



American
Public Transportation
Association

Leading Change: The Power of Public Transportation



Updated Strategic Priorities FY2024-2025

The transportation system continues to experience profound change

The APTA Board of Directors adopted a three-year strategic plan in October 2019. Since that time, the environment in which transit is operating has been changed dramatically by the pandemic, the ensuing economic crisis, the passage of an unprecedented federal infrastructure bill and a more focused attention on issues of equity and sustainability.

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, in June 2022 APTA's Board of Directors adopted an updated Strategic Plan that builds on APTA's existing Purpose Statement and clearly defines new and emerging 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 a Future-Ready, Inclusive and Diverse Leadership and 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



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

- Be the national voice for the industry and advocate for sustained increased federal funding to better serve communities, grow the economy and address equity and environmental challenges as the transit industry and the nation recovers from the pandemic;
- Build diverse, high-value partnerships that broaden public transportation's support and influence, making the case for the value of transit to and beyond ridership;
- Support state and local transit initiatives of strategic significance, in particular with a view to underscoring the successful securing of local matching funds and increasing funds from non-traditional sources, including leveraging land value and community assets, and;
- Increase knowledge and expertise on streamlined project delivery methods and updated procurement practices to effectively employ the new resources made available under the IIJA and address price volatility and supply chain challenges.

EVERY \$1 INVESTED

in public transportation generates approximately \$5 in economic returns.

Public transportation is a \$80 billion industry that

EMPLOYS 448,000

WORKERS directly and supports several million private sector jobs.





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

- Aggregate data to understand and analyze new mobility trends;
- Serve as a resource hub for the transition to Zero Emission Bus and Train technologies, serving as a bridge between transit agencies and the federal government, and providing a platform to showcase progress and industry best practices;
- Collaborate with transit agencies, municipalities, MPOs, technology companies and micro- and shared-mobility providers to ensure that public transportation can efficiently operate, decrease barriers to access, increase the nexus between transit and affordable housing, and grow its customer base equitably and sustainably in a changed mobility landscape;
- Set new industry standards and performance metrics that address the value of transit beyond ridership;
- Share best practices, lessons learned, technical expertise and innovative ideas for incorporating new service models and technologies that enhance operations and the customer experience, and;
- 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, especially with a view to accelerating the transition to zero-emissions.

Pre-pandemic trends favoring on-demand transit have continued, with the

74% RECOVERY OF DEMAND

response transit showing the strongest recovery of all transit modes.

The amount of zero-emission transit buses in use rose

78%

from 2020 to 2022.





Developing a Future-Ready, Inclusive and Diverse Leadership and 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

- Develop future professionals and leaders through best-in-class leadership programs;
- Serve as the industry resource for programs, strategies and best practices to attract, train and retain employees at all levels and enhance workforce diversity and employee mental and physical well-being;
- Facilitate a national dialogue, including labor, on modernizing organizational cultures to accelerate the attraction and retention of talent;
- Assist public transportation agencies in anticipating and securing the changing skillsets required for the future, and;
- Create generational enthusiasm for transit as a career, including through STEM fields.



Agencies report that retirees make up

24% of all quitting workers
and at rural agencies,

34% of departures are retirements,
according to an APTA 2022 survey.

**43% OF PUBLIC
TRANSIT WORKERS**

are over 55, nearly double the percentage of the broader
transportation sector, according to an APTA 2022 survey.



Enhancing Safety, Security and System Resilience

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

/ Key Areas of Action

- Support agency efforts to make data-driven decisions to recover ridership and enhance public transportation system resilience, performance and risk mitigation;
- Bring the industry's best solutions to the forefront and provide the standards, research, data, training and thought leadership needed to enhance workplace and public safety, security, emergency and asset management practices and policies, and;
- 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.

The U.S. Department of Housing and Urban Development's recent Annual Homeless Assessment Report found that

MORE THAN 326,000 PEOPLE

experienced sheltered homelessness in the United States on a single given night in 2021.

According to *Security* magazine: "cybercriminals exposed

**2.8 BILLION
CONSUMER RECORDS**

in 2018, costing more than \$654 billion to U.S. organizations."



**PURPOSE AND
PRIMARY MISSION**

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

Where we must
be the **BEST**

CORE FUNCTIONS

- Advocate and Champion
- Connecting the Industry
- Professional and Career Development
- Knowledge and Technical Expertise

Where we can have
the greatest **IMPACT**
in support of the
primary mission

**PRIMARY
STRATEGIC
FOCUS**

Leading Change that Maximizes the Power of Public Transportation

- Championing Investment and Supportive Policies
- Leveraging New Mobility Services and Technologies
- Developing a Future-Ready, Inclusive and Diverse Leadership and Workforce
- Ensuring Safety, Security and System Resilience

What our key **FOCUS**
is for the next
2 years

TOOLS

- Partnerships
- Communications, Research & Data
- Committees
- Conferences and Meetings
- Technical Support

How we leverage
our **STRENGTHS**

ORGANIZATION

- Governance
- Resources
- Staff

How we **ALIGN**
our resources to
be effective

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.