search firm. It also defined the qualities most important in the next APTA president through extensive outreach, and finalized the list after obtaining guidance from the APTA Board of Directors in March. The task force then crafted a job description grounded in those qualities and began the recruitment process.

Michael P. Melaniphy was selected from among a large, diverse pool that included 180 candidates. He assumes his post November 1, 2011.

The Presidential Selection Task Force consisted of: Chair: Gary C. Thomas, president/executive

transportation counselors and trade representatives under one roof to discuss topics of interest, held its first roundtable in March, and focused on high-speed rail in the U.S. The second, an update on Japan's rail and bus operation since the tsunami and earthquake, featured Shigenori Hiraoka, transportation counselor at the Embassy of Japan.

This year APTA also participated in several international conferences on four continents including Washington, DC; Valencia, Spain; Beijing, China; Shenzhen, China; Dubai, U.A.E.; Brussels, Belgium; and Leipzig, Germany.

APTA also hosted delegations from the Republic of Korea, Iran, France, and the UK at its offices.

### CHANGING APTA'S GOVERNANCE

This year was the first under APTA's new governance model. The Nominating Committee received more than 90 nominations for at-large director and executive committee positions. This year's Board of Directors held its first substantive meeting within days of its election.

It defined its new role and that of the Executive Committee, held its first-ever virtual meeting, outlined its strategic priorities, moved to an electronic agenda format, and actively guided the Presidential Search Task Force, chaired by APTA Vice Chair Gary C. Thomas, president/executive director, Dallas Area Rapid Transit. The strategic issues they chose to focus on were: Selection of the next APTA President; Passage of an authorization bill; Continuous review of the strategic plan; The future of federal funding; Assuring tomorrow's quality workforce, and Strengthening existing and building new coalitions and partnerships.

Additionally, at the October 2010 meeting in San Antonio, TX, APTA's Executive Committee approved the creation of the Mid-Sized Operations Committee. The committee is charged with providing leadership and strategic direction for mid-sized bus and paratransit issues within APTA. The committee members represent bus and paratransit agencies operating approximately 100 – 500 fixed route buses during peak hours. The committee also provides a forum for the creation of activities associated

director of Dallas Area Rapid Transit, and vice chair, APTA; David J. Armijo, principal, Armijo & Associates, Tampa, FL; Mattie "M.P." Carter, commissioner, Memphis Area Transit Authority, and immediate past chair, APTA; Flora M. Castillo, CHIE, board member, New Jersey Transit Corporation; Greg Evans, M.Ed., vice president, Lane Transit District Board of Directors, Eugene, OR; Sharon Greene, principal, Sharon Greene and Associates, Laguna Beach, CA; Angela Iannuzziello, P.Eng., F.E.C., vice president, transit and transportation planning, GENIVAR, Toronto, ON; Arthur T. Leahy, chief executive officer, Los Angeles County Metropolitan Transportation Authority; Jerome C. Premo, global transit director/executive vice president, AECOM, Los Angeles, CA; Diana Jones Ritter, managing director, Metropolitan Transportation Authority, New York; Peter Varga, chief executive officer, Interurban Transit Partnership (The Rapid), Grand Rapids, MI; and Phillip A. Washington, general manager, Regional Transportation District, Denver, CO.

## ENHANCING SAFETY AND SECURITY THROUGHOUT THE INDUSTRY

APTA continued to receive significant grant support from the Transportation Security Administration (TSA) for security programs it manages. TSA once again approved \$600,000 to sustain APTA's delivery of the Public Transportation Information Sharing and Analysis Center (ST-ISAC). This service, free to public transit agencies, took on a new look in its daily com-

munications outreach to make information more user-friendly and concise. TSA also approved \$300,000 for the APTA security standards development program, overseen by the APTA Security Standards Policy & Planning Committee. This program now includes four areas of focus: cyber security, infrastructure security, security risk management, and emergency management. APTA worked diligently with Congress and the Department of Homeland Security to ensure that the \$250 million Transit Security Grants Program provided greater flexibility to public transit agencies.

The Emergency Response & Preparedness Program continued to offer a mutual aid resource to public transit agencies in times of local, regional, and national emergencies. It now includes more than 200 organizations that have committed to render mutual aid support if called upon. Fortunately, it did not need to be called into action.

APTAs Peer Review Service provided a record 24 peer reviews to APTA members across North America. Among the various issues and needs that were addressed over the past year were training, organizational structure, marketing, safety, security, and rail extensions.

Throughout the year, APTA worked on behalf of members on such initiatives as developing vehicle crashworthiness standards for various classes of commuter and high-speed rail equipment; representing the industry on issues related to FCC-mandated changes in radio spectrum use; educating the industry on upcoming dead-

lines for the conversion of radio system requirements (narrowbanding); releasing bus and light rail procurement standards; managing a wide range of peer reviews addressing tunneling; and implementing electronic payment systems.

This year also saw the beginning of major changes to the APTA Safety Management programs aimed at creating even more value to APTA members. Working groups within both the Bus Safety and Rail Safety committees began the process of updating and revising the APTA Manuals for the Development of System Safety Program Plans. The Rail Safety committee also started a new Working Group called "Rethinking the Safety Audit Process" which will lead to improvements to the Safety Audit program by matching the scope and purpose of the audit to the individual needs of the agency. Over the year, 37 audit activities were conducted in association with the 75 APTA members that belong to the Safety Management Excellence Program. These activities were conducted at 10 bus agencies, seven rail agencies, and 20 commuter rail agencies.

William Millar, right, who will retire as APTA president on October 31, wishes his successor, Michael P. Melaniphy well.



## APTA EXECUTIVE COMMITTEE



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**Gary C. Thomas,**  
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**Nathaniel P. Ford Sr.,**  
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**Greg Evans M.Ed.,**  
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**Sharon Greene,**  
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**Alison A. Hewitt,**  
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**Sharon McBride,**  
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**Jerome C. Premo,**  
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**Peter Varga,**  
Member at Large



**Jay H. Walder,**  
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**James Weinstein,**  
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Bradford J. Miller, St. Petersburg, FL  
Jolene M. Molitoris, Columbus, OH  
Mary Jo Morandini, Rochester, PA  
Tom Nolan, San Francisco, CA  
Jesse D. Oliver, Dallas, TX  
John R. Plante Sr., Chicago, IL  
Joe Policarpio, Hayward, CA  
Jerome C. Premo, Orange, CA  
Thomas F. Prendergast, New York, NY  
Steve Radomski, Baltimore, MD  
Rick Ramacio, Concord, CA  
Diana Jones Ritter, New York, NY  
Stanley J. Rosenblum, Morristown, NJ  
Richard L. Ruddell, Fort Worth, TX  
Richard R. Sarles, Washington, DC  
Michael J. Scanlon, San Carlos, CA  
Michael I. Schneider, Los Angeles, CA  
Scott L. Schroeder, Oakland, CA  
Beverly A. Scott, Atlanta, GA  
Carl G. Sedoryk, Monterey, CA  
Scott Sherin, West Henrietta, NY  
Beverly S. Silas, Austin, TX  
Howard Silver, Bakersfield, CA

Richard J. Simonetta, Columbus, OH  
Paul P. Skoutelas, Pittsburgh, PA  
Kimberly Slaughter, Houston, TX  
John A. Somers, Seal Beach, CA  
Claire Spielberg, San Diego, CA  
Charles A. Spitulnik, Washington, DC  
Gary C. Thomas, Dallas, TX  
Ronald J. Tober, Honolulu, HI  
Michael S. Townes, Hampton, VA  
Peter Varga, Grand Rapids, MI  
William L. Volk, Urbana, IL  
Jay H. Walder, New York, NY  
Phillip A. Washington, Denver, CO  
Gary M. Webster, Toronto, ON  
James Weinstein, Newark, NJ  
Ralign T. Wells, Baltimore, MD  
Richard Anthony White, Washington, DC  
Leslie R. White, Santa Cruz, CA  
Alice Wiggins-Tolbert, Atlanta, GA  
Evalynn Williams, Dallas, TX  
Charles R. Wochele, West Henrietta, NY  
Alan C. Wulkan, Scottsdale, AZ  
Lawrence Yermack, Montclair, NJ  
John Zehner, Tempe, AZ