

AMERICAN PUBLIC TRANSPORTATION ASSOCIATION

ANNUAL REPORT

2012



value

agility

thought leader



AMERICAN
PUBLIC
TRANSPORTATION
ASSOCIATION

FROM THE PRESIDENT & CEO

FROM THE CHAIR



It was a year of change and a year of major accomplishments. A new surface transportation bill, a successful EXPO, the first UIC World Congress on High-Speed Rail in the United States, skyrocketing ridership numbers, and a public transit ballot initiative success rate so far this year of 89 percent — all this and more. And throughout these months, the energy and passion of all APTA members was evident in everything we did — and achieved.

Our efforts also were recognized by others. We all should be proud that APTA was named one of the Top 15 “Most Influential” Brands in Washington, DC, by *National Journal*.

Along the way, you supported us at every turn. You gave us information; you encouraged us; you spoke to your local, state, and federal elected officials; you provided innovation. It’s all of you — from the dedicated and hard-working Executive Committee to the Board of Directors, from committee members to conference and webinar attendees — you are the heart and soul of APTA.

Throughout the year, the steadfast leadership of our Chair, Gary Thomas, guided us and kept us focused on our goals. He has also been a guide and mentor for me in my first year.

During the past year, I have made it a point to visit many APTA members to learn and see firsthand what you do and to hear what you need from us to help you do your jobs even better. In the next year, I look forward to many more visits and conversations in the field with you.

A year of change it has been indeed. And, as I complete my first year as APTA President & CEO on November 1, I want to thank you, our members, and our many partners and friends for your support and guidance. My thanks also go out to the outstanding APTA staff who have helped me in a year of transition and change.

I look forward to another great year ahead and to working alongside our incoming Chair, Flora Castillo.

Sincerely,

Michael P. Melaniphy



It has been a privilege to have served as APTA Chair during the past year.

APTA is a strong association and we proved that this year as we faced, together, a number of significant hurdles, as funding for public transportation threatened to stay a partisan issue. But

with APTA’s steadfast advocacy efforts and working with you, and our many partners, we succeeded and were able to secure a two-year surface transportation authorization bill.

But that was just one of many accomplishments. The work we did as an industry shows APTA at its best, working together tirelessly to advance public transportation and to provide our riders with safe, affordable, reliable options.

Throughout the year it was teamwork that got us through — from being strong advocates on Capitol Hill to continuing to spread the word about the many benefits of public transportation to working to develop the next generation of APTA leaders.

And in June, I was especially honored to host APTA’s Rail Conference in my hometown of Dallas.

My initiatives this year have focused on demonstrating value, agility, and thought leadership. And I can honestly say I think we excelled in all three areas. Just read our Annual Report.

Along the way, it was a pleasure to work with Michael Melaniphy as he assumed his new role as APTA President & CEO. Having served as the chair of the Presidential Selection Task Force in 2011, it gives me great pride to see the association transition its leadership without missing a beat. I would also like to extend my sincere thanks to APTA’s Executive Committee and Board of Directors for their hard work.

Throughout this year, I have had the opportunity to work with many APTA members. Your enthusiasm, commitment, and dedication are unparalleled.

Again, it has been an honor to serve as APTA’s chair. Thank you for your support and confidence.

Sincerely,

Gary C. Thomas

Good organizations adapt to a changing world.

Great organizations drive the change and lead.

Throughout 2011-2012, APTA continued to lead the way, despite lingering economic uncertainty at home and abroad. Under the chairmanship of Gary C. Thomas, President and Executive Director, Dallas Area Rapid Transit, and the seamless management transition from William Millar to Michael P. Melaniphy, APTA's new President & CEO, the association reinforced its role as the go-to authority on every critical issue in public transportation.



Preparing to cut the ribbon and open EXPO 2011 in New Orleans, LA, are, from left, Sharon Greene, immediate past chair, APTA Business Member Board of Governors (BMBG); Michael Melaniphy, then incoming APTA president & CEO; Ronald Epstein, then chair, APTA State Affairs Committee; Elliot (Lee) Sander, past chief executive officer, New York Metropolitan Transportation Authority; FTA Administrator Peter M. Rogoff; BMBG Chair Charles Wochele; then outgoing APTA President William Millar; and 2011-2012 APTA Chair Gary C. Thomas.



APTA Chair Gary C. Thomas receiving the gavel from Past Chair Michael Scanlon at the APTA Annual Meeting and EXPO in New Orleans, LA.



APTA President & CEO Michael P. Melaniphy and APTA members meeting with White House staff.

It was no coincidence that the year began with a new focus on demonstrating value, agility, and thought leadership. In today's technology-fueled, competitive environment, this is how APTA is meeting the needs of our members, investing in the future, and gaining recognition as one of the most respected voices in Washington and throughout the world.

The following pages outline some of APTA's most important accomplishments of the past year and offer a glimpse of the exciting opportunities ahead. Every APTA member can take pride in these successes and be optimistic about public transportation's future. The good work that you are doing makes it possible for us to tell our story across this nation.

Thanks to your support and involvement, we've had a significant impact on strengthening our industry, our communities, and our nation's economy.

Advocacy that Delivered Results

Advocating for the interests of public transportation systems and businesses is one of APTA's most important missions. To successfully influence government decisions about funding, policies, and regulations, APTA demonstrated teamwork and agility.

MAP-21, a New Authorization

Enactment of "Moving Ahead for Progress in the 21st Century" (MAP-21), a new multi-year surface transportation authorization bill signed by President Barack Obama on July 6, 2012, was a hard fought victory for APTA and its members. By every measure this was a major achievement in a politically-charged election year when Congress was focused on budget cuts rather than spending increases.

With APTA members' interests top of mind, we worked closely with House and Senate members to help craft MAP-21. For example, congressional staff participated in APTA's 2011 Annual Meeting and EXPO in New Orleans last fall, where they heard directly from our members. Melaniphy made numerous trips to Capitol Hill, meeting with key members of Congress to make APTA members' voices heard.

The MAP-21 law authorizes a new federal public transit program at \$10.6 billion in FY 2013 and \$10.7 billion in FY 2014, thereby ensuring both increased funding and predictability to implement capital projects and hire employees. It also includes many vital changes in public transit programs sought by APTA. We were successful in preserving programs that addressed bus, bus facility, and "state of good repair" needs. APTA contributions to the law include the creation of a new transit safety program and operating flexibility for small systems in large urban areas.

At a time when federal spending is being reduced in nearly every other sector, MAP-21 represents a modest but important increase in public transportation investment over the next two fiscal years. And it's worth noting that this was one of the few pieces of legislation that gained strong bipartisan support in 2012 — evidence of the unique influence of our association and industry.

During the many months that APTA pushed for this multi-year, multi-modal bill, we also had to make sure existing public transit and highway programs were extended. As a result, we played a critical, ongoing role in securing an eighth and even ninth reauthorization of the "Safe, Affordable, Flexible, Efficient Transportation Equality Act—A Legacy for Users" (SAFETEA-LU) while simultaneously lobbying for the more desirable and valuable MAP-21.

Now that MAP-21 is a reality, APTA's advocacy work continues. We will monitor and help shape the proposed rules that the Federal Transit Administration (FTA) will use to implement the new law.



President Obama signs MAP-21 at a ceremony in the White House.



Melaniphy addresses the crowd at the APTA Legislative Conference in Washington, DC.

Federal Funding Levels

In November 2011, President Obama signed a three-bill appropriations package that included \$10.6 billion for FTA programs, an increase of approximately \$300 million over the prior year. During congressional debate, APTA successfully fended off attempts to severely reduce transit funding.

The increase in FY 2012 appropriations and rejection of deep cuts were the results of a national effort by APTA and other public transit advocates to educate government officials and opinion leaders about the importance of federal funding for public transportation.

Trust Fund

Earlier this year, APTA successfully defeated congressional efforts to redirect fuel tax revenues (which had been dedicated to public transportation for nearly 30 years) to support highway spending. Specifically, a House-initiated proposal would have eliminated the Mass Transit Account (MTA) of the Highway Trust Fund and instead created a new "Alternative Transportation Account" to fund public transportation, the Federal Highway Administration Congestion Mitigation and Air Quality (CMAQ) program, and several other programs. This change could have eliminated a vital funding source for many of our members, thereby threatening the future growth of public transportation.

Responding quickly, APTA mobilized members, worked with partners, and undertook aggressive media and grassroots advocacy.

APTA and its allies made personal appeals to the 435 members of the House of Representatives and worked closely with U.S. Representatives Steven LaTourette (R-OH) and Jerry Nadler (D-NY) to defeat the proposed

tax change. One especially valuable tool in the debate was a report produced by APTA, which demonstrated the deleterious impact on credit ratings that would result if the Mass Transit Account were to be removed from the Highway Trust Fund. After a well-orchestrated campaign, the House decided not to eliminate dedicated transit funding. This was a crucial and decisive funding victory for APTA.

On another tax matter, APTA and its members worked diligently to convince Congress to equalize the Transit Commuter Tax Benefit with the parking benefit and extend the tax credit refund for alternative fuel use by public transit systems. While Congress ultimately decided not to include these provisions in a larger unrelated tax bill, we were successful in raising the visibility of these issues with key members of the House and Senate tax-writing committees. APTA will continue its efforts to equalize transit commuter benefits and extend the alternative fuels tax credit.

Regulatory Improvements

After working for many years with FTA to craft fair and effective changes to the New Starts regulations, APTA provided favorable comments to the federal agency. The improvements we fought for will eliminate redundant activities and expenses, and shorten the New Starts administrative process. We continue to work with the FTA, the Federal Railroad Administration (FRA), and the U.S. Department of Transportation on rulemaking issues in such areas as civil rights, implementation of the Americans with Disabilities Act amendments, and environmental protections.

Member Services that Created Value

While many industry associations have been reducing member services due to economic concerns, APTA has increased its commitment to our members by offering more of the tools they need. As a result, membership continued to grow in 2012, reaching a total of 1,551 members worldwide.



FTA Deputy Administrator Therese McMillan speaks at APTA's Bus & Paratransit and Rail conferences.

Conferences

APTA's conferences have always provided our members with valuable information, insight, and inspiration. In 2011-2012, we raised the bar and attracted large numbers of participants.

- Annual Meeting and EXPO (New Orleans, LA):**
 Attendance at this year's event exceeded 15,000 persons from across the globe, including 6,395 exhibitors who sponsored 2,740 booths from 760 companies. The International Showcase included presentations by the FTA, the U.S. Commercial Service, the U.S. Trade and Development Agency, the Export-Import Bank, and the Small Business Administration. Updates were shared on current public transportation practices in Brazil, Mexico, China, and Canada. More than 684 international guests (excluding Canadians and exhibitors) from 67 countries attended. This afforded a great networking opportunity for APTA Business Members to meet with counterparts and exchange information.
- Bus & Paratransit Conference and International Bus Rodeo (Long Beach, CA):**
 More than 900 attendees heard FTA Deputy Administrator Therese McMillan and explored the latest new technologies at the Bus & Paratransit Products & Services Showcase.
- Rail Conference (Dallas, TX):**
 FRA Administrator Joseph Szabo and FTA Deputy Administrator McMillan addressed more than 1,000 participants at an event that included the International Rail Rodeo Competition and Rail Products & Services Showcase.
- Legislative Conference (Washington, DC):**
 U.S. Transportation Secretary Ray LaHood opened this year's conference noting that passage of a transportation bill means passage of a jobs bill. FTA Administrator Peter M. Rogoff and FRA Administrator Szabo also addressed APTA's members on the future of our industry.
- APTA sponsored many more meetings and workshops this year, covering such topics as ITS best practices, light rail and streetcars, fare collection, multimodal operations, and sustainability.

Workforce Development and Succession Planning

Helping APTA members attract, develop, and retain a diverse, high-performance workforce remained a top priority, particularly among mid-level professionals. Here are some examples of our initiatives:

- Building on the work of APTA's Blue Ribbon Panel on Workforce Development, a new Task Force led by Vice Chair Flora Castillo developed recommendations in four key areas: sustaining human capital investment; developing and mentoring "early-career" mid-level managers; creating new and expanded partnerships; and developing the private sector workforce.
- APTA launched a program to involve more middle management staff and deputies in the association's activities and to provide new opportunities for mid-level, younger managers to network, participate, and make presentations at APTA conferences and meetings. This included a new breakfast session at the Bus and Rail conferences.
- At our Bus and Rail conferences, we sponsored National Transit Institute (NTI) training sessions to provide mid-level managers with the skills necessary to lead, manage, and supervise.

- For the first time in our association's history, APTA hosted a networking forum for "deputies" at the Transit CEOs Seminar that addressed such issues as career paths, professional courses, and ways in which APTA can support the development of future public transportation CEOs.



Panorama of the EXPO floor from the APTA Annual Meeting and EXPO in New Orleans.



The Bus Display in Long Beach at the APTA Bus & Paratransit Conference.



The crowd at APTA's Rail Conference in Dallas totaled more than 1,000 persons.

- APTA continued to incorporate higher education students into our conference and meeting programs. At this year's Bus & Paratransit and Rail conferences, more than 200 students from community colleges, technical and vocational schools, and four-year universities participated in presentations and student-led sessions.
- APTA played a major role in planning and managing the April 2012 "National Transportation Workforce Summit," sponsored by the Council of University Transportation Centers and the U.S. Departments of Transportation, Labor, and Education. More than 300 people discussed such issues as the changing roles of community colleges and universities, and challenges and opportunities for professional and continuing education.
- Under the leadership of several APTA committee chairs, the association worked with the White House and various federal agencies to help veterans and their families return to civilian life. These efforts included numerous mobility programs, as well as special initiatives to encourage transit agencies and businesses to hire returning veterans. APTA's message was heard nationwide: "Today's veterans are uniquely qualified for the transportation sector."



The Leadership APTA class of 2012 with APTA Chair Gary C. Thomas and APTA President & CEO Michael P. Melaniphy.

Professional Credentials and Certification

This year, we created new opportunities for members to receive certification maintenance (CM) credits at APTA conferences, meetings and specialized workshops. In addition to offering credits for members of the American Institute of Certified Planners (AICP) and the American Institute of Architects (AIA), plans are underway to extend credits for Professional Engineers (PDHs).

APTA also secured approval from the International Institute for Municipal Clerks (IIMC) to extend credits for three training courses at the Board Support Employee Development Workshop (held in conjunction with the Transit Board Members Seminar).

Safety and Security

The Transportation Security Administration (TSA) continued to provide significant support to APTA and the industry by approving \$1.1 million for an expanded Public Transit Information Sharing and Analysis Center (ST-ISAC). This service, which remains cost-free to public transit agencies, also will soon be available to private bus carriers and state transportation departments.

In addition, TSA also approved \$400,000 for the APTA Security Standards Program, one of the important elements in our overall Standards Development Program.

The APTA Emergency Response & Preparedness Program (ERPP) continued to be a resource for public transit agencies during times of local, regional, and national emergencies. The ERPP includes more than 200 organizations that offer mutual aid support.

Safety Coordinating Council

A new Safety Coordinating Council was established by the APTA Executive Committee. Its purpose is to: share industry safety information from modal safety committees and subcommittees; discuss effective practices, lessons learned, and emerging trends in public transit safety; recommend new cross-cutting APTA safety programs and initiatives; assist in disseminating new safety-related standards, regulations, and resources; advise the APTA Executive Committee and Board of Directors on safety policy issues; and serve as a unified voice to advance transportation safety at APTA.

The council convened its first meeting during APTA's Annual Meeting and EXPO in New Orleans with Matt Tucker, CEO of the North County Transit District, serving as the interim chair.

Peer Reviews

APTA's Peer Review service remained a popular benefit for our members. Twenty peer reviews were conducted for public transit agencies throughout North America in key areas such as railway worker protection, organization safety culture, paratransit services, and rolling stock maintenance practices.

Standards

The APTA Standards Development Program published 19 documents this year: two bus standards, 10 rail standards, three security standards, and four sustainability and urban design standards. Seven of the 10 rail standards are five-year revisions, required to maintain currency in the program. The rail documents spanned from inspection and maintenance of friction brake equipment to accident investigation to roadway worker protection requirements. Other areas covered by the documents published under the Standards Program were transit sustainability guidelines, climate action planning, security background investigations, counter-terrorism measures for public transit systems, bus design for transit operating and maintenance facilities, and in-plant inspection for bus procurements.

Good Governance that Made APTA More Effective and Agile

APTA's Evolving Governance

APTA's second year under its new governance model continued to show valuable results. The Board of Directors provided strategic direction on the future of transit funding and further strengthened APTA's efforts to assure the quality of tomorrow's transit workforce. The board addressed 18 strategic priorities that had been identified last year, as well as policy issues raised by APTA committees.

To ensure the continued evolution of APTA governance, Chair Gary Thomas appointed a task force to review each of the efforts that led to this new system, assess expectations from those efforts against the results to date, and make recommendations on how best to leverage the abilities of APTA directors and the agility afforded by our new governance model. The task force is scheduled to present its first recommendations of this three-year effort to the Board of Directors in late September 2012.

Future Funding Strategies

The financial well-being of our industry is of concern to every APTA member. The APTA Board of Directors identified "Shaping the Future of Public Transportation Funding" as a top priority. The topic was the focus of presentations, round-table discussions, and conference calls, resulting in an action plan approved by the board in July 2012.

Separately, APTA's Transit Board Members Committee held monthly webinars throughout the year on financial strategies and innovative programs that have been successfully implemented at public transit systems across North America. In July, the APTA Transit Board Members Seminar devoted a significant portion of its agenda to this topic.

Thought Leadership that Changed Thinking

APTA's credibility makes our association an important resource, particularly for policymakers, legislators, and regulators. APTA staff and members have established the credibility that gives them unprecedented access to White House and administration officials, members of Congress, business executives, association presidents, and opinion leaders. This year, APTA was invited to meet with government officials on topics that ranged from safety and new technologies to creating livable communities and economic growth. Melaniphy and APTA members were invited to the White House many times to discuss industry issues.

One important element of APTA's credibility is our research. Our association's reports – many of them focused on the economy – not only assisted members but were valuable tools in advocacy, communications, and education efforts. We documented successes in the public transportation industry and offered concrete recommendations for national challenges. Some examples of APTA's thought leadership included original research on such issues as:

- "How Public Transit Protects Americans from Gas Price Volatility" showed that new transit riders remain loyal customers even after gas prices return to lower levels.
- Two related reports – "An Inventory of the Criticisms of High-Speed Rail: With Suggested Responses and Counterpoints" and "The Opportunity Costs of Inaction: High-Speed Rail and High Performance Passenger Rail in the United States" – highlighted the billions of dollars in hidden costs to the American economy associated with not building high-performance intercity passenger rail.



Cutting the ribbon for the UIC International Trade Exhibition, from left, APTA President & CEO Michael Melaniphy, DOT Secretary Ray LaHood, UIC Director General Jeanne-Pierre Loubinoux, UIC Chairman Yoshio Ishida, and APTA Chair Gary Thomas.



APTA Chair Gary C. Thomas addresses the attendees of the UIC 8th Annual Congress on High-Speed Rail.

- APTA worked with ARTBA to cosponsor a *National Journal* policy debate about the future of federal investment in the nation's highways and transit systems. Former Pennsylvania Governor Ed Rendell and Americans for Tax Reform President Grover Norquist participated in the event, which was targeted to Capitol Hill staffers. The debate created a clear focus on the importance of investing in the nation's transportation infrastructure.

Leadership that Showed Global Perspective

The association continued to demonstrate its commitment to being a global organization. In an increasingly inter-connected and inter-dependent world, adopting a world view has become a business necessity. The more international our perspective as the voice of public transportation, the more our members — many of which are global organizations themselves — gain from their association with APTA.

In July 2012, APTA joined with the International Union of Railways (UIC) to host the 8th World Congress on High-Speed Rail in Philadelphia. From event logistics to program content, APTA staff and members organized a successful event that attracted more than 2,500 participants from around the world. There was significant media interest in APTA's sponsorship of the UIC event.

This was the first time this international meeting on high-speed rail took place in the United States.

One day was devoted to bringing many of these high-speed rail leaders to Washington, DC, on Acela to meet personally with Congressional representatives.

Prior to the event, APTA released the study titled "Opportunity Cost of Inaction: High-Speed Rail and High-Performance Rail in the U.S.," which was publicized at the opening of the conference. Of particular interest to the national media was an APTA poll showing that nearly two-thirds of Americans are interested in traveling by high-speed rail. Many students attended the conference and APTA Business Members funded a reception for them, volunteers, and UIC VIPs.

APTA also worked with both domestic and international organizations to share best practices. One such example included the development of three free webinars, or "Virtual Trade Missions," highlighting innovations and business opportunities in specific regions. With the support of several U.S. government agencies, these "missions" explored public transportation systems in Mexico, Colombia, and Israel. Based on the positive response, APTA plans to expand the program to other countries next year.

Finally, APTA expanded its international partnership with China in 2012 by signing a Memorandum of Understanding with the China Academy of Transportation Sciences. The partnership promotes an exchange of information and joint activities to encourage efficient and safe public transportation services in both countries.

Membership Survey

In 2012, APTA conducted its first comprehensive membership survey in five years. With an impressive response rate, APTA members reported: a high level of engagement with the association; confidence

- "Economic Recovery: Promoting Growth" was a concise primer on the important role that public transportation investments play in a robust economic recovery.
- "Rural Communities: Expanding Horizons" demonstrated that public transportation is an important economic and social lifeline for rural communities.
- An analysis of recent appropriations bills showed that almost \$1 billion in domestic economic activity resulted from investments in public transportation.

Relationships that Made a Difference

Throughout 2011-2012, APTA joined forces with other influential organizations to amplify its voice and influence. Here are a few examples of how we partnered with select groups to achieve tangible results:

- In June 2012, APTA, the Sierra Club, and the Natural Resources Defense Council held the seventh Annual National Dump the Pump Day. A record 144 public transportation systems and 18 public and private organizations participated in this national event to encourage people to save money by leaving their cars at home and using public transportation.
- In collaboration with the Americans for Transportation Mobility (ATM) coalition, led by the U.S. Chamber of Commerce, APTA educated administration officials, members of Congress, and the media about the backlog of infrastructure projects that require urgent funding.
- APTA partnered with the American Road and Transportation Builders Association (ARTBA) to produce TV, radio, and print advertising that communicated the need for increased investment in the nation's infrastructure. These ads, which used quotes from Presidents Ronald Reagan and Bill Clinton, were so effective that they were later used by the ATM coalition in a national television/radio campaign.



The Central Ohio Transit Authority showed how much public transit saves riders as a part of this year's successful Dump the Pump campaign.

in the association's record of adopting positions in the best interests of the industry, and satisfaction that the association's diverse programs and services are benefiting our members.

These results place APTA among the best organizations in the world that measure loyalty and satisfaction.

Communications that Informed and Influenced

APTA remained the pre-eminent voice of a proud and vital industry. Through the use of effective messages, new technologies, social and traditional media, and innovative strategies, we helped educate and influence more external audiences — particularly in Congress — while keeping APTA members informed of the latest developments.

Several noteworthy examples of APTA's communications initiatives involved the economy. These efforts helped us achieve our advocacy goals and gain greater national visibility. Here are a few of the highlights:

State of the Industry

Throughout the year, APTA continued to see strong support for public transportation as evidenced by the overwhelming support for it at the ballot box. Americans continue to vote for pro-transit initiatives time and again. In his first State of the Public Transportation Industry

article, Melaniphy noted that long-term trends such as a growing population, transit-oriented development, the aging of America, and the interest in public transit by younger generations all signal the demand will grow for public transportation in the future.

Ridership

APTA had great media success in promoting the good news about ridership increases on its members' systems. Media coverage included *USA Today*, *The New York Times*, NPR, CNN TV, CNN.money, *ABC World News*, to name a few.

Many APTA members reported record ridership on their systems in large, medium, and small communities. Ridership on U.S. public transportation in 2011 totaled 10.4 billion trips — the second highest annual ridership since 1957. This was the sixth year in a row that more than 10 billion trips were taken on public transit.

During the 2012 Legislative Conference, APTA conducted a radio tour featuring local public transportation general managers, APTA's President & CEO, and business members who discussed the latest ridership report and made the case for public transportation funding. The radio tour interviews resulted in more than 12.5 million impressions with over 2,700 airings.

Gas Prices Study/Radio Media Tour

In addition to our annual National Dump the Pump Day, we sponsored a national radio media tour to promote an APTA study, "Potential Impact of Gasoline Price Increases on U.S. Public Transportation Ridership, 2011-2012." This campaign, which featured public transportation general managers, garnered stories in more than 20 national and local print outlets, including 24 segments on radio stations from Los Angeles to Atlanta.

Passenger Transport

As part of APTA's vision to broaden the outreach of the association, *Passenger Transport* introduced two new recurring columns. One profiles APTA members and the other introduces members to APTA staff. Featured persons also create a short video which is hosted on the APTA website.

Enhanced Member Communications

We retooled and enhanced APTA's website to make it more user-friendly to our members, including the addition of a revolving home page feature where members can quickly access information and a daily newsfeed on the industry. Breaking news on legislative issues was sent out on a more frequent basis. Easy-to-use references on APTA member resources were also added, and focused on a specific member service each month.

Social Media

Throughout the year, APTA expanded its social media presence to reach new audiences quickly. APTA's Facebook page — Public Transportation — attracted more than 130,000 engaged followers. Likewise, our Twitter handle — @APTA_Transit — has more than 6,000 contributors to date and the number is rising weekly. In January, APTA launched a Facebook and Twitter handle for members.

These social media platforms allowed APTA to disseminate key messages, encourage action and advocacy, and initiate conversations that, in turn, created more conversations and more focus on our issues. With instant access to tens of thousands of people who have expressed a strong interest in public transportation, APTA was able to generate letters to Congress and drive attendance at local public transit events.

Don't X Out Public Transportation Day

"Don't X Out Public Transportation Day" was a call-to-action initiative designed to highlight the potential negative impact of a proposed 35 percent cut in federal transit funding. Working with Transportation for America, Reconnecting America, the Amalgamated Transit Union, and the Transport Workers Union, APTA held events in more than a dozen cities, including Chicago, Los Angeles, Boston, and Providence. Media coverage included *the Los Angeles Times*, *the Chicago Tribune*, *The Hill*, *Streetsblog*, *Cleveland Plain Dealer*, and *Progressive Railroading*.

Station Domination Advertising

Throughout the legislative process, APTA undertook aggressive advertising to promote the economic benefits of public transportation and drive home the need for increased investment.

Additionally, an intensive, one-month advertising campaign was used to reach members of Congress and their staffs before, during and, after the Legislative Conference. APTA's "Station Domination" ads were seen in Washington's Metro stations around Capitol Hill, as well as inside Metro rail cars during the entire month of March 2012. This initiative further reinforced ongoing APTA advertising in popular Capitol Hill publications, such as *Politico*, *The Hill*, *National Journal* and *Roll Call*.

Conclusion

For APTA and its members, 2011-2012 was indeed a busy and successful year. There is much in which we should take pride and celebrate.

Yet great organizations never rest on their achievements.

The year ahead, an election year, holds new challenges and opportunities for us — from implementing MAP-21 to working with the new Congress and the president on the next authorization, from strengthening public transportation's 21st-Century image to creating new, more innovative tools for our members.

Whatever the work that needs to be done, APTA will bring agility, value and thought leadership to every task.

Throughout it all, we'll always be guided by our members' needs, our industry's vision, and our commitment to mobility for all. With that promise as our North Star, there are no limits to the new destinations we will reach.



APTA's "station domination" effort in two Metrorail stations included banners above the farecard machines and illuminated posters on the station platform.

value
agility
thought
leader

APTA Executive Committee 2011-2012



Gary C. Thomas
CHAIR



Flora M. Castillo
VICE CHAIR



Nathaniel P. Ford Sr.
SECRETARY/TREASURER



Michael J. Scanlon
IMMEDIATE PAST CHAIR



David J. Armijo
MEMBER AT LARGE



Ronald L. Epstein
MEMBER AT LARGE



Greg Evans
MEMBER AT LARGE



Joseph J. Giulietti
MEMBER AT LARGE



Sharon Greene
MEMBER AT LARGE



Joseph Lhota
MEMBER AT LARGE



Crystal Fortune Lyons
MEMBER AT LARGE



Reginald A. Mason
MEMBER AT LARGE



Sharon McBride
MEMBER AT LARGE



Gary W. McNeil
MEMBER AT LARGE



Phillip A. Washington
MEMBER AT LARGE



Alice Wiggins-Tolbert
MEMBER AT LARGE



Charles R. Wochele
MEMBER AT LARGE



Alan C. Wulkan
MEMBER AT LARGE

APTA

Board of Directors

Susannah Kerr Adler, Washington, DC
Joseph Alexander, Alexandria, VA
Douglas Allen, Alexandria, VA
Richard M. Amodei, Philadelphia, PA
Gino M. Antonello, Rosemont, IL
David J. Armijo, Oakland, CA
Ronald L. Barnes, Glendale, AZ
John P. Bartosiewicz, Fort Worth, TX
Bernard Blanchet, Montreal, QC
Christopher P. Boylan, New York, NY
Raul V. Bravo, Reston, VA
Howard C. Breen, Kansas City, MO
Robert I. Brownstein, New York, NY
Andy Byford, Toronto, ON
Joseph A. Calabrese, Cleveland, OH
William Carpenter, Rochester, NY
Mattie P. Carter, Memphis, TN
Joseph M. Casey, Philadelphia, PA
Flora M. Castillo, Newark, NJ
Peter M. Cipolla, Castle Rock, CO
Mary Ann Collier, Dallas, TX
Joseph G. Costello, Chicago, IL
Thomas J. Costello, Urbana, IL
Terry Garcia Crews, Cincinnati, OH
Grace Crunican, Oakland, CA
Frederick L. Daniels, Jr., Atlanta, GA
John C. Danish, Dallas, TX
Jonathan R. Davis, Boston, MA
Shirley A. DeLibero, Milton, MA
Donna DeMartino, Stockton, CA
Michael P. DePallo, Jersey City, NJ
Kevin Desmond, Seattle, WA
C. David Dickey, Jr., Charlotte, NC
Rod Diridon, Sr., San Jose, CA
George F. Dixon, III, Cleveland, OH
Mark Donaghy, Dayton, OH
Hakan Eksi, Suwanee, GA
Ronald L. Epstein, Albany, NY
Greg Evans, Eugene, OR
Nuria I. Fernandez, New York, NY
Bernard J. Ford, Chicago, IL
Nathaniel P. Ford, Sr., Atlanta, GA
Robert R. Gallant, Buffalo Grove, IL
Peter Gertler, Oakland, CA
Joseph J. Giulietti, Pompano Beach, FL
Marc D. Gordon, Columbia, MD
James H. Graebner, Denver, CO
George Greanias, Houston, TX
Sharon Greene, Laguna Beach, CA
Tammy Haenftling, Dallas, TX
Jeff Hamm, Vancouver, WA
Delon Hampton, Washington, DC
Gerald R. Hanas, Chesterton, IN
John L. Hendrickson, Waco, TX
Thomas Hodek, Columbus, IN
Angela Iannuzziello, Markham, ON
Paul Jablonski, San Diego, CA
Laurence W. Jackson, Long Beach, CA
Wayne R. Joseph, Winnipeg, MB
Kristen Joyner, Fort Worth, TX
Lee Kemp, Denver, CO

Jeanne Krieg, Antioch, CA
David B. Kutrosky, Oakland, CA
Arthur T. Leahy, Los Angeles, CA
John M. Lewis, Jr., Orlando, FL
Joseph Lhota, New York, NY
Ysela Llort, Miami, FL
Crystal Fortune Lyons, Corpus Christi, TX
Reba Malone, San Antonio, TX
Reginald A. Mason, Baltimore, MD
Richard Maxwell, Fort Worth, TX
Sharon McBride, Peoria, IL
Valarie J. McCall, Cleveland, OH
Jonathan H. McDonald, San Francisco, CA
Neil S. McFarlane, Portland, OR
Linda McMinimy, Richmond, VA
Gary W. McNeil, Toronto, ON
Bradford J. Miller, St. Petersburg, FL
Mary Jo Morandini, Rochester, PA
Hugh A. Mose, State College, PA
Jeffrey A. Nelson, Moline, IL
Tom Nolan, San Francisco, CA
Patrick A. Nowakowski, Vienna, VA
Trevor Ocock, Indianapolis, IN
Jesse D. Oliver, Dallas, TX
John R. Plante, Sr., Chicago, IL
Allan Pollock, Salem, OR
Arun Prem, Oceanside, CA
Steve Radomski, Baltimore, MD
Rick Ramacier, Concord, CA
Robin M. Reitzes, San Francisco, CA
Stanley J. Rosenblum, New York, NY
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
Beverly S. Silas, Austin, TX
Howard Silver, Bakersfield, CA
Richard J. Simonetta, Powell, OH
Paul P. Skoutelas, Pittsburgh, PA
Kimberly Slaughter, Houston, TX
Claire Spielberg, San Diego, CA
Robin Stimson, Sacramento, CA
Gary C. Thomas, Dallas, TX
Ronald J. Tober, Seattle, WA
Michael S. Townes, Hampton, VA
Matthew O. Tucker, Oceanside, CA
Peter Varga, Grand Rapids, MI
Thomas R. Waldron, New York, NY
Phillip A. Washington, Denver, CO
James Weinstein, Newark, NJ
Ralign T. Wells, Baltimore, MD
Richard A. 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