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# CONNECTING PEOPLE TRANSFORMING THE FUTURE



AMERICAN PUBLIC TRANSPORTATION ASSOCIATION ANNUAL REPORT 2021



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# A MESSAGE FROM APTA CHAIR AND APTA PRESIDENT AND CEO

## Dear APTA Members and Friends,

After a year in which accomplishments emerged from adversity, we are proud to present our association's annual report for fiscal year 2021. These pages tell an important narrative about the American Public Transportation Association's commitment to its members and our industry's essential role in keeping communities mobile, working, and flourishing.

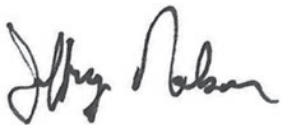
As the world changed, we changed with it. This year's accomplishments — record levels of federal funding, a national health and safety campaign, virtual learning events, timely technical support — would have been impressive at any time; in the face of a global health crisis, they were remarkable, distinguishing our members and APTA from most other industry groups.

Our work helped transit agencies to adapt, innovate, and act decisively, knowing they had the most reliable information and effective tools. Transit leaders and workers were the true heroes. They kept buses and trains running; moved people, medicines, and essential supplies; and realigned resources to serve those who most rely on public transportation.

We are grateful to Nuria Fernandez, who served as APTA Chair before being called upon to lead the Federal Transit Administration in early 2021, and for the seamless transition in board leadership, including the election of Matt Tucker as Vice Chair.

Thanks to the dedication and unity of our Executive Committee, Board of Directors, and APTA staff, we together shepherded our industry through unprecedented challenges and began leveraging the promising opportunities to come.

With deep appreciation and best wishes,



Jeffrey A. Nelson  
APTA Chair  
CEO / Managing Director,  
Rock Island Metropolitan  
Mass Transit District (MetroLINK)



Paul P. Skoutelas  
APTA President and CEO



Jeffrey A. Nelson



Paul P. Skoutelas



## *from* “The Hill We Climb”

*When day comes, we ask ourselves, where can we find light  
in this never-ending shade?*

*The loss we carry. A sea we must wade.*

*We braved the belly of the beast.*

*We’ve learned that quiet isn’t always peace, and the norms and  
notions of what “just” is isn’t always justice.*

*And yet the dawn is ours before we knew it.*

*Somehow we do it.*

*Somehow we weathered and witnessed a nation that isn’t broken,  
but simply unfinished.*

*That even as we grieved, we grew.*

*That even as we hurt, we hoped.*

*That even as we tired, we tried.*

*That we’ll forever be tied together, victorious.*

*We will rebuild, reconcile, and recover.*

*And every known nook of our nation and every corner called our country,  
our people diverse and beautiful, will emerge battered and beautiful.*

*When day comes, we step out of the shade of flame and unafraid.*

*The new dawn balloons as we free it.*

*For there is always light, if only we’re brave enough to see it.*

*If only we’re brave enough to be it.*

**Amanda Gorman**

*National Youth Poet Laureate*

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# A YEAR LIKE NO OTHER

**The confluence of a deadly pandemic, a reckoning over racial inequity, and the hardship of a national economic shutdown defined much of 2020 and the first half of 2021. This was a period without precedent.**

The words of Amanda Gorman remind us that these challenges also revealed our character as an industry founded on the belief that mobility is the catalyst for freedom and progress. The hill we climbed was one of hurt and hope, grief and growth, and an unwavering commitment to “rebuild, reconcile, and recover.”

When COVID-19 threatened our mission, our work, and the communities we serve, APTA pivoted to prioritize new needs and repurpose existing assets. As the leading voice of public transportation in North America, we worked hand in hand with our member transit agencies, businesses, fellow trade groups, and government leaders. The immediate goals were to secure necessary resources for our industry and disseminate critical information. The result:

- Nearly \$70 billion in emergency federal funding provided under three different legislative packages;
- Creation of an APTA COVID-19 Resource Hub with the latest official guidance, tools, and global best practices;
- Weekly communications with APTA members and government agencies to coordinate responses to the pandemic, extend comment periods on federal regulations, and continue advocating for a long-term authorization and major infrastructure investment;
- Delivery of APTA’s Health & Safety Commitments program to help transit systems protect workers and passengers, and to restore public confidence in transit; and
- A wide range of exclusive new webinars and virtual events designed to provide an interactive forum on COVID-19 related issues and needs.



**Transit agencies stepped up to save lives, serve those in need, and demonstrate a new level of flexibility, responsiveness, and sacrifice.**

Alongside these pandemic-related initiatives, APTA continued to write and update standards, conduct safety audits and peer reviews, host virtual conferences, sponsor research, and keep our members informed of industry news.

Transit agencies stepped up to save lives, serve those in need, and demonstrate a new level of flexibility, responsiveness, and sacrifice. In response, the public gained a new appreciation and respect for our industry. Today, nearly 4 in 5 people consider public transportation to be an essential service that deserves more federal support.

As we hope for and work toward a bright post-pandemic future, we can take pride in the precedent we have created this year. As Gorman wrote, “... there is always light, if only we’re brave enough to see it... if only we’re brave enough to be it.”





# A REIMAGINED FUTURE WITH NEW PRIORITIES

**COVID-19 created changes in our daily lives that are likely to remain even after the pandemic is under control.**

But more than being a change agent, the virus has been an accelerant of trends that were underway. It exposed changing travel patterns and ridership preferences, limited transit access in underserved neighborhoods, gaps in managing curb usage, the need for a broader fundings base, and an increasingly important role for public transportation on social and environmental issues.

The good news: The innovations and initiatives that were emerging within the public transportation community before COVID-19 helped us prepare for this past year — and what is to come. Transit agencies are:

- Redesigning transit networks, adding flexible routes and schedules to fixed-route transit;
- Investing in resilient, clean, energy efficient infrastructure that protects the environment and taxpayer dollars, and helps fight the effects of climate change;
- Improving the quality of life for all by improving access to modern transit with real-time digital signage, Wi-Fi in vehicles and stations, and micro-transit and on-demand services;
- Advancing diversity, inclusion, and equity in how we operate, plan, invest, recruit, and meet the diverse needs in our communities;
- Creating more flexible and simplified fare structures to improve equitable access to transit;
- Collaborating with local officials to create more bus-only lanes and transit-only streets;
- Using new technologies and proven best practices to enhance the health, safety, and security of passengers and transit employees; and
- Understanding what transit riders need and want, how their lives have changed, and how agencies need to adapt, invent, and serve.

The innovations and initiatives that already had been emerging within the public transportation community before COVID-19 helped us prepare for this past year — and what is to come.

We prevailed over crises. Our eyes are on the future. We now have the opportunity and responsibility to create a reimagined future by focusing on new priorities.

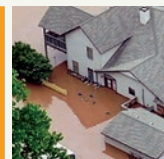
## A REIMAGINED FUTURE WITH NEW PRIORITIES



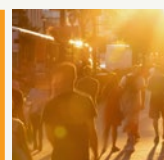
### THE NEW MOBILITY



### EQUITY



### CLIMATE CHANGE



### GROWTH & RECOVERY

**Public transportation is the essential element for progress on ALL these issues.**







# THE NEW MOBILITY

**The New Mobility is characterized by innovative technology, services, and service providers that have the potential to make mobility in the United States more convenient, seamless, flexible, and personal.**

As we prepare for a post-pandemic environment, elements of the New Mobility can make public transportation more attractive and beneficial to large numbers of people.

On-demand, customizable transportation options were gaining popularity before COVID-19 impacted life in North America. At the time, the public transportation community was learning how to integrate its traditional services with car-sharing, bike-sharing, and curb-to-curb transportation options.

When much of the economy slowed or shut down, however, public transit agencies used the New Mobility concepts to provide transportation where and when it was most needed.

The result: We were there for the essential workers of America. Almost overnight, our industry transformed itself by shifting resources to match changing demands, launching on-demand and micro-transit services, and partnering with groups for which public transit was the only available option.

Using the lessons learned during the pandemic, public transportation is well positioned to lead transformative changes in mobility for all. For example, today's transit agencies are:

- Creating offices of innovation to seed new ideas and collaborate with other mobility disrupters;
- Working with local governments to rethink the use of curb space and public streets to reduce congestion;
- Testing new models that use real-time data to make real-time operational decisions, to stay connected to passengers before and throughout their trip, and to respond to changing ridership needs; and
- Redefining their role as both service provider and mobility manager of diverse public and private multimodal transportation choices.

COVID-19 taught the world to value time, freedom, and personalized service. This means public transportation's future will be defined by connectivity (to mix and match any travel option from the palm of your hand), convenience (regardless of where, when, or how you choose to travel), and customer choice (to accommodate any budget, schedule, personal values, and circumstances).

Having the resources to adopt the latest technologies will be paramount to making public transportation a New Mobility leader. So, too, will be our ability to invest in a change-agent workforce that is committed to continuous learning, experimentation, and discovery.



CHOICE Select Health Medicaid  
para más información:  
69-7774 (TTY: 711)  
pm, lunes – viernes  
llamadas son confidenciales.

Health, sus recetas para el VIH  
probadas, para que usted nunca  
esperar a que se las autoricen.





## EQUITY

**The history of public transportation is tied to the successes and failures of equity in America. “Building back better” begins with acknowledging the systemic shortcomings in our past so that we can prevent them from becoming part of our future.**

When benefits and access to opportunity are available to everyone equitably, it results in higher employment, higher wages, better access to education and public services, and improved availability of transit.

APTA and its members are doing remarkable work to provide equitable access to opportunities, solicit diverse voices and views, hire workers who represent the communities they serve, and foster open dialogue.

In addition to the following activities, APTA is making diversity, inclusion, and equity a priority topic at all our major conferences.

**APTA created a Racial Equity Action Plan**, a blueprint for how the association can make a transformational impact and support its members in doing so by:

- Measuring and recognizing progress on racial equity in the transit industry, providing a tangible roadmap for advancing equity in their own organizations;
- Providing education, technical guidance, and other resources that support practices, policies, and programs to advance racial justice and equity;
- Creating mentorship and engagement opportunities, and promoting inclusion and diversity in leadership positions at transit agencies, transit-related businesses, and relevant boards of directors, as well as in the equitable delivery of transit industry goods and services; and

- Establishing results-oriented partnerships with organizations dedicated to equity, diversity, and inclusion that support the goals and mission of APTA and its Racial Equity Action Plan.

APTA members are also focusing on delivering service with an equity lens in the following ways:

- **Equity in Allocating Service:** Creating a more equitable transportation system means re-evaluating priorities to focus on the people for whom transit is the only mode of mobility. More frequent routes are being added to under-served, densely populated urban areas, and resources are being targeted to where they are needed most, regardless of zip code.
- **Connect All Customers with Decision-Makers:** APTA-member transit agencies are working with neighborhood organizations and local activists to ensure historically disenfranchised populations have a voice. Making transit equitable means listening to all riders and all communities.
- **Support Broad Investment in Low-Income Communities:** Transit and business leaders are partnering with technical schools, medical and research facilities, grocery stores and retailers, and investors to plan capital projects that can create jobs, training opportunities, and affordable housing.







## CLIMATE CHANGE

**Global climate change represents an increasingly serious environmental, economic, health, and social challenge.**

**Since the transportation sector generates the largest share of greenhouse gas emissions in the United States, public transit has both an obligation and an opportunity to address the issue in meaningful and measurable ways.**

During the past decade, many of America's bus fleets have transitioned away from relying on older fossil fuels in favor of vehicles powered by electric batteries and / or new, cleaner fuels.

Additionally, a growing number of communities nationwide have or are planning to invest in low- or no-emission light rail, trolleys, or streetcars. Transit agencies are also embracing "green" innovations in the ways they clean and maintain vehicles and facilities, thereby reducing waste and saving water and electricity. All these actions not only help reduce carbon emissions, but also make transit-centric communities cleaner and healthier.


APTA is working to:

- Accelerate the continued adoption of carbon neutral operating practices, clean energy technologies, and fuel-efficient power generation in transit vehicles and facilities;
- Encourage investments in resilient public transit infrastructure that is environmentally friendly, technologically advanced, and sufficiently adaptable to accommodate future natural and human-created crises;
- Update standards that guide the procurement of electric buses and related equipment, and collaborate with the electric utility industry to help transit agencies plan for battery bus infrastructure;
- Advocate for the expansion and modernization of public transportation to make using public transportation easier and more convenient and to encourage individuals to reduce their reliance on private automobiles, one of the largest single sources of carbon dioxide (CO<sub>2</sub>) emissions;
- Increase access to public transit for all people, especially in communities with unhealthy or unsafe environmental conditions or where physical or financial barriers hinder access to mobility; and
- Support education, research, and experimentation that can create important transit innovations to address evolving changes in climate and the environment.

### LEADING IN CLEAN TECHNOLOGY


Share of **Hybrid Electric Buses**


2010: **7.0%**  
2020: **18.0%**



*(According to APTA's 2020 Vehicle Database)*

### LOWERING CARBON EMISSIONS




**84%** 

**less CO<sub>2</sub> emissions by using the subway** rather than a car

*(According to TCRP "Report 226: An Update on Public Transportation's Impacts on Greenhouse Gas Emissions")*

### REDUCING GASOLINE CONSUMPTION

**6.0 BILLION** 

**Gallons of Gas Saved** annually by using public transportation

*(According to TCRP "Report 226: An Update on Public Transportation's Impacts on Greenhouse Gas Emissions")*







# RECOVERY & GROWTH

**Our nation and our economy were born and built on the movement of people and goods. Mobility propels the promise of prosperity, and public transportation has always been an economic engine.**

The most telling evidence of this can be seen in one fact: **87 percent of trips on public transit directly benefit the economy**—by carrying people to and from work, shopping, and recreational spending.

The COVID-19 pandemic demonstrated transit's essential role in good times and during a crisis. By providing critical travel to jobs, grocery stores, pharmacies, medical facilities, and community services, public transit agencies and transit workers proved vital to the survival of large and small communities. As the nation emerges from the public health crisis, transit will have a second responsibility: carrying increasing numbers of passengers back to economic opportunities and recovery.

- **The \$80 billion a year public transportation industry directly employs almost 450,000 people in all 50 states.** The companies that supply transit agencies with products and services can be found in every congressional district.
- **Investment in public transportation creates jobs in small and rural areas where bus and rail cars are often manufactured.** Every \$1 invested in a public transportation project generates \$5 in economic activity in the local community.
- **Businesses and research hubs prefer to locate near public transit corridors** because it provides access to a larger pool of talented workers.

- **Home values are as much as 24 percent higher when located near public transportation.** For commercial office space, the increase in value can be as high as 42 percent.
- **Cities with vibrant public transportation systems attract more business meetings, conventions, trade shows, sporting events, and entertainment experiences,** all of which draw visitors and generate revenue.

Public transit also increases productivity. When people spend less time in traffic, their efficiency, output, and on-time performance tend to be higher than in similar-sized, non-transit communities. Added to this are the indirect economic benefits of safer streets, healthier air quality, and an environment that encourages walking.

Our national economic recovery depends on getting people to be mobile again. Winning back customers is the goal of every public transportation agency. Many have launched high-profile campaigns, incentives, and new services.

As more workplaces, restaurants, and other destination venues reopen, more people will choose to ride transit, a critical catalyst for economic health, healing, and growth.



# SERVING OUR MEMBERS 2020–2021 IN REVIEW

## ADVOCACY

- Secured nearly \$70 billion in emergency COVID-19 funding for public transportation, including \$30.5 billion from the American Rescue Plan Act this past March.
- Aggressively advocated for the successful Senate passage of the bipartisan “Infrastructure Investment and Jobs Act,” a five-year surface transportation authorization that includes several APTA policy recommendations and significant funding increases for public transit (\$107 billion) and passenger and freight rail (\$102 billion).
- Worked with the House Transportation and Infrastructure Committee and Ways and Means Committee to support transit provisions in the budget reconciliation bill, the “Build Back Better Act.”
- Proposed funding levels to the House and Senate Appropriations Committees that included funding over FAST Act authorized levels for public transit and increases for passenger rail programs.
- Helped secure Senate passage of “The State, Local, Tribal, and Territorial Fiscal Recovery, Infrastructure, and Disaster Relief Flexibility Act,” which gives state and local governments the flexibility to use COVID-19 emergency funding for infrastructure projects, at the discretion of state and local authorities.
- Submitted written comments to FTA’s Request for Information (RFI) concerning the Capital Investment Grants (CIG) Program, including the release of APTA’s dashboard of CIG projects.
- Sponsored a Virtual Washington Fly-In for APTA transit and business members.

### Advocacy by APTA President and CEO Paul Skoutelas included:

- Testifying at the House Transportation and Infrastructure Committee hearings on “Assessing the Federal Government’s COVID-19 Relief and Response Efforts and its Impact” and “Examining the Surface Transportation Board’s Role in Ensuring a Robust Passenger Rail System”;
- Participating in the House Ways & Means Committee’s Democratic Caucus roundtable discussions on transportation financing, zero-emission vehicles, and infrastructure; and
- Submitting testimony for the House Transportation and Infrastructure Committee’s hearing on “When Unlimited Potential Meets Limited Resources: The Benefits and Challenges of High-Speed Rail and Emerging Rail Technologies.”



## SAFETY & SECURITY

- Completed a benchmarking study (with Aon) on public transit risk managers' issues, helping to promote risk management and safety best practices, and leading to the creation of a safety and loss prevention / performance measurement tool and other risk management deliverables for transit organizations.
- Successfully advocated for nine-month extension of the TSA Security Training rule to allow adequate time for APTA members to submit their security training plans.
- Advocated for the COVID-19 related health and safety needs of transportation employees as essential workers.
- Participated in Operation Lifesaver, Inc. to help prevent collisions, injuries, and fatalities on and around railroad tracks and highway-rail grade crossings.



- Sponsored monthly safety spotlight webinars with members from four APTA modal and policy-oriented safety committees, with major guest speakers.
- Played a critical role in helping to ensure that all rail transit and large bus systems were in full compliance with FTA's Public Transportation Agency Safety Plan (PTASP) final rule requirement.
- APTA's Health & Safety Commitment Program, a campaign to mitigate the spread of COVID-19 on public transit, was recognized with three awards as an exemplary pandemic response initiative. More than 200 transit agencies are implementing the program.

## BUS

- Published an updated APTA Standard Bus Procurement Guidelines (SBPG) with language specific to battery electric bus procurement, and updated SBPG Technical Specifications from 2013.
- Published an updated suite of recommended practices for agencies implementing bus rapid transit (BRT) systems, focusing on running ways, stations, service design, and marketing.
- Established a monthly online zero emission bus (ZEB) forum to share information through the renamed APTA Zero Emission Fleet Committee on innovative projects and best practices.
- Created a biweekly forum on COVID-19 issues for bus agency GMs and VPs of operations to share information on such topics as fare collection, bus barriers, and vaccine implementation.
- Launched a web-based educational series on Zero Emission Bus Planning and Deployment, leveraging the TCRP Guidebook for Deploying Zero Emission Transit Buses.
- Established a Memorandum of Understanding with the Edison Electric Institute, which represents all U.S. investor-owned electric companies, for greater collaboration on public transit electrification.
- Conducted a three-part training program for mechanics on CAN networks, led by the APTA Bus Technical Maintenance Committee.

## COMMUTER & INTERCITY RAIL

- Completed our support in helping the commuter and passenger rail industry fully implement Positive Train Control (PTC) and earn FRA certification before the U.S. statutory deadline.
- Actively assisted APTA's commuter and passenger rail members in successfully meeting the FRA deadline for creating a System Safety Program (SSP) Plan through a series of APTA webinars, by sharing best practices, and facilitating clarification of various FRA requirements.
- Held a joint International Rail Conference with UITP, the International Association of Public Transport.

## STANDARDS

The APTA Standards Program published 27 documents including nine standards, 15 recommended practices, one guideline, and two white papers. Topics included:

- Battery electric bus procurement guidelines and technical requirements;

- Electronically-controlled pneumatic (ECP) braking;
  - Improved safety requirements for passenger seats, interior fixtures, truck design, couplers, and several electrical requirements; and
  - Security related topics such as lighting for transit passenger facilities, crime prevention through environmental design, and security risk assessment methodology for public transit.
- Published new standard on Developing a Pandemic Virus Service Restoration Checklist.
  - Disseminated a white paper titled “Cleaning and Disinfecting Transit Vehicles and Facilities During a Contagious Virus Pandemic,” the preeminent guide on cleaning and disinfecting vehicles and facilities, including information on the latest products and procedures.

## PEER REVIEWS

- APTA completed 16 Peer Reviews for public transit agencies on multiple issues in Austin, TX; San Diego, CA; Tampa, FL; Honolulu, HI; Los Angeles, CA; New Orleans, LA; Orange, CA; Denver, CO; Seattle, WA; and Toronto, ON (Canada).
- Also, 10 more peer reviews were initiated or planned in Los Angeles, CA; Houston, TX; Philadelphia, PA; Portland, OR; Waterloo, ON (Canada); Honolulu, HI; Louisville, KY; Boston, MA; Austin, TX; and Chicago, IL.

## INTERNATIONAL STUDY MISSIONS

APTA conducted two virtual international Study Missions:

- **Recovery Lessons in Canada:** In collaboration with CUTA, the Canadian Urban Transit Association, APTA members visited transit agencies from Montreal, Toronto, Niagara, and Belleville to Ottawa, Calgary, Winnipeg, and Vancouver, focusing on new revenue and financing opportunities, infrastructure investment, preparing for a return of riders, alternative service delivery models, and new technologies.
- **Zero Emission Buses in Europe:** More than 200 APTA members learned how leading European transit agencies are approaching a large-scale transition to zero emission bus fleets in the Netherlands, France, Germany, and the United Kingdom, with emphasis on the customer and operator experience.

## COMMUNICATIONS

- Media outreach included interviews, press conferences, and briefings featuring APTA President and CEO Paul



Skoutelas, who was quoted in over 250 stories in media outlets of all sizes, notably The New York Times, Wall Street Journal, Washington Post, CNN, Los Angeles Times, San Francisco Chronicle, Atlanta Journal-Constitution, Toronto Star, Politico, Bloomberg, CNN, NPR, and Axios.

- APTA's Voices for Public Transit's (VPT) digital grassroots community, increased its advocate-followers to more than 240,000 and sent 17,000+ letters in support of transit funding to elected officials.
- APTA's radio, print, and online advertising advocated for increased federal investment in public transit and passenger rail infrastructure, Capital Investment Grants, and COVID-19 relief, appearing on high-profile platforms such as Axios, Politico, and The Hill, where they were seen by Washington opinion leaders and decision-makers.

## MEETINGS, CONFERENCES & MEMBERSHIP

- Planned, publicized, and hosted 15 virtual conferences that attracted almost 5,000 attendees.
- Added more than 100 new members to APTA's membership.

## APTAU

APTAU: Delivering the Future-Ready Workforce, is the association's one-stop resource to assist members in addressing workforce development and training needs.

APTAU Learning, the industry's online portal to on-demand learning and more, offered the following educational opportunities:

- 33 webinars organized under the branded themes of FutureView, Perspectives, Kaleidoscope, and Innovations in Mobility, as well as topics on COVID-19 and time-sensitive priorities.







*APTA produced numerous reports, policy papers, and surveys to assist our members both before and during the pandemic.*

- Four CEU Academy online offerings, building upon APTA's credentialing opportunities at conferences and meetings, were established to expand this member benefit through APTAU Learning resources.
- Three e-Learning courses on Cyber-security Fundamentals for Executives, Becoming a Deputy CEO and Related Roles, and Conducting Critical Conversations.
- 80 recorded sessions from APTA's 2020-2021 virtual conferences.
- A new Transit Workforce Readiness Guide showcasing industry programs designed to support underserved high school students, including curricula, best practices, interviews, and hundreds of resources from more than 35 member organizations and partners.

## LEADERSHIP PROGRAMS

- The Leadership APTA and Emerging Leaders Programs successfully transitioned to virtual programming during the pandemic.
- The American Public Transportation Foundation (APTF) awarded \$266,000 in scholarships, the largest amount since the Foundation's 1988 inception, to 43 recipients representing diverse specializations required to sustain and grow public transit's workforce.
- Thanks to the commitment and support of APTA members and our industry, and to favorable market conditions, the APTF's net assets increased to more than \$4 million.

## POLICY DEVELOPMENT & RESEARCH

- **2021 Public Transportation Fact Book** contains national aggregate statistical data covering all aspects of the public transit industry in the United States and Canada. Major sections include U.S. transit facts, operating statistics by modes, federal grants, the Federal Transit Act, and Canadian statistical trends.

- **Mobility Innovation: The Case for Federal Investment and Support** is composed of six case studies that illustrate the innovative potential of the public transit industry in the United States today. The examples focus on serving markets most in need of help and fostering more equitable, inclusive communities.
- **APTA Recommendation on Commuter Rail Liability Insurance** describes APTA's recommendation to establish a Commuter Rail Insurance Program at the U.S. Department of Transportation to provide insurance to commuter rail agencies that operate commuter rail services in the United States.
- **Public Transit Safety During the COVID-19 Pandemic** uses research from international sources to show that riding public transit is not linked to clusters of COVID-19 cases and that a shift from transit to automobiles would have a negative impact on public health and safety.
- **Strong RAISE Program Is Critical for Public Transportation Projects**, which shows a decline in the share of BUILD grants awarded for transit-related projects in 2017-2020, urges the Secretary of Transportation to increase the percentage of RAISE grants to public transportation.
- **Economic Impact of Public Transportation Investment (2020 Update)** summarizes APTA's recommendations for federal funding, which would generate \$16.2 billion in federal, state, and local tax revenue and save America's drivers \$11.7 billion in auto operating costs annually.
- **COVID-19 Emergency Funding Critical to Public Transit's Survival** details how COVID-19 emergency funds have been used by public transit agencies to avoid layoffs and maintain safe, essential services.

## TCRP

The Transit Cooperative Research Program (TCRP) explored new ways to raise awareness about its work, including exhibiting at numerous virtual conferences and the launch of a new podcast, "Transit Research Today."



# FINANCIAL STABILITY

## FY 2021

During a challenging FY 2021, APTA reduced costs and balanced its budget while continuing to provide valuable, critical services to our members. Our efforts to support transit agencies helped secure record levels of emergency funding in three COVID-19 stimulus bills and strengthened public transportation's reputation as a vital, reliable national public service.

## OUTLOOK FOR FY 2022

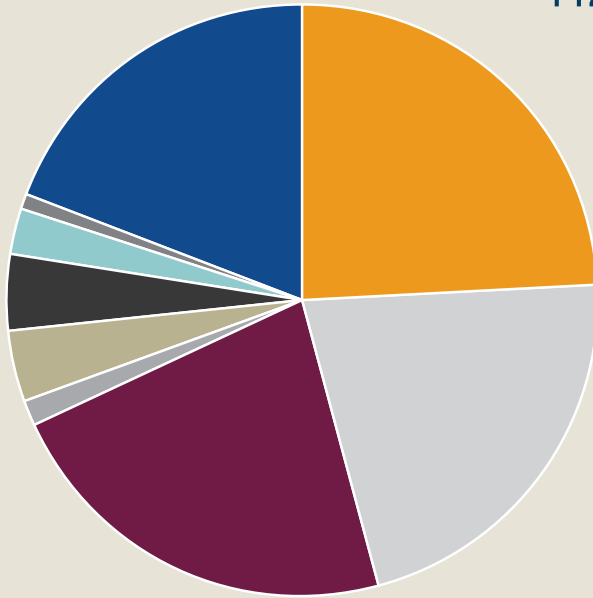
Building on a balanced budget in FY 2021, APTA is positioned to maintain fiscal discipline, increase its reserves, and continue leading the key issues that are shaping public transportation's influence on economic, social, and environmental issues.

## FY2021 YEAR-END REVENUE OVER EXPENSES



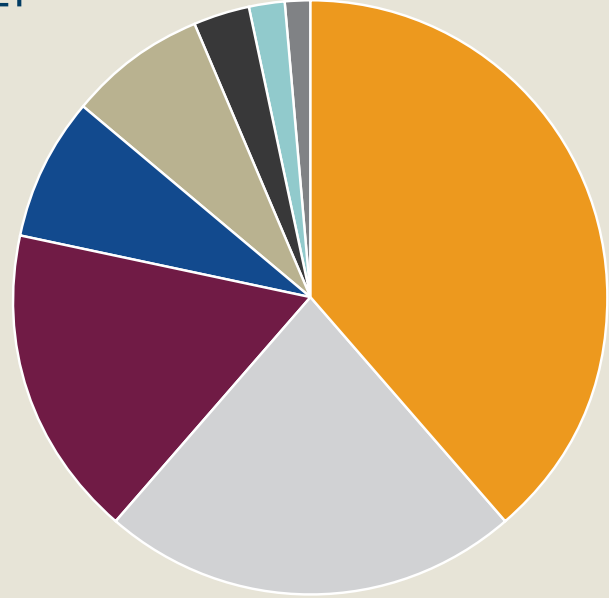


## FY2022 BUDGET



REVENUE  
\$33.8 M

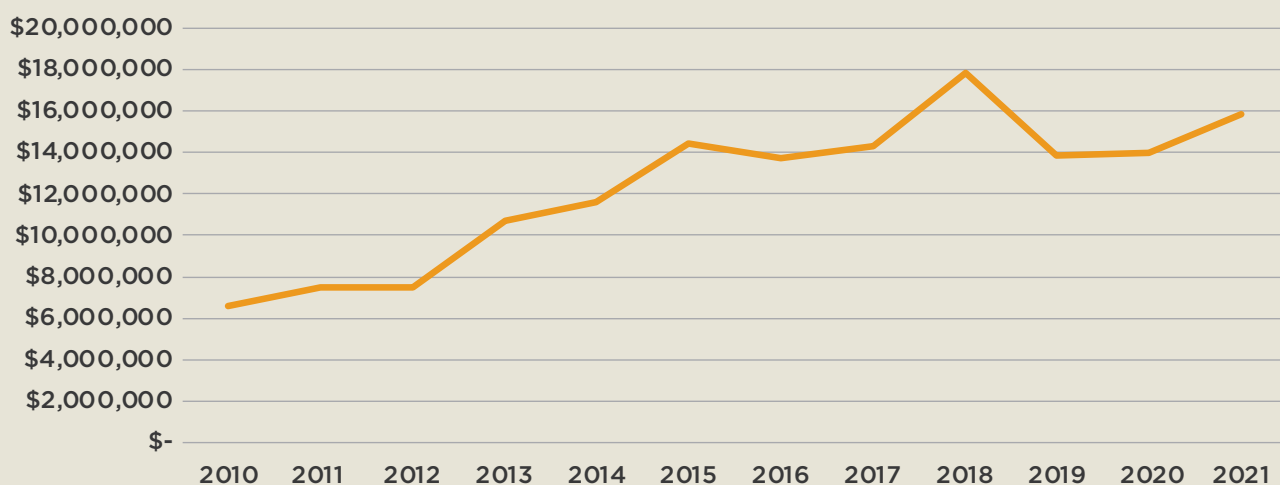
- Membership Dues
- Meeting Related
- Trade Show
- Advertising / Subscriptions
- NATSA
- Project Revenue
- Other Revenue
- Investment Income
- RCA Revenue



EXPENSES  
\$30.1 M

- Labor / Fringe
- Professional Fees
- General Meeting Expenses
- Office Facilities & Lease
- General Office Expenses
- Staff / Non-Staff Travel
- Printing & Duplicating
- Property & Depreciation

## LONG TERM INVESTMENT BALANCE



# CELEBRATING EXCELLENCE

## 2021 APTA AWARDS

### ORGANIZATION AWARDS

#### OUTSTANDING PUBLIC TRANSPORTATION SYSTEM ACHIEVEMENT AWARD

**Mountain Line**, Missoula, MT

*Small System: Fewer than 4 million trips annually*

**Sacramento Regional Transit District (SacRT)**,  
Sacramento, CA

*Medium-Size System: More than 4 million and fewer  
than 20 million trips annually*

**Chicago Transit Authority (CTA)**, Chicago, IL

*Large System: More than 20 million trips annually*

#### INNOVATION AWARDS

**City of San Luis Obispo (SLO Transit)**,

San Luis Obispo, CA

**Jacksonville Transportation Authority (JTA)**,

Jacksonville, FL

**Los Angeles County Metropolitan Transportation  
Authority (LA Metro)**, Los Angeles, CA

### INDIVIDUAL AWARDS

#### DISTINGUISHED SERVICE AWARD

**A. Bradley Mims**

Deputy Administrator, Federal Aviation  
Administration (FAA)

Former President & CEO, Conference of Minority  
Transportation Officials (COMTO)

#### OUTSTANDING PUBLIC TRANSPORTATION BUSINESS MEMBER

**Huelon Harrison**

Principal, Legacy Resource Group (LRG)

Former Chair, APTA Business Members Board  
of Governors

Former Board Member, Dallas Area Rapid Transit  
(DART)

#### OUTSTANDING PUBLIC TRANSPORTATION BOARD MEMBER

**Cindy Chavez**

Board Chair, Santa Clara Valley

Transportation Authority (VTA)

President, Santa Clara County Board of Supervisors

#### OUTSTANDING PUBLIC TRANSPORTATION MANAGER

**Dorval Carter Jr.**

President, Chicago Transit Authority (CTA)



# HALL OF FAME



## Grace Crunican

Before Grace Crunican retired in 2019 as the general manager of Bay Area Rapid Transit (BART), she oversaw more than 3,500 employees and \$30 billion of transportation infrastructure, marking the culmination of a four-decade pioneering transportation career.



## Delon Hampton, Ph.D., P.E. (posthumously)

In a career devoted to civil engineering and its application to public transportation, Delon Hampton founded his own engineering consulting firm in 1973. Before retiring in 2018, he served as the first African American President of the American Society of Civil Engineers.



## Arthur T. Leahy

As the leader of several large public transit agencies throughout his nearly 50-year career, Arthur Leahy earned numerous personal and organizational achievements and accolades. Among his many contributions was the mentoring of diverse, future transportation leaders.



## Stephen Schlickman

As an advocate for diversity, inclusion, and people with disabilities, Stephen Schlickman helped ensure equitable access to transit. He began his career as a bus driver and retired as Executive Director of the University of Illinois Urban Transportation Center in 2015.

# SAFETY, SECURITY & COVID-19

## RAIL SAFETY

**MTA Metro-North Railroad**, New York, NY  
Commuter / Intercity Rail

**Massachusetts Bay Transportation Authority (MBTA)**, Boston, MA  
Light Rail / Streetcar

## CERTIFICATES OF MERIT

**New Jersey Transit Corporation (NJ Transit)**, Newark, NJ  
Commuter / Intercity Rail

**New Orleans Regional Transit Authority (RTA)**, New Orleans, LA  
Light Rail / Streetcar

## RAIL SECURITY

**Sacramento Regional Transit District (SacRT)**, Sacramento, CA  
Light Rail / Streetcar

**Société de transport de Montréal (STM)**, Montréal, QC, Canada  
Heavy Rail

## RAIL COVID-19

**Trinity Metro**, Fort Worth, TX  
Commuter / Intercity Rail

**San Diego Metropolitan Transit System (MTS)**, San Diego, CA  
Light Rail / Streetcar

**Greater Cleveland Regional Transit Authority (GCRTA)**, Cleveland, OH  
Heavy Rail

## CERTIFICATES OF MERIT

**Metropolitan Transit Authority of Harris County (Houston Metro)**, Houston, TX  
*Light Rail / Streetcar*

**San Bernadino County Transportation Authority**, San Bernadino, CA  
*Commuter / Intercity Rail*

## BUS SAFETY

**City of Gardena**, CA (G-Trans), Gardena, CA  
*Small System: Fewer than 4 million trips annually*

**METRO Regional Transit Authority**, Akron, OH  
*Medium-Size System: More than 4 million and fewer than 20 million trips annually*

**New Jersey Transit Corporation (NJ Transit)**, Newark, NJ  
*Large System: More than 20 million trips annually*

**MTM Transit (Sarasota County)**, Sarasota, FL  
*Private Company Contracted Service*

## BUS SECURITY

**METRO Regional Transit Authority**, Akron, OH  
*Medium-Size System: More than 4 million and fewer than 20 million trips annually*

**Regional Transportation Commission of Southern Nevada (RTC)**, Las Vegas, NV  
*Large System: More than 20 million trips annually*

## BUS COVID-19

**City of Gardena (GTrans)**, Gardena, CA  
*Small System: Fewer than 4 million trips annually*

**Metrolinx (GO Transit)**, Toronto, ON, Canada  
*Medium-Size System: More than 4 million and fewer than 20 million trips annually*

**Los Angeles County Metropolitan Transportation Authority (LA Metro)**, Los Angeles, CA  
*Large System: More than 20 million trips annually*

## CERTIFICATES OF MERIT

**Manatee County Area Transit**, Sarasota, FL  
*Small System: Fewer than 4 million trips annually*

**Palm Tran**, West Palm Beach, FL  
*Medium-Size System: More than 4 million and fewer than 20 million trips annually*

**AC Transit**, Oakland, CA  
*Large System: More than 20 million trips annually*

# SUSTAINABILITY COMMITMENT

## PLATINUM

**WSP - USA**, New York, NY

## GOLD

**Metropolitan Atlanta Rapid Transit Authority (MARTA)**, Atlanta, GA

# ADWHEEL 2021 GRAND AWARD WINNERS

## BEST MARKETING & COMMUNICATIONS ON COVID-19

**LOSSAN Rail Corridor Agency**, Orange, CA  
*Small System: Fewer than 4 million trips annually*

**Central Ohio Transit Authority**, Columbus, OH  
*Mid-Size System: More than 4 million and fewer than 20 million trips annually*

**Metra**, Chicago, IL  
*Large System: More than 20 million trips annually*

**Siemens Mobility, Inc.**, Sacramento, CA  
*Business Member Category*



## BEST CAMPAIGNS TO INCREASE RIDERSHIP OR SALES

### **Denton County Transportation Authority,**

Lewisville, TX

*Small System: Fewer than 4 million trips annually*

### **Southern California Regional Rail Authority,**

Los Angeles, CA

*Mid-Size System: More than 4 million and fewer than 20 million trips annually*

### **Regional Transportation Commission**

**of Southern Nevada,** Las Vegas, NV

*Large System: More than 20 million trips annually*

### **ETA Transit Systems,** Boca Raton, FL

*Business Member Category*

## BEST CAMPAIGNS TO SUPPORT EDUCATIONAL INITIATIVES

### **Salem Area Mass Transit District,** Salem, OR

*Small System: Fewer than 4 million trips annually*

### **Spokane Transit Authority,** Spokane, WA

*Mid-Size System: More than 4 million and fewer than 20 million trips annually*

### **Los Angeles County Metropolitan Transportation Authority,** Los Angeles, CA

*Large System: More than 20 million trips annually*

### **INIT Innovations in Transportation Inc.,**

Chesapeake, VA

*Business Member Category*

## BEST CAMPAIGNS TO HIGHLIGHT TRANSIT NEEDS / FUNDING

### **Tampa Bay Area Regional Transit Authority,**

Tampa, FL

*Small System: Fewer than 4 million trips annually*

### **Pinellas Suncoast Transit Authority,**

St. Petersburg, FL

*Mid-Size System: More than 4 million and fewer than 20 million trips annually*

### **Capital Metropolitan Transportation Authority,**

Austin, TX

*Large System: More than 20 million trips annually*

### **Oklahoma Transit Association,** Oklahoma City, OK

*Business Member Category*

## APTA HONORED WITH SIX AWARDS

### APTA'S 2020 ANNUAL REPORT RECEIVED:

- **APEX's Grand Award (1st place)** for Publishing Excellence from Communications Concepts, Inc., the second consecutive year that APTA won the highest award for its annual report
- **EXCEL's Silver Award (2nd place)** from the Association Media & Publishing Network Association Council

### APTA'S MOBILITY RECOVERY & RESTORATION TASK FORCE REPORT, "MOVING THE NATION THROUGH CRISIS," RECEIVED:

- **APEX's Award of Excellence** from Communications Concepts, Inc.

### APTA'S HEALTH & SAFETY COMMITMENTS PROGRAM RECEIVED:

- **EXCEL's Silver Award (2nd place)** from the Association Media & Publishing Network Association Council for our pandemic response campaign
- **American Society of Association Executives' (ASAE) "Power of A" Silver Award**
- **APEX's Award of Excellence** from Communications Concepts, Inc.

# LEADERSHIP

## APTA OFFICERS / 2020-2021

### **Jeffrey A. Nelson**

**APTA Chair**  
(February 2021 - present)

**APTA Vice Chair**  
(July 2020 - January 2021)

CEO / Managing Director,  
Rock Island County Metropolitan  
Mass Transit District (MetroLINK)  
Moline, IL



### **Nuria I. Fernandez**

**APTA Chair**  
(July 2020 - January 2021)

Administrator, Federal  
Transit Administration  
Washington, DC

Former General Manager  
& CEO Santa Clara Valley  
Transportation Authority,  
San Jose, CA



### **Matthew O. Tucker**

**APTA Vice Chair**  
(February 2021 - Present)  
Executive Director / CEO  
North County Transit District  
Oceanside, CA



### **Freddie C. Fuller II**

**Secretary / Treasurer**  
Vice President, Jacobs  
Woodbridge, VA



### **David M. Stackrow Sr.**

**APTA Immediate Past Chair**  
Board Treasurer, Capital  
District Transportation Authority  
Albany, NY

## PRESIDENT AND CEO



### **Paul P. Skoutelas**

**APTA President and CEO**



# EXECUTIVE COMMITTEE / 2020-2021



**Dorval R. Carter Jr.**  
At Large Member  
Chicago, IL



**Francis (Buddy) Coleman**  
Top 10 Business  
Member  
Woodbury, NY



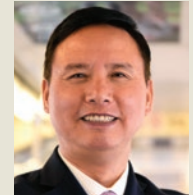
**Michael Goldman**  
At Large Transit  
Board Member  
Washington, DC



**Huelon A. Harrison \***  
At Large Business  
Member  
Dallas, TX



**Kevin J. Holzendorf**  
At Large Transit  
Board Member  
Jacksonville, FL



**Henry Li**  
At Large Member  
Sacramento, CA



**Raymond J. Melleady**  
Business Member  
Board of Governors  
Exton, PA



**Brad J. Miller**  
Mid-Size Operations  
Committee  
St. Petersburg, FL



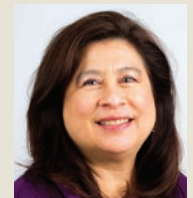
**Allan Pollock**  
Small Operations  
Committee  
Salem, OR



**Leanne P. Redden**  
Legacy Systems  
Chicago, IL



**Karen H. King**  
Bus and Paratransit  
CEOs Committee  
Bakersfield, CA



**Michele Wong Krause**  
At Large Transit  
Director  
Dallas, TX



**Jeanne Krieg**  
At Large Member  
Antioch, CA



**Thomas C. Lambert**  
Rail Transit CEOs  
Subcommittee  
Houston, TX



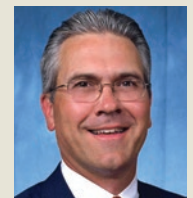
**Adelee Marie Le Grand**  
At Large Member  
New Orleans, LA



**Richard J. Leary**  
Canadian Members  
Representative  
Toronto, ON



**Catherine A. Rinaldi**  
Transit CEOs from  
10 Top Agencies  
New York, NY



**William T. Thomsen**  
At Large Business  
Member  
New York, NY



**Doug Tisdale**  
Transit Board  
Members Committee  
Denver, CO



**Matthew O. Tucker \***  
Commuter Rail  
CEOs Committee  
Oceanside, CA



**Thomas R. Waldron**  
At Large Business  
Member  
Newark, NJ



**Eve Williams \***  
Commuter Rail  
At Large Business  
Member  
Dallas, TX

\* partial term served

# APTA BOARD OF DIRECTORS / 2020-2021

**John O. Adler \***  
Dallas, TX

**Joseph C. Aiello**  
Boston, MA

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Salt Lake City, UT

**Michael H. Ammann**  
Riverside, CA

**Richard Ament**  
New York, NY

**Anthony A. Anderson \***  
Washington, DC

**Holly T. Arnold**  
Baltimore, MD

**Jameson T. Auten**  
Kansas City, MO

**Debra R. Avila**  
Los Angeles, CA

**Paul J. Ballard \***  
Weaverville, NC

**Doran J. Barnes +**  
West Covina, CA

**Ronald L. Barnes +**  
Baltimore, MD

**John P. Bartosiewicz +**  
Fort Worth, TX

**Elise Boggs\***  
Milwaukee, WI

**Roberta Boomer \***  
San Francisco, CA

**Alice N. Bravo \***  
Miami, FL

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Boston, MA

**Dee Brookshire**  
Portland, OR

**Louis J. Brown Jr.**  
Orlando, FL

**Jose R. Bustamante**  
Washington, DC

**Bill Carpenter**  
Rochester, NY

**Mattie P. Carter +**  
Memphis, TN

**Flora M. Castillo +**  
Ventnor, NJ

**Gigi Chen-Kuo \***  
New Westminster, BC,  
Canada

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Parker, CO

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Santa Cruz, CA

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Austin, TX

**Kevin S. Corbett**  
Newark, NJ

**Natalie E. Cornell**  
Ambler, PA

**Shirley A. DeLibero +**  
Milton, MA

**Clarelle DeGraffe**  
Jersey City, NJ

**James M. Derwinski**  
Chicago, IL

**Kevin Desmond \***  
New Westminster, BC,  
Canada

**Samuel M. Desue Jr.**  
Portland, OR

**Rod Diridon Sr. +**  
Sacramento, CA

**Dawn Distler**  
Akron, OH

**George F. Dixon III +**  
Cleveland, OH

**Shawn M. Donaghy**  
Vancouver, WA

**Julie D'Orazio**  
New York, NY

**Sue Dreier**  
Lakewood, WA

**Kimberly A. Dunham**  
Toledo, OH

**Samantha Einarson \***  
Lakewood, WA

**Ronald L. Epstein**  
Albany, NY

**Inez Evans**  
Indianapolis, IN

**William Fay Jr.**  
Livermore, CA

**Stanley G. Feinsod**  
San Francisco, CA

**Denise A. Figueroa \***  
Albany, NY

**Carolyn Flowers**  
El Segundo, CA

**Bernard J. Ford +**  
Chicago, IL

**Nathaniel P. Ford Sr. +**  
Jacksonville, FL

**Jannet M. Walker Ford**  
Jacksonville, FL

**Patrick J. Foye \***  
New York, NY

**Gerald C. Francis \***  
Boston, MA

**Russ Frank**  
Houston, TX

**Gary S. Giovanetti**  
Stockton, CA

**Joseph J. Giulietti**  
Newington, CT

**Jeffrey Gonneville**  
Boston, MA

**Carolyn M. Gonot**  
Salt Lake City, UT

**Janet R. Gonzalez Tudor**  
Chicago, IL

**James H. Graebner +**  
Denver, CO

**Kim R. Green**  
Elk Grove Village, IL

**Sharon Greene**  
Irvine, CA

**Veronique Hakim \***  
New York, NY

**Todd Horsley**  
Alexandria, VA

**Michael Hursh**  
Oakland, CA

**Laurence W. Jackson +**  
Long Beach, CA

**Debra A. Johnson**  
Denver, CO

**Arezou C. Jolly**  
Jacksonville, FL

**Richard A. Kwasneski**  
Arlington Heights, IL

**Katharine Eagan Kelleman**  
Pittsburgh, PA

**Doug Kelsey \***  
Portland, OR

**Christian T. Kent**  
Virginia Beach, VA

**Susannah Kerr**  
Arlington, VA

**Julie B. Kirschbaum**  
San Francisco, CA

**Celia Kupersmith +**  
Reno, NV

**Karen Landers**  
San Diego, CA

**Douglas Lecato**  
Lansing, MI

**Ted Lucas \***  
Seattle, WA

**Reba Malone +**  
San Antonio, TX



**Eric Martel \***  
Montréal, QC, Canada

**Jack Martinson**  
New York, NY

**Bacarra Sanderson  
Mauldin \***  
Savannah, GA

**MJ Maynard**  
Las Vegas, NV

**Erika Mazza \***  
Flagstaff, AZ

**Valarie J. McCall +**  
Cleveland, OH

**Jennifer McNeill**  
St. Cloud, MN

**Angela Miller**  
San Diego, CA

**Jacklyn Montgomery**  
Sacramento, CA

**Jeffrey A. Parker**  
Atlanta, GA

**Marie Parker**  
Raleigh, NC

**Ronald Pavlik Jr.**  
Washington, DC

**Joanne Peterson \***  
Los Angeles, CA

**Gemma Piemontese**  
Toronto, ON, Canada

**Joe Policarpio \***  
Livermore, CA

**Robert Powers**  
Oakland, CA

**Kevin B. Quinn Jr. \***  
Baltimore, MD

**Leslie S. Richards**  
Philadelphia, PA

**Peter M. Rogoff**  
Seattle, WA

**Elliot G. Sander**  
Saint-Bruno, QC, Canada

**Michael J. Scanlon +**  
Brentwood, CA

**Michael I. Schneider**  
Irvine, CA

**Beverly A. Scott +**  
Albany, CA

**Carl G. Sedoryk \***  
Monterey, CA

**Howard Silver +**  
Bakersfield, CA

**Richard J. Simonetta +**  
Winter Haven, FL

**Kimberly Slaughter**  
Chicago, IL

**Scott Smith**  
Phoenix, AZ

**Allen C. Smith III**  
Charlotte, NC

**Amy L. Snyder**  
Urbana, IL

**Manjit Kaur Sooch**  
Oakland, CA

**Robin Stimson**  
Sacramento, CA

**Troi Taylor \***  
Houston, TX

**Gary C. Thomas +**  
Dallas, TX

**Ronald J. Tober +**  
Charlotte, NC

**Emmanuelle Toussaint**  
Plattsburgh, NY

**Michael Townes +**  
Las Vegas, NV

**William Tsuei**  
El Monte, CA

**Peter Varga +**  
Belmont, MI

**Jeff Walker \***  
Denver, CO

**Phillip A. Washington +**  
Los Angeles, CA

**Leslie R. White +**  
Scotts Valley, CA

**Richard A. White +**  
Vienna, VA

**Paul J. Wiedefeld**  
Washington, DC

**Kimberly J. Williams**  
Houston, TX

**Frank J. Wilson +**  
Gilbert, AZ

**Gregory R. Yates**  
Boston, MA

## EXECUTIVE LEADERSHIP TEAM

**Paul P. Skoutelas**  
President and Chief Executive Officer

**David Carol**  
Chief Operating Officer and Acting  
Vice President, Technical Services  
and Innovation

**Pamela L. Boswell**  
Vice President, Workforce Develop-  
ment and Educational Services

**Thomas “TJ” Doyle**  
Vice President, Communications  
and Marketing

**Linda C. Ford**  
General Counsel

**Christina Garneski, CAE**  
Vice President, Meetings and  
Membership Services

**Arthur Guzzetti**  
Vice President, Mobility Initiatives  
and Public Policy

**John S. Henry**  
Chief Financial Officer

**Kym L. Hill**  
Vice President, Executive Office  
and Corporate Secretary

**Shelley Taggart Kee**  
Vice President, Human Resources  
and Administration

**Ward W. McCarragher**  
Vice President, Government Affairs  
and Advocacy

**Petra Mollet**  
Vice President, Strategic and  
International Programs



# APTA LEADS PUBLIC TRANSPORTATION IN A NEW MOBILITY ERA, ADVOCATING TO CONNECT AND BUILD THRIVING COMMUNITIES

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## APTA'S STRATEGIC PLAN GOALS, FY2021-2023

**Championing Investment  
and Supportive Policies**

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**Expanding the Reach of  
Public Transportation by  
Leveraging New Mobility  
Services and Technologies**

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**Developing Leaders and the  
Future-Ready Workforce**

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**Enhancing Safety, Security,  
and System Resilience**

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## THE AMERICAN PUBLIC TRANSPORTATION ASSOCIATION (APTA)

is the only non-profit association in North America that represents all modes of public transportation, including bus, paratransit, light rail, commuter rail, heavy rail, intercity and high-speed passenger rail, and waterborne services.

Our members are involved in every element of the industry — from planning, designing, financing, constructing, and operating transit systems to the research, development, manufacture, and maintenance of vehicles, equipment, and transit-related products and services. Additionally, academic institutions, transportation network companies, transit associations, and state departments of transportation are APTA members.



AMERICAN  
PUBLIC  
TRANSPORTATION  
ASSOCIATION



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