



STRATEGIC PLAN FY 2021-2023

**LEADING CHANGE:
THE POWER OF
PUBLIC TRANSPORTATION**



AMERICAN PUBLIC TRANSPORTATION ASSOCIATION



THE TRANSPORTATION SYSTEM IS EXPERIENCING PROFOUND CHANGE

Technology is enabling new mobility services that no one envisioned even ten years ago. Environmental realities are accelerating the desire to embrace renewable and non-polluting solutions. Everyone expects more personalized, reliable, convenient and responsive service.

The American Public Transportation Association (APTA), as the authoritative voice for the public transportation industry in North America, is dedicated to helping its members anticipate, understand, leverage and lead change.

To successfully fulfill this mission at a time of relentless and unpredictable change, in October 2019 APTA's Board of Directors adopted a new three-year Strategic Plan that activates a new Purpose Statement and clearly defines current priorities. The Plan is designed to strengthen the role and influence of public transportation in advancing mobility for all.

APTA'S PURPOSE STATEMENT

APTA Leads Public Transportation in a New Mobility Era, Advocating to Connect and Build Thriving Communities

STRATEGIC PRIORITIES

APTA's strategic focus for the next three years is to lead change that maximizes the power of public transportation. This means being proactive and dedicating resources to the following priorities and areas of action that can have the greatest impact on our members' success.



CHAMPIONING INVESTMENT AND SUPPORTIVE POLICIES



LEVERAGING NEW MOBILITY SERVICES AND TECHNOLOGIES



DEVELOPING LEADERS AND THE FUTURE-READY WORKFORCE



ENHANCING SAFETY, SECURITY AND SYSTEM RESILIENCE

EACH WORD IN THE PURPOSE STATEMENT IS INTENTIONAL:

APTA LEADS

As the voice for the industry, proactively and assertively shaping actions that impact public transportation

PUBLIC TRANSPORTATION

Supporting the needs of public transportation agencies acting in the public good

NEW MOBILITY ERA

Helping members anticipate, prepare for and understand the changes that are shaping our industry

ADVOCATING

Fervently promoting the interests of the public transportation industry

THRIVING COMMUNITIES

Public transportation provides access to opportunities that improve quality of life and sustain communities



EVERY \$1 INVESTED

IN PUBLIC TRANSPORTATION GENERATES APPROXIMATELY
\$4 IN ECONOMIC RETURNS.

PUBLIC TRANSPORTATION IS A \$71 BILLION INDUSTRY THAT

EMPLOYS 430,000 WORKERS

DIRECTLY AND SUPPORTS
SEVERAL MILLION PRIVATE SECTOR JOBS.



CHAMPIONING INVESTMENT AND SUPPORTIVE POLICIES

APTA's fundamental charge is to make the compelling case that public transportation means jobs and a strong economy, equitable and affordable access to community resources and opportunities, and a healthier environment and cleaner air for all residents, whether they use transit or not.

KEY AREAS OF ACTION:

- 1 | Be the national voice for the industry and advocate for increased federal funding to better serve communities, grow the economy and address environmental challenges
- 2 | Build diverse, high-value partnerships that broaden public transportation's support and influence
- 3 | Support state and local transit initiatives of strategic significance

A photograph of a man in a dark suit, light blue shirt, and red tie, smiling as he looks at his smartphone. He is wearing earbuds. The background is a blurred city street scene with buildings and streetlights.

36%

OF U.S. ADULTS SAID THEY HAVE USED A RIDE-HAILING SERVICE SUCH AS UBER OR LYFT, ACCORDING TO A PEW RESEARCH CENTER SURVEY CONDUCTED IN THE FALL OF 2018.

E-SCOOTERSHARE LAUNCHED

IN THE FALL OF 2017, AND IN 2018 THERE WERE ALREADY MORE E-SCOOTER TRIPS TAKEN THAN DOCKED BIKESHARE.

AN ANALYSIS RELEASED BY FEHR & PEERS IN THE SUMMER OF 2019 SHOWS THAT TRANSPORTATION NETWORK COMPANIES HAVE A

HEAVY TRAFFIC IMPACT

IN CORE URBAN AREAS: IN SAN FRANCISCO COUNTY AS MUCH AS 13.4 PERCENT OF ALL VEHICLE-MILES, 8 PERCENT IN BOSTON AND 7.2 PERCENT IN WASHINGTON, D.C., ADDING TO CONGESTION.





LEVERAGING NEW MOBILITY SERVICES AND TECHNOLOGIES

APTA will proactively support members in anticipating, shaping and harnessing change, and work with technology companies, practitioners and decision makers to enhance public transportation's ability to connect and strengthen communities equitably and efficiently.

KEY AREAS OF ACTION:

- 1 | Collaborate with transit agencies, municipalities, MPOs, technology companies and micro- and shared-mobility providers to ensure that public transportation can efficiently operate and grow its customer base in the increasingly congested urban landscape
- 2 | Set new industry standards and performance metrics and share best practices, lessons learned, technical expertise and innovative ideas for incorporating new service models and technologies that enhance operations and the customer experience
- 3 | Expand initiatives with influential public and private partners to promote the piloting of new models and technologies, including alternative propulsion systems and automation, and support a culture of innovation and industry leadership



ACCORDING TO A TRANSIT
COOPERATIVE RESEARCH PROGRAM REPORT,
THE TRANSIT INDUSTRY FACES A

CRITICAL SHORTAGE

OF SKILLED AND SEASONED EMPLOYEES AS THOUSANDS OF
WORKERS NEAR RETIREMENT OVER THE NEXT 5-10 YEARS.

A U.S. DEPARTMENTS OF TRANSPORTATION, EDUCATION,
AND LABOR JOINT JOBS REPORT SHOWS THAT FROM 2012 - 2022,
THE TRANSPORTATION SECTOR WILL NEED TO HIRE AND TRAIN

4.6 MILLION

NEW WORKERS DUE TO EXPECTED GROWTH, RETIREMENTS AND TURNOVER.



DEVELOPING LEADERS AND THE FUTURE-READY WORKFORCE

APTA will provide the tools and knowledge to fill skill gaps, invest in tomorrow's workforce competencies and position public transportation as an attractive, dynamic and innovative career path.

KEY AREAS OF ACTION:

- 1 | Serve as the industry resource for programs and best practices to attract, train and retain employees at all levels and enhance workforce diversity and an inclusive workforce culture
- 2 | Develop future professionals and leaders through best-in-class leadership programs
- 3 | Assist public transportation agencies to anticipate and secure the changing skillsets required for the future





ACCORDING TO *SECURITY* MAGAZINE:
“CYBERCRIMINALS EXPOSED

2.8 BILLION

CONSUMER DATA RECORDS IN 2018, COSTING
MORE THAN \$654 BILLION TO U.S. ORGANIZATIONS.”

ACCORDING TO THE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT’S
ANNUAL HOMELESS ASSESSMENT REPORT, AS OF 2018 THERE ARE APPROXIMATELY

550,000 HOMELESS PEOPLE

IN THE UNITED STATES ON A GIVEN NIGHT.

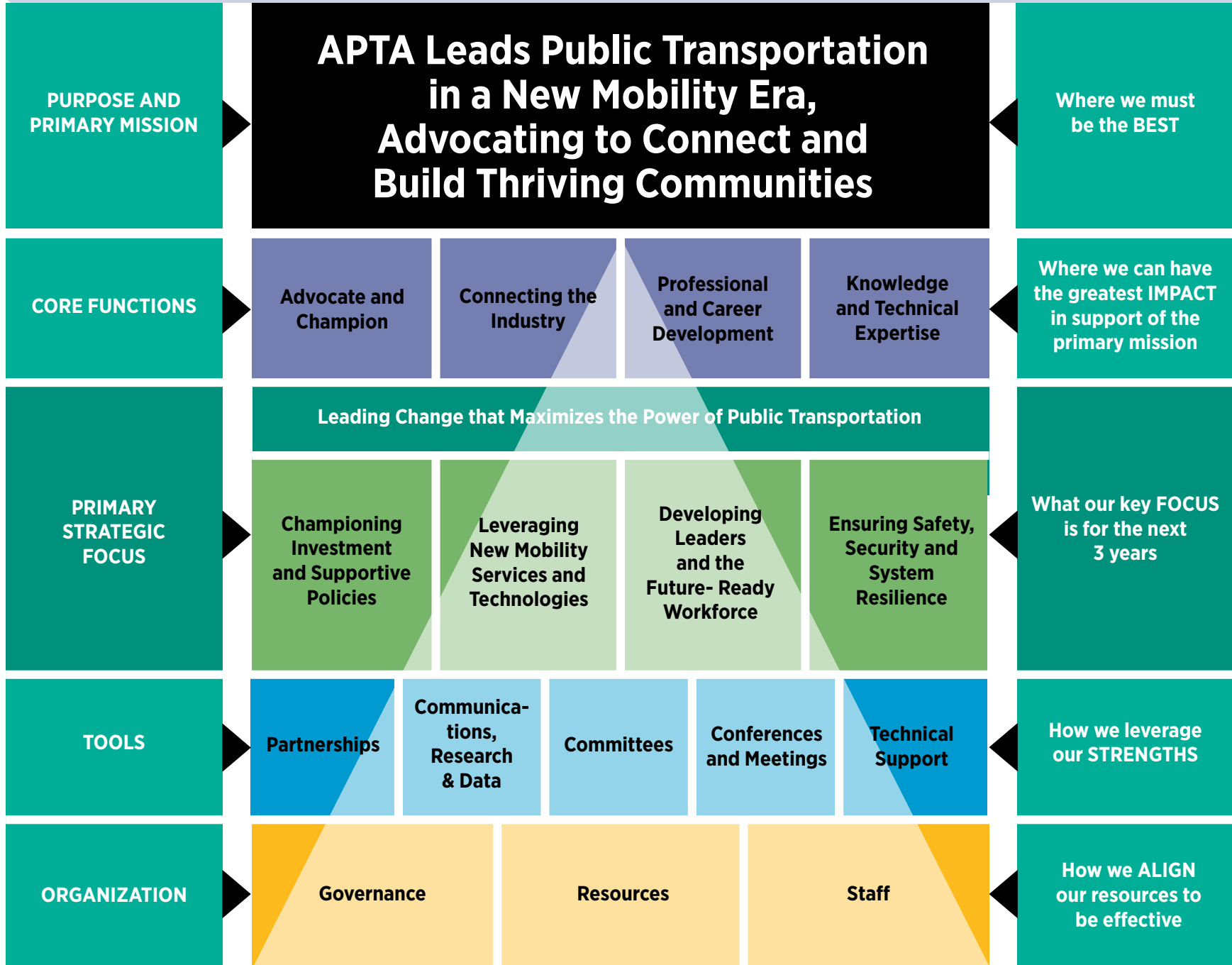


ENHANCING SAFETY, SECURITY AND SYSTEM RESILIENCE

APTA will be an essential resource for members as they respond to safety, security, social and environmental challenges.

KEY AREAS OF ACTION:

- 1 | Bring the industry's best solutions to the forefront and provide the standards, research, data, training and thought leadership needed to enhance safety, security, emergency and asset management practices and policies
- 2 | Support agency efforts to make data-driven decisions enhancing public transportation system resilience and performance and mitigating risks
- 3 | Work with practitioners, policy makers and researchers to explore and promote best practices in addressing the impacts of homelessness in public transit through outreach and partnerships, infrastructure design and maintenance, and enforcement and monitoring



ALIGNING APTA ACTIVITIES - IMPLEMENTING AND OPERATIONALIZING THE STRATEGIC PLAN

For APTA to achieve the strategies detailed in the Plan and maximize its ability to lead the industry, all APTA members must be fully engaged. Fortunately, APTA can leverage member resources to focus on these priorities and operationalize the Strategic Plan, notably through:

COMMITTEES AND WORKING GROUPS

Much of APTA's impact on the industry results from the work of its 130-plus committees, subcommittees and working groups, which represent every constituency across the public transportation industry. The priorities detailed in the Strategic Plan should be incorporated into the annual workplans of each committee as appropriate, thereby mobilizing the power of thousands of experts and practitioners to address the industry's most pressing needs.

CONFERENCES & MEETINGS

Some 8,000-plus APTA members and stakeholders attend the association's major annual conferences and smaller meetings, seminars and workshops. The programming of these meetings presents a powerful opportunity to focus attendees on the priorities identified in the Strategic Plan, including assessment and management of the changes most likely to impact public transportation customers and agencies.

PARTNERSHIPS

There are many influential organizations seeking common outcomes focused on cities, the environment and using transportation to build, connect and enhance communities. APTA can more successfully leverage the power of these organizations by speaking with one voice.

ANNUAL BUSINESS PLAN

APTA must ensure that its considerable internal expertise and resources are fully focused on addressing our strategic priorities. This requires that the association align its core functions with the specific priorities articulated in the Strategic Plan. This will take place through the annual business planning process, which requires quantifiable outcomes and metrics by which to assess the association's success in implementing the Plan.



STRATEGIC PLAN STEERING COMMITTEE

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