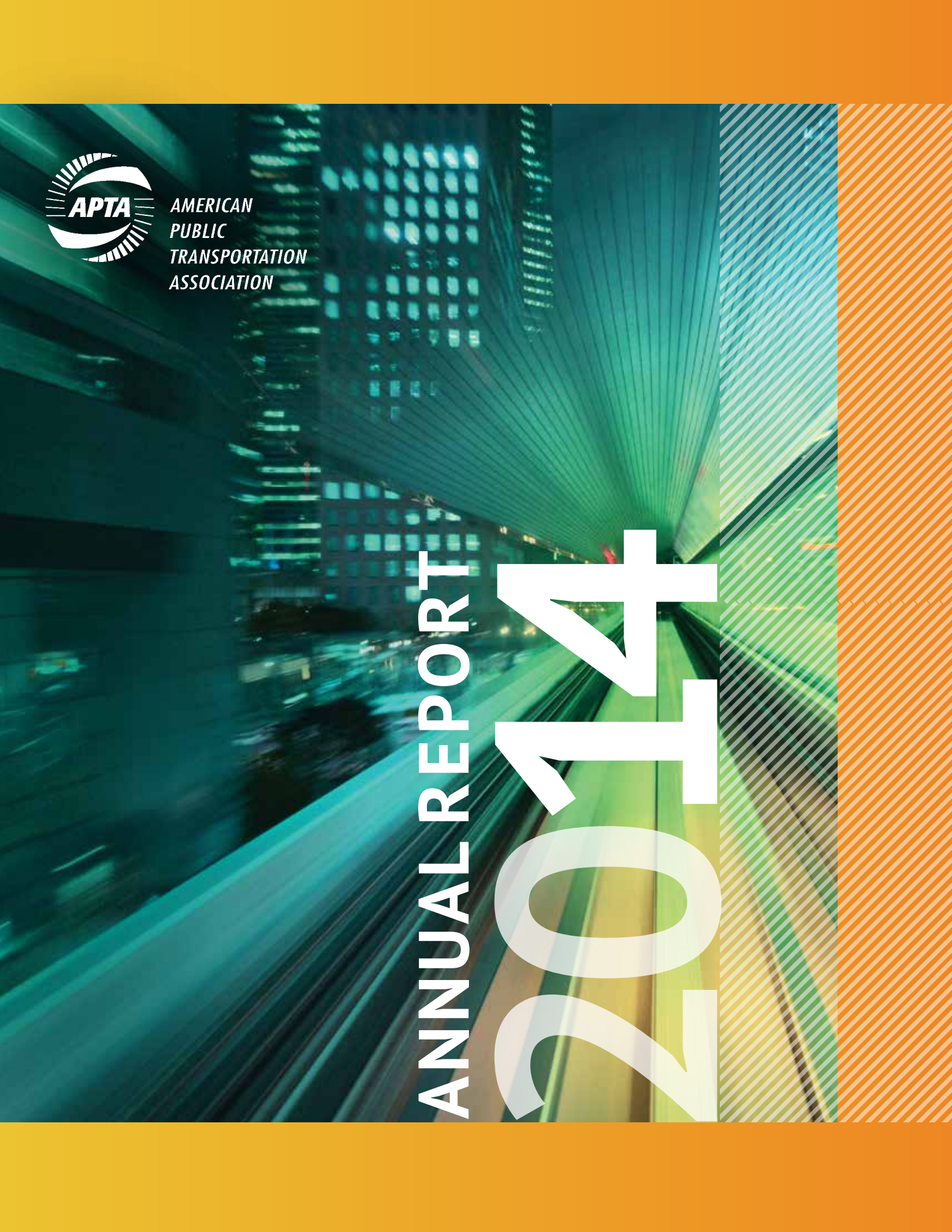




AMERICAN
PUBLIC
TRANSPORTATION
ASSOCIATION

ANNUAL REPORT 2014



IN OCTOBER AT APTA'S ANNUAL MEETING, APTA'S NEW CHAIR, PETER VARGA, CHALLENGED OUR INDUSTRY WITH A THREE-PART CALL TO ACTION.

ORGANIZE

OUR COLLECTIVE RESOURCES TO SUCCEED...

ENERGIZE

OUR SUPPORTERS, ALLIES, AND FRIENDS...AND STRIVE TO...

AUTHORIZE

THE FUNDING REQUIRED TO SECURE AMERICA'S FUTURE.

Securing a long-term surface transportation authorization bill was the focus of much of the past year, and it remains a top priority as we move forward.

There is growing recognition that public transportation not only provides mobility options but also grows and transforms communities.

There's also recognition that our issues are critical, spurring economic growth and promoting innovation, investing in modern infrastructure, and building workplace skills.

The following pages present APTA's most important initiatives during the past year.

MESSAGE FROM THE PRESIDENT & CEO



Over the past year, APTA continued to focus on securing a long-term surface transportation bill and communicating the benefits of public transportation in a variety of targeted advocacy efforts.

Ultimately, before Congress recessed in August, it passed a short-term extension of MAP-21 through May 2015. We will continue, with the help and guidance of our members and partners, to press Congress for a multi-year bill that is vital to the long-term economic stability of our nation.

We also held dynamic conferences and issued cutting-edge research. We created a national outreach campaign. Called "Where Public Transportation Goes, Community Grows", the campaign helps members highlight the role they serve in building and supporting their community. We forged international partnerships and cultivated the next generation of industry professionals. We did all this while also making great strides in strengthening APTA's financial resources. This is just a glimpse of the many initiatives we undertook. I invite you to read about all our activities in the pages that follow.

The work you will read about was the result of many talented and committed individuals. Thank you to the leadership of APTA Chair Peter Varga and APTA's Executive Committee and Board of Directors. Because of their visions, APTA continued to grow and flourish. And thank you to the hard-working and dedicated APTA staff for another successful year.

As we look to the year ahead, APTA will continue its fight for our industry. When we do so, we fight for nothing less than our future. Public transportation, in the end, is about much more than a single trip. It is about creating opportunities and realizing possibilities.

Thank you.

Michael P. Melaniphy
APTA President & CEO

FROM THE CHAIR



When I first addressed APTA members as chair during the 2013 Annual Meeting, I pledged to help public transportation organize for success, energize our friends and stakeholders, and lay the groundwork to authorize the next surface transportation bill.

Working together, we have made significant progress on advancing these overarching goals, which are critical milestones for our industry as we enter a new era—one that promises to transform our communities and shape a public transportation network that underpins the 21st century.

APTA's many achievements are featured on the following pages. As you'll see, we have accomplished a great deal—all aimed at better serving members and strengthening the industry's role as a catalyst for economic development and community building.

These successes can be directly attributed to the extraordinary commitment of hundreds of individuals: industry professionals in both the public and private sectors who serve on the organization's committees and task forces, a highly proficient staff under the expert leadership of President & CEO Michael Melaniphy and his executive team, and a Board of Directors and Executive Committee who so generously volunteer their time, talent, and wisdom to APTA.

It has been my privilege and pleasure to lead APTA this year and to ensure that America's Future Is Riding on Public Transportation.

Thank you.

Peter Varga
APTA Chair
Chief Executive Officer, The Rapid, Grand Rapids, MI



ADVOCACY

Ensuring our industry has an active and effective voice in government decision making is among APTA's most important functions. With so much at stake – in funding, regulations, and oversight – we employed a diverse array of tools to promote sound transportation policy and inform members of Congress and the administration of our members' priorities.

New Authorizing Law

With the impending September 2014 expiration of MAP-21, APTA focused much of its efforts on convincing Congress to advance a multi-year authorization bill. This process started with APTA's Legislative Committee's Authorization Task Force, which developed and secured board approval in December 2013 of two essential recommendations:

- A proposed **Federal Public Transportation Authorizing Law**, a six-year, \$100.4 billion program to support and sustain public transportation; and
- A proposed **Federal High-Speed and Intercity Passenger Rail Program**, a six-year, \$50 billion program for investment in high-speed and intercity passenger rail service.

These policy initiatives were instrumental in our work to restore the solvency of the Highway Trust Fund (HTF), fund existing public transit projects and infrastructure repairs, and meet increasing demands for new and expanded public transportation services.

APTA met regularly with the Obama administration as it developed and rolled out the "Grow America" authorization proposal. APTA Chair Peter Varga met with U.S. Department of Transportation Secretary Anthony Foxx and Under Secretary for Policy Peter Rogoff as they pushed for a solution to funding the HTF. APTA President & CEO Michael Melaniphy testified before the Senate Banking, Housing, and Urban Affairs Committee on APTA's authorization recommendations. We also

submitted testimony to the House and Senate appropriations subcommittees on transportation on Fiscal Year 2015 funding based on our authorization recommendations.

These government relations activities were augmented by APTA's new campaign, "Where Public Transportation Goes, Community Grows"; and its "Voices for Public Transit" initiative and supported by our Research, Communications and Advocacy (RCA) program.

Throughout the early summer, APTA staff continued to meet regularly with congressional staff from the tax writing and transportation committees to ensure that any short-term bill addressed both the transit and highway programs.

In July 2014, Congress passed a short-term extension of MAP-21 through May 31, 2015, thereby providing enough funding for the HTF to cover existing obligations from the Highway Account and from the Mass Transit Account.

While APTA supported efforts to have Congress address the shortfall, we continued to advocate strongly for legislation that would authorize a long-term bill and long-term funding for the HTF.

In addition to the debate on a new authorization bill, APTA promoted its members' views on budget and appropriations bills, commuter and intercity passenger rail issues, homeland security programs, and tax provisions that benefit public transit.

OTHER LEGISLATIVE ISSUES

Appropriations

After Congress reached agreement on a government-wide budget bill that set spending totals for FY 2014 and 2015, an omnibus appropriations bill was passed in January 2014 that funded federal public transit programs through FY 2014. The final bill included the full MAP-21 authorized amount of \$10.7 billion for the federal transit program, plus an additional \$150 million for the Washington Metropolitan Area Transit Authority and \$600 million for the discretionary Transportation Investment Generating Economic Recovery grant program that includes transit eligibility. As this report went to press, Congress had not yet completed action on appropriations bills for FY 2015.

Commuter and Intercity Rail Issues

APTA continued to press for congressional action on the current requirement for the installation

of positive train control (PTC) systems on all commuter railroads by December 31, 2015, funding to pay for costs associated with PTC implementation, and the acquisition of radio spectrum needed for PTC. APTA's Commuter Rail CEOs Committee and our Executive Committee modified the previous policy seeking a three-year extension of the implementation deadline and instead recommended that the secretary of transportation be authorized to extend the deadline for individual agencies if certain conditions were met. The revised policy expresses strong support for PTC implementation on the nation's commuter and intercity passenger railroads. It also retains the recommendation that the federal government pay for 80 percent of implementation costs and direct the Federal Communications Commission to provide necessary radio

spectrum, without cost. APTA President & CEO Michael Melaniphy testified on PTC issues before the House Transportation and Infrastructure Subcommittee on Railroads, Pipelines, and Hazardous Materials in June 2013 and February 2014.

Tax Legislation

APTA continued to urge Congress to restore equity between the tax benefits for public transit commuting and parking and to restore the tax credit refund for alternative fuels used by transit systems. This remains an ongoing priority.

APTA continued to advocate strongly for legislation that would authorize a long-term surface transportation bill.

APTA Chair Peter Varga addressed members at the 2014 Legislative Conference.



APTA President & CEO Michael Melaniphy spoke about passenger and freight rail safety before the House Transportation and Infrastructure Committee.



APTA Chair Peter Varga and DOT Secretary Anthony Foxx at the National Press Club.



REGULATORY ISSUES

The pace and importance of rulemaking were evident throughout the year – and are expected to intensify – as MAP-21 continues to be implemented. Among the more than two dozen regulatory issues addressed by APTA this year was FTA's Advance Notice of Proposed Rulemaking covering its safety, state of good repair, and transit asset management programs.

APTA engaged more than 600 members in a series of webinars (totaling some 20 hours) to inform them and develop consensus comments in response to more

than 120 questions posed by FTA. APTA members generated the vast majority of the 165 separate comments received by FTA.

Patent Reform Laws
Building upon APTA's successful litigation efforts last year to protect the public transportation industry from ArrivalStar, an aggressive patent asser-

tion entity (PAE), we joined forces with hundreds of other associations, businesses, governments, academics, and legislators in supporting patent reform legislation in 2014. This

"big tent" coalition was featured in a *Washington Post* article as an example of "advocacy that goes beyond pure lobbying." Also, in anticipation of the next "patent troll" assault,

we have been marshaling resources, collecting information, and monitoring litigation to help us to act swiftly if and when PAEs again target the public transportation industry.

National Infrastructure Week
Traditional and non-traditional partners joined together the week of May 13 - 19, 2014, to bring national attention to the need to invest in America's infrastructure. Among the events held was one convened by APTA, the National League of Cities, and the National Travel Association. At the May 15 briefing in Washington, DC, APTA President & CEO Michael Melaniphy unveiled a new report, *The Economic Impact of Public Transportation Investment*. The report quantifies how investment in public transportation will lead to 50,700 jobs per \$1 billion invested, with 28,900 jobs per \$1 billion attributed to the productivity gains enjoyed by households and businesses.

COLLABORATION AND OUTREACH
As the voice of public transportation, APTA continued to inform and influence the general public and policy makers through a variety of communications tools and events.

Transportation Tuesdays at APTA
APTA continued its monthly programs convening transportation stakeholders and government officials in Washington, DC, for discussion of current events related to our industry. DOT Assistant Secretary for Budget and Programs Sylvia Garcia chose this forum as a roll-out for the administration's FY 2015 transportation budget, including the framework for the "GROW America" proposal to reauthorize federal surface transportation programs. Other programs featured Jennifer Mitchell, director of the Virginia Department of Rail and Public Transportation, and Thomas Littleton, FTA associate administrator for safety and oversight.

Public Poll
APTA worked with state associations and the American Road and Transportation Builders Association (ARTBA) to conduct and release a poll on the urgency to address the Highway Trust Fund shortfall in several states. APTA and ARTBA received media mentions following the release of the results, including stories in the *Atlanta Journal-Constitution*, the *AASHTO Journal*, and *Politico's* Morning Transportation.

RIDERSHIP
10.7 BILLION TRIPS

JOBS
50,700
PER \$1 BILLION INVESTED

INCREASING THE INDUSTRY'S INFLUENCE

Throughout the year, APTA worked to increase the profile of public transportation and build influence with policymakers.

WHERE PUBLIC TRANSPORTATION GOES COMMUNITY GROWS

New "Community Grows" Campaign
To build stronger support for public transportation and to create "air cover" for APTA's advocacy efforts, we worked with the Marketing and Communications Committee and undertook national research to develop a new outreach campaign, which

was introduced during the Legislative Conference. Called "Where Public Transportation Goes, Community Grows", this creative, nationwide initiative is aimed at helping APTA's members accentuate the role they serve in building and supporting their communities. Among the early achievements were:

- Launch of the campaign's "Voices for Public Transit," a nationwide grassroots outreach effort composed of more than 80,000 advocates, who have sent 22,000 letters to members of Congress in support of a long-term funding bill to all 535 Congressional offices.
- Adoption and use by more than 30 APTA transit system members of the campaign's creative assets on their buses, interior rail and bus card displays, websites, Facebook pages, and local newspapers.
- An inside-the-Beltway advertising campaign on websites and in publications that included more than 25 million impressions among influential Washington-based opinion makers.
- An increasingly positive perception – or "brand lift" – for public transportation, which is above the industry average.

More than 80,000 "Voices for Public Transit" advocates sent Congress 22,000 letters.

APTA launched a national advocacy campaign with customizable campaign materials.

"Voices for Public Transit" harnessed the power of public transit.



Area Transit Authority CEO Richard Sarles, Transit Authority of River City's Executive Director Barry Barker, former FTA Acting Administrator Sherry Little, and former DOT Deputy Secretary Mort Downey.

Passenger Transport
Passenger Transport continued to be a valuable resource as "the voice of public transportation." It covered breaking news on congressional activities and the industry and featured in-depth stories and case studies of interest to APTA members. The news magazine also continued to feature recurring columns profiling APTA members and staff.

Ridership
APTA's announcement that 2013 ridership totaled 10.7 billion trips, the highest annual public transit ridership number in 57 years, garnered unprecedented press attention. More than 2,000 stories appeared in media outlets across the country, including *USA Today*, *New York Times*, CBS, Associated Press, Market News International, Reuters, NPR, and CBS Radio. The ridership increase was announced at APTA's Legislative Conference, covered live by C-SPAN. In addition, APTA conducted 33 radio interviews with public transit general managers and CEOs from

15 media markets that reached more than 13 million listeners with messages about the urgent need for long-term funding. They also shared their local successes on ridership increases.

National Dump the Pump Day



More than 135 public transit systems in the United States participated in APTA's 9th annual National Dump the Pump Day on June 19. With sponsorship support from the Sierra Club and the Natural Resources Defense Council, Dump the Pump Day encouraged the public to save money, conserve energy, protect the environment, and grow

their communities by using public transit instead of their automobiles.

Video/Social Media

APTA increased the use of video to enhance its communication with members, stakeholders, and advocates. From highlighting APTA reports to informing members about APTA products and services to wrap-ups of conferences, this new tool proved an effective means of communication and provided valuable information to members.

APTA also continued to use social media as an important way both to communicate with members and enable them to interact with each other.

We continue to grow our audience and provide relevant and timely content.

Social media outreach generated more than 11,000 Twitter followers and garnered nearly 190,000 Facebook "likes." This is the largest Facebook presence of any transportation association.

POLICY DEVELOPMENT

APTA released numerous reports during the year, which helped position the association as a major thought leader.

Research Reports & Studies

- *Millennials and Mobility: Understanding the Millennial Mindset*, released at the 2013 APTA Annual Meeting, used research and focus groups to help explain changing travel behaviors. The report has been widely referenced and quoted by media outlets and other organizations.
- *A New Partnership: Rail Transit and Convention Growth* was unveiled at a conference sponsored by the United States Travel Association.
- *The Role of Transit in Support of High-Growth Business Clusters in the U.S.* quantified the value of the critical access provided by public transportation to high-skilled, creative, and knowledge-based workers, and

how this is a catalyst for economic growth. APTA released the report at a briefing sponsored by the Congressional Public Transportation Caucus.

- *Open for Business: The Business Case for Investment in Public Transportation*, sponsored by APTA's business members, described the trends that will impact transit markets of the future.

- A new report by the Free Congress Foundation, *Meeting Our Transportation Funding Challenges: We Must Build a New Consensus*, was unveiled at a congressional briefing. It describes how all political parties share common ground in recognizing the importance of federal support for transportation infrastructure.

MEETINGS

APTA's conferences, meetings, and member services have always provided our industry with valuable tools, information, insight, and inspiration. In 2013 - 2014, we organized the following events and initiatives to energize our members and to help them succeed.

Annual Meeting (Chicago, IL)

More than 1,500 people participated in sessions related to policy and management and heard speakers such as Chicago Mayor Rahm Emanuel, FTA Administrator Peter Rogoff, and urban expert Gil Penalosa.

Bus & Paratransit Conference and International Bus Rodeo (Kansas City, MO)

Kansas City's transformation "from cow town to uptown" was the featured theme at the conference hosted by the Kansas City Area Transportation Authority. This meeting brought together nearly 760 bus and paratransit professionals, more than 300 vendors and exhibitors, and 340 rodeo participants. Networking opportunities and educational events included Maintenance Monday, BRT Tuesday, and a display of 20

vehicles to showcase what's new with buses.

APTA sponsored another successful veterans' job fair at this meeting. More than 85 organizations from all employment sectors and more than 100 veterans attended. Sponsored by the U.S. Chamber of Commerce and the University of Phoenix, the event introduced prospective candidates to both private and public employers and offered workshops to assist employers in hiring veterans.

Rail Conference (Montréal, QC, Canada)

Hot topics at APTA's Rail Conference included innovations in high-speed rail, positive or automated train control, community building through investments in public transportation, state of good repair, and the Obama administration's "GROW America Act." Speakers included FRA Ad-

SOCIAL MEDIA

TWITTER

11,000

FACEBOOK

190,000

ministrator Joseph Szabo and FTA Acting Administrator Therese McMillan.

Legislative Conference (Washington, DC)

U.S. Secretary of Transportation Anthony Foxx was the keynote speaker at the annual Legislative Conference attended by more than 700 persons. Many attendees took time to meet with their members of Congress, and once again C-SPAN television network broadcasted the entire first day of the conference. APTA President &

CEO Michael Melaniphy announced that U.S. public transportation ridership had reached a 57-year high in 2013 with 10.7 billion trips taken.

International Practicum on Innovative Funding and Financing (Montréal, QC)

More than 150 public transportation leaders from nine countries attended the first Practicum on Funding and Financing, an in-depth program held in Montréal immediately before APTA's annual Rail Conference. The gathering,

Chicago Mayor Rahm Emanuel spoke at APTA's 2013 Annual Meeting in Chicago.



Showcases at APTA conferences displayed the latest innovations and technologies.



FRA Administrator Joseph Szabo and FTA Acting Administrator Therese McMillan spoke at several APTA events.



APTA Vice Chair Phillip Washington addressed veterans and their potential employers.



co-hosted with the Canadian Urban Transit Association and supported by the International Association of Public Transport, featured speakers and attendees from public transit agencies and businesses from the United States, Canada, United Kingdom, Spain, Sweden, and Japan in a program that balanced policy sessions with best practices.

Revenue Management Summit (New Orleans, LA)

The Revenue Management Summit, formerly the Fare Collection Workshop, featured an expanded focus on innovations and updates in the areas of revenue management, policy, fare systems (technology, management, and maintenance), system procurement, implementation, theft, and fraud. The summit addressed the needs of both small operators and large agencies, engineers, operations personnel, revenue management personnel, policy staff, and decision makers.

SAFETY AND SECURITY

The safety and security of our industry's public transit systems continued to be a strong focus of APTA's efforts.

Celebrating Safety

During the past year, APTA celebrated its 100th anniversary of recognizing safety achievements and innovations in our industry. Special "100 Years of Safety in Transit" events were held in conjunction with the APTA Bus and Rail conferences. Additionally, safety services and support continued to thrive through the APTA Safety Management Audit Program, with 37 audits and management reviews being provided to the 54 transit systems currently participating in the program.

Strengthening Security

APTA continued to receive funding for security enhancements through a \$1.5 million grant from the Transportation Security Administration (TSA). The funds will be used to sustain the

Public Transit Information Sharing Analysis Center and to develop security standards. Additionally, APTA partnered with the TSA and the Association of American Railroads to host a two-day security roundtable forum in Montréal prior to the Rail Conference.

Peer Reviews

The APTA peer review initiative continued to expand in scope. Today, reviews are being provided not only in the United States, but also in Canada, Hong Kong, and Singapore. In transit-functional areas, including information technology, organization structure, contracting and procurement, and safety and security, 24 peer reviews were completed.

APTA Standards Development Program

With funding from our members, the APTA Standards Development Program produced 25 new standards. These documents help APTA members achieve operational efficiencies, safety improvements, and other enhancements. The standards program,

which includes working groups, focused on rail, bus, procurement, information technology, security, sustainability and urban development, and state of good repair. It has generated more than 300 standards since its inception.

Collaboration

This year, APTA President & CEO Michael Melaniphy and other staff members participated in dozens of local, state, regional, and federal conferences and advocacy events. We again engaged in the meetings of our many coalition partner organizations, including the U.S. Chamber of Commerce, 1776, the National Conference of State Legislatures, and the American Association of State Highway and Transportation Officials. APTA representatives also attended and spoke at many meetings convened by government agencies, from the Department of Labor to the White House Council of Economic Advisors to the Department of Homeland Security.

WORKFORCE DEVELOPMENT

APTA focused on attracting, developing, and retaining a diverse workforce, and we organized and offered many training and career opportunities for our members.

Early Career Program

The inaugural class of the Early Career Program graduated during the 2014 Bus & Paratransit Conference. The program, designed for rising public and private sector members of the public transportation industry, included a mentoring program with industry leaders for the 25 students. The second class was inducted during the Rail Conference and will graduate during the 2015 Bus & Paratransit Conference in Fort Worth, TX. This augments the highly successful Leadership APTA program which is in its 16th year.

Mid-Level Managers

APTA continued to expand the Mid-Level Managers Magnification Program at its meetings. In addition to networking breakfasts, we sponsored a series of professional development training programs. At our bus and rail conferences,

we sponsored sessions by the National Transit Institute and GannonConsult on leadership and management skills for more than 200 mid-level professionals.

Higher Education Student Ambassador Program

This program expanded its visibility through stakeholder engagement and outreach to public transit agencies, businesses, colleges and universities, community colleges, technical schools, and university transportation centers to encourage students to attend and/or present at APTA conferences and meetings. More than 50 students participated at APTA's Annual Meeting and the Bus & Paratransit Conference.

Training and Education

APTA's Transit Board Members Committee and Board Support Subcommittee of-

fered four webinars to help advance public transportation agencies and their leadership capabilities. This year's series included the board's role in succession planning, the value of leadership, expanding the agency's revenue options, and time management. Available for members on APTA's webcast/webinar page, the presentations focus on four aspects of sustainability: education, workforce development, financial/economic sustainability, and environmental sustainability.

The Transit Board Member Handbook, unveiled in July, is an online publication that provides information for new and veteran board members. Issues include roles and responsibilities, a board's committee structure, leadership qualities, the selection of and relationship with the CEO, ADA, and strategic planning.

APTA continued to increase training and career opportunities for our industry's frontline workforce. Under the leadership of APTA's Human

Resources Committee, we launched a monthly webinar series highlighting the frontline workforce in both public and private sectors. The Bus & Paratransit and Rail conferences featured several workshops for frontline employees, including specialized career-track sessions.

APTA continued its partnerships with Rutgers University, the American Association of Community Colleges, National Association of Workforce Boards, and industry leaders to advance the release of the Transit Virtual Career Network (TVCN) web portal. This system is a cost-effective, field-tested website designed to attract job seekers including young people and returning military to blue-collar jobs in the industry and provide recruiting and training tools to public transit agencies. The TVCN will be launched at APTA's 2014 Annual Meeting & EXPO.

APTA's business members are encouraging the development of the next generation of engineering

Practicum speakers from left: Nicolas Girard, CEO, Agence métropolitaine de transport, APTA President & CEO Michael Melaniphy, and APTA Chair Peter Varga.

DOT Secretary Anthony Foxx addressed members at APTA's 2014 Legislative Conference.

APTA's Bus & Paratransit and Rail conferences provided workshops for frontline employees.

APTA's Early Career Program graduated its first class of 25 students.



students who will design the public transit systems and vehicles of the future. They are also identifying curriculum content that can be used to give these students the knowledge and skills they will need to find rewarding careers. New partnerships with other trade associations and academic institutions are a critical part of advancing this effort.

Youth Outreach-Oriented Programming

Throughout the year, APTA undertook several initiatives to involve young people in the public transportation industry.

We sponsored a team for the Garrett A. Morgan Sustainable Transportation Program, allowing middle school students to learn about public transit.

The annual National Public Transportation Career Day encouraged APTA members to visit local schools and promote careers in our industry.

We also partnered with more than a dozen high schools to promote tech-

nical careers in the public transportation industry.

The American Public Transportation Foundation (APTF)

The APTF Board of Directors continues to place an emphasis on increasing the number and level of scholarship awards. The board approved a new scholarship funding policy and awarded more than \$85,000 – the largest amount awarded to date. The APTF undertook a rebranding this year to reflect the foundation’s new direction, carried out by various subcommittees. During the opening general session of APTA’s Annual Meeting, scholarship winners and their sponsors were recognized on stage both live and via video. The APTF Chair and board members had high-profile speaking opportunities at numerous events, including the BMBG, Transit CEOs, and Transit Board Members meetings. Due to a strong push for donations, contributions of \$48,000 to the Fellows Program through the third quarter exceeded the foundation’s annual budget target by \$23,000.

Professional Development

Having a highly skilled staff is paramount to APTA’s success. APTA recently formed a Learning Advisory Council, whose membership reflects a broad representation of staff from all levels. The council’s goal is to advise, manage, and support a plan to enrich professional development opportunities for APTA staff. It will also help coordinate internal programs and workshops, both

formal and informal, and recommend innovative approaches to ensure APTA staff have the resources they need. APTA will continue to provide opportunities for staff to attend specialized workshops, conferences, and support mentoring and shadowing opportunities to increase their knowledge and experiential base. We continue our long-standing tradition of tuition assistance for those pursuing higher education opportunities.

GLOBAL IMPACT

A global perspective is necessary for both businesses and the public sector in an increasingly interconnected world. During the past year, we put that belief into practice in the following ways.

UNIFE

In 2013, APTA signed a memorandum of understanding with the European Industry Association (UNIFE), mirroring one signed by FRA and the European Railway Agency a year earlier. Since the signing, all four entities, along with the European Commission’s office on transport, DG Move, are working to develop a set of five initiatives designed to advance the worldwide rail industry.

Foreign Delegations

Throughout the year, APTA expanded its global voice by hosting delegations from Thailand, Ethiopia, China, Israel, Northern Ireland, Argentina, Jamaica, and South Korea. In addition to these opportunities to

exchange ideas and share best practices, APTA staff and members represented the association at events held by the US-China Transportation Forum Urban Congestion Working Group, the Latin American Association of Metros and Subways, the Brazil-based National Association of Private Transport, and the Australasian Railway Association.

Embassy Roundtables

APTA sponsored two Embassy Roundtables, which brought together foreign public transportation-focused representatives from around the world to discuss such topics as climate change, federal legislation, innovative financing, high-speed rail, and public-private partnerships.

SUSTAINABILITY



More than 120 APTA members have voluntarily committed to implement specific processes and actions that improve environmental, social, and economic sustainability. This year, seven organizations achieved higher levels of recognition and received acknowledgement from their peers for implementing strong, measurable sustainability standards.

ASSOCIATION MANAGEMENT

APTA is committed to being the most efficient, fiscally prudent, and responsive association possible. To that end, it is consistently engaged in internal reviews and formulating plans to improve its effectiveness.

A three-year review of APTA’s governance system is concluding this fall with a comprehensive review of committee structure. Following significant outreach and discussions with APTA committee chairs, existing committee members, and new APTA members, APTA’s Governance Review Task Force is making recommendations to the board this October. This three-year effort is designed to optimize

APTA’s governance system following the changes made in 2010.

Throughout the year, members from across our association attended listening sessions, provided input, and helped shape APTA’s next five-year strategic plan.

APTA Vice Chair Phillip Washington, general manager, Denver RTD, chaired the APTA’s Strategic Plan Steering Committee. The full APTA Board of Directors conducted an extensive “small table” discussion session to guide the drafting process. The board is expected to adopt the 2015-2019 strategic plan at its December 5 meeting, mapping the association’s next steps toward its TransitVision 2050 goals.

APTA ended the year with membership numbers that again surpassed the 1,500 mark.

APTA’s office lease expires in September 2015. In preparation, the association has spent the last year engaging a real estate broker, conducting long-range planning sessions to examine the new office space needs and layout, and developing project timelines. Future activities include finalizing a lease, selecting an architect, and beginning construction on the new office space in anticipation of an August/September 2015 relocation.

FINANCIAL STABILITY PROGRESS

Strengthening APTA’s financial foundation is key to ensuring a sound and stable future for the association.

APTA completed the FY 2014 fiscal year with a balanced budget.

APTA’s Finance Committee, led by Secretary/Treasurer Doran Barnes, executive director, Foothill Transit, continues to be actively engaged with quarterly meetings focused on review and monitoring of the FY 2014 Budget, which ended June 30, 2014.

Building on the 2013 approved plan, the committee continues to evaluate APTA fiscal recovery goals with a long range plan to restore reserves to policy level by 2017. The plan provided the guidance for the development of the FY 2015 budget, which was approved by the Executive Committee.

The committee also conducted an extensive competitive procurement for

a new investment advisor service to revisit and revise APTA’s investment policy and manage the portfolio. UBS Institutional Consulting Group was chosen. The work begins in the latter half of 2014, with the committee recommendations expected in November.

APTA Chair Peter Varga created a research, communications, and advisory council made up of APTA’s Executive Committee and the chair of the Legislative Committee to ensure that dollars for our advocacy efforts are used to the fullest extent possible.

Finally, APTF’s outstanding debt to APTA will be eliminated in FY 2015, providing the foundation with a debt-free position and the ability to focus on its core mission of providing scholarships.

APTA members attended listening sessions, provided input, and helped shape APTA’s next five-year strategic plan.

APTA’s Executive Committee met with DOT Secretary Anthony Foxx at APTA’s 2014 Legislative Conference.



EXECUTIVE COMMITTEE



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CHAIR
Chief Executive Officer
Interurban Transit Partnership
(The Rapid)



Phillip A. Washington
VICE CHAIR
General Manager
Regional Transportation District



Doran J. Barnes
SECRETARY/TREASURER
Executive Director
Foothill Transit



Flora M. Castillo, CHIE
IMMEDIATE PAST CHAIR
Board Member
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(NJ TRANSIT)

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MEMBER AT LARGE



Ronald L. Epstein
MEMBER AT LARGE



Joseph J. Giulietti
MEMBER AT LARGE



Huelon A. Harrison
MEMBER AT LARGE



Angela Iannuzziello, P.Eng., F.E.C.
MEMBER AT LARGE



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Crystal Lyons
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Reginald A. Mason
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Keith T. Parker, AICP
MEMBER AT LARGE



Thomas F. Prendergast
MEMBER AT LARGE

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