



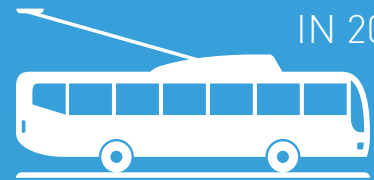
THE WAY FORWARD

AMERICAN PUBLIC TRANSPORTATION ASSOCIATION
STRATEGIC PLAN 2015-2019



AMERICAN
PUBLIC
TRANSPORTATION
ASSOCIATION

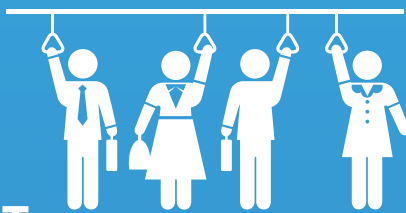
TODAY



IN 2013, **10.7 BILLION** TRIPS WERE TAKEN ON PUBLIC

TRANSPORTATION IN THE UNITED STATES, WHICH IS THE HIGHEST ANNUAL PUBLIC TRANSIT RIDERSHIP IN 57 YEARS.

SINCE 2009 **PUBLIC TRANSIT RIDERSHIP IS UP 4.1 PERCENT**, OUTPACING POPULATION GROWTH, WHICH IS UP 3 PERCENT, AND VEHICLE MILES TRAVELED (VMT), WHICH IS UP .5 PERCENT.



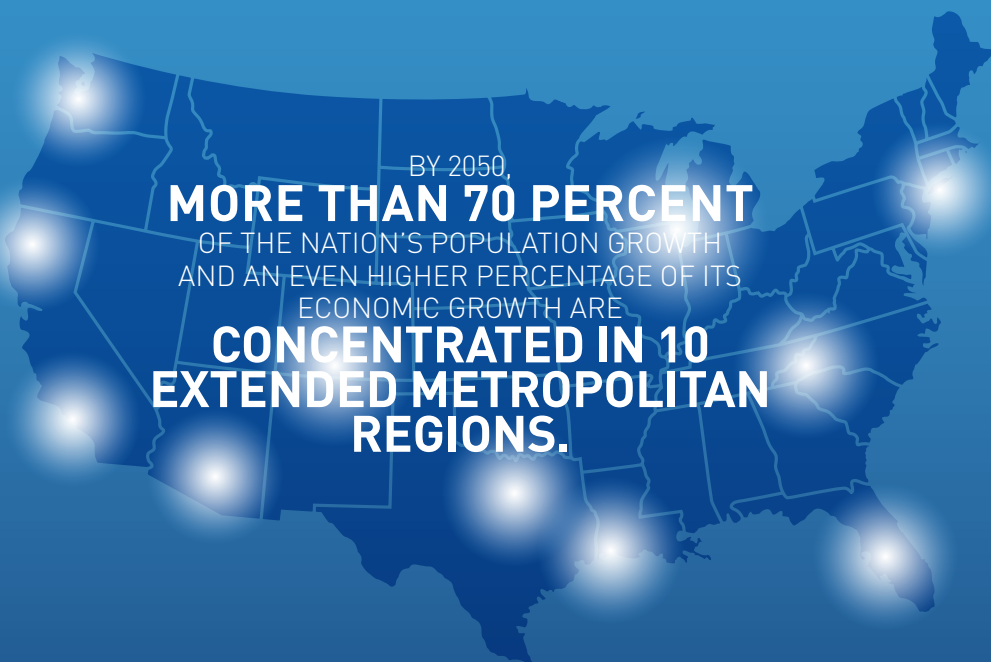
FOR EVERY \$1 INVESTED IN PUBLIC TRANSPORTATION, **\$4 IS GENERATED** IN ECONOMIC RETURNS.



PUBLIC TRANSPORTATION IS A \$61 BILLION INDUSTRY THAT EMPLOYS MORE THAN **400,000 PEOPLE** IN THE PUBLIC AND PRIVATE SECTORS.



FUTURE



BY 2050, **MORE THAN 70 PERCENT** OF THE NATION'S POPULATION GROWTH AND AN EVEN HIGHER PERCENTAGE OF ITS ECONOMIC GROWTH ARE **CONCENTRATED IN 10 EXTENDED METROPOLITAN REGIONS.**

THE DEMAND FOR ADA PARATRANSIT AND OTHER SENIOR SPECIALIZED SERVICES

WILL GROW FROM 217 MILLION TRIPS IN 2012 TO 282 MILLION TRIPS IN 2020 AND 393 MILLION TRIPS IN 2030.



SOURCE: FUNDING THE PUBLIC TRANSPORTATION NEEDS OF AN AGING POPULATION, MARCH 2010

SOURCE: AMERICA 2050, REGIONAL PLAN ASSOCIATION

INTRODUCTION

The public transportation industry is in the midst of exciting change, as people are both supporting it and riding at increasing levels. This transformative change brings both opportunities and challenges.

The 2015-2019 APTA Strategic Plan addresses the main challenges and opportunities facing APTA's membership over the next five years:

 **SAFETY & SECURITY FIRST**

 **RESOURCE ADVOCACY**

 **WORKFORCE DEVELOPMENT**

 **DEMOGRAPHIC SHIFTS**

 **TECHNOLOGICAL INNOVATION**

Strategic goals have been identified to address these key areas following extensive discussion with a broad representation of APTA's membership as well as its main external stakeholders. The strategic plan outlines how APTA will address the goals and support its membership in meeting the challenges and leveraging the opportunities ahead. In conclusion, it establishes desired outcomes toward which the association will measure progress on an annual basis.

The 2015-2019 APTA Strategic Plan aims to bring APTA and its membership a step closer to realizing APTA's TransitVision 2050. The goals are written in the context of APTA's overall vision, mission, and core values, using and building upon the array of existing member services (see Appendix A).

VISION

Be the leading force in advancing public transportation.

MISSION

To strengthen and improve public transportation, APTA serves and leads its diverse membership through advocacy, innovation and information sharing.

CORE VALUES

- Leadership
- Inclusionessness
- Accountability
- Integrity
- Fairness and Equity
- Excellence
- Teamwork
- Diversity
- Professionalism

Public transportation is essential to keeping metropolitan economies healthy, productive and prosperous, and for providing people access to these economic opportunities.

- US Conference of Mayors

47%

DECLINE IN TRAIN ACCIDENTS
AND DERAILMENTS FROM
FY2004-FY2013

28x

TRAVELING BY BUS IS 28 TIMES
SAFER THAN BY AUTOMOBILE

SOURCE: FRA

SOURCE: FTA (2009)



SAFETY & SECURITY FIRST

Public transportation is one of the safest forms of transportation. APTA and the entire public transportation industry continue to place safety, security, and the wellness of our passengers and our workforce as a top priority. Maintaining a vibrant “safety and security first culture” is a key initiative of the industry.

In the next five years, the public transportation industry will be working within an invigorated regulatory environment. In parallel, public transportation worldwide remains one of the primary targets for terrorist activity. This requires consistent investment in enhanced safety and security measures.

GOAL

Promote, develop and support continuous improvement of safe and secure public transportation systems.

STRATEGIES

- a. Strengthen** and reinforce the development and implementation of safety and security standards
- b. Advocate** for enhanced analysis and commonality of available safety data sources to guide future goals and objectives
- c. Develop** a “safety and security first culture” initiative
- d. Continue** to advocate for increased safety and security funding

- e. Increase** the visibility of APTA safety and security award programs
- f. Continue** to be a forum for the development and dissemination of state of the art safety and security practices, standards, products, and services
- g. Advocate** for a collaborative regulatory environment that engages all stakeholders
- h. Support** members in striving for safety excellence and continual improvement through safety and security resources, including APTA’s Safety Management Audit and Peer Review programs

Since its inception, APTA and its predecessor associations have been vocal advocates and active instigators for safety improvements...the people involved in the operations and management of public transportation systems are completely committed to the safety of their systems, passengers and employees.

– Michael P. Melaniphy
APTA President & CEO
Testimony before Congress, February 2014



RESOURCE ADVOCACY

The public transportation industry has been challenged with constrained resources. It faces the imperative of maintaining aging systems while also investing in necessary growth and upgrades of all modes of public transportation to meet customer needs in a reliable, safe and secure manner. The need to build systems that are resilient to natural disasters will be an additional demand on resources.

Robust and stable long-term federal, state and local funding is critical. In addition, new business models and project delivery approaches, including public-private partnerships, as well as financing options, are required to ensure public transportation's integral role in developing the sustainable transportation network North America needs.

Ensuring that these imperatives are understood and action is taken at the federal, state, and local levels remain top priorities for APTA and its membership.

GOAL

Support the growth of federal and other funding and financing resources, improved project delivery approaches, and a more efficient regulatory environment.

STRATEGIES

- a. Make** the case for long-term federal funding in public transportation, focusing on both guaranteed long-term formula funding and expanded programmatic opportunities for discretionary funding
- b. Make** the case for long-term federal funding in intercity passenger rail, including high-speed rail, focusing on both guaranteed long-term formula funding and expanded programmatic opportunities for discretionary funding
- c. Advocate** for public transportation program and project access to all federal innovative financing and project delivery initiatives
- d. Continue** to effectively position and brand public transportation as key to our goals, building on the "Where Public Transportation Goes, Community Grows" campaign
- e. Advocate** to encourage funding for state and local agencies commensurate with the cost to implement federal mandates, technological advances or policy initiatives
- f. Maintain** and build on existing legislative outreach/education/partnership-building
- g. Provide** advocacy tools for members' state and local outreach
- h. Continue** to activate grassroots public transportation advocates
- i. Disseminate** lessons learned nationally/internationally
- j. Promote** inclusion of public transportation in successful financing strategies, project

\$24 BILLION

SHORTFALL BETWEEN TOTAL CURRENT FUNDING FROM ALL SOURCES FOR PUBLIC TRANSPORTATION AND ACTUAL NEED (2014)



delivery approaches, including public-private partnerships, and business models that are alternatives, or additions to, traditional federal and local funding

- k. Lead** the industry's regulatory advocacy efforts
- l. Continue** to develop the research and communication products that tie public transportation to overarching regional benefits and national goals



Federal investment in transportation is vital for economic growth, competitiveness and jobs.

- Thomas J. Donohue, President & CEO
U.S. Chamber of Commerce
February 2014



978,000

PROJECTED JOB OPENINGS IN THE
NEXT 10 YEARS IN PUBLIC TRANSIT

1.25X

PUBLIC TRANSIT JOB OPENINGS
ARE ESTIMATED AT 1.25 TIMES
CURRENT EMPLOYMENT



SOURCE: TRANSPORTATION LEARNING CENTER



WORKFORCE DEVELOPMENT

Workforce demographics in public transportation are shifting dramatically as the industry faces a wave of retirements, with a commensurate loss of knowledge and know-how. There is an urgent need to attract a workforce with increasingly diverse skill sets for a technologically more complex and customer service-focused industry. Investment in education systems and training programs covering the breadth of the industry and geared toward attracting and retaining a quality workforce is paramount, as is effectively communicating the value and personal reward of working in the industry.

GOAL

Help members attract, develop, and retain a diverse workforce.

STRATEGIES

- a. Turn** APTA into a hub for workforce development models and resources
- b. Leverage** both the public and private sectors to showcase successful practices
- c. Develop** more public transit-specific education and training programs with partners and through alliances
- d. Support** the development of local and regional mentoring and internship programs
- e. Continue** to enhance industry attractiveness through branding and image development
- f. Strategically** maximize national/federal, regional, and local partnerships and programs

- g. Support** members in leveraging and implementing structured and systematic approaches to workforce development and strategies for improving the diversity of their workforces
- h. Leverage** the resources of the American Public Transportation Foundation in supporting the next generation of public transportation professionals
- i. Align** with other interest groups advocating for science, technology, engineering and math education



The transportation industry will need to hire and train one new worker every minute in the 10 year period (from 2012-2022) in order to fulfill growth demand and replacement needs.

- Transportation Learning Center
2014





DEMOGRAPHIC SHIFTS

As demographics shift with population growth, an aging society with greater longevity, and a large millennial generation taking a significant place in the workforce, lifestyle changes are dramatically reshaping the American landscape. There is movement away from cars and toward more urbanized, multimodal lifestyle choices. This leads to the development of Transit-Oriented Communities with opportunities for public transit, intercity rail, bicycle and pedestrian transportation, first mile/last mile service, and emerging mobility services. Changes in travel patterns mean many public transit systems are experiencing ridership increases during off-peak hours and on weekends.

The public transportation industry needs to respond to these shifts and meet customer expectations for increased services, quality of experience, and availability for all.

GOAL

Assist members in addressing ever-evolving lifestyles and mobility needs.

STRATEGIES

- a. Help** APTA members build their knowledge and capacity to influence land use decisions/meet customer expectations
- b. Promote** the development of Transit-Oriented Communities incorporating active transportation, first mile/last mile service, and emerging mobility services that provide equitable opportunities for all

- c. Understand** the usage, impact, and opportunities of new mobility services/ technologies and how to maximize their synergies with public transit
- d. Identify** customer-focused approaches/ technologies to accommodate a variety of mobility options/services and continue to maximize accessibility
- e. Continue** to underscore the relevance of public transportation
- f. Help** members engage all generations in the adaptation of public transit systems and services
- g. Continue** leadership on promoting accessibility for all, including people with disabilities, returning veterans with mobility challenges, older adults—many of whom are aging in place—and those who are not native English speakers



The baby boom generation has been accustomed to a high level of mobility and will expect that level of mobility to continue into their later years...Public transportation programs are vitally important to helping older persons maintain their independence and connection to their community.

– AARP President
Testimony before Congress, June 2011



70%

PERCENTAGE OF MILLENNIALS WHO USE MULTIPLE TRAVEL OPTIONS SEVERAL TIMES A DAY

54%

PERCENTAGE OF MILLENNIALS WHO RANK PUBLIC TRANSIT AS THE BEST MODE TO CONNECT TO ALL OTHER MODES

SOURCE: MILLENNIALS & MOBILITY: UNDERSTANDING THE MILLENNIAL MINDSET (2013)

\$3.3 BILLION
PRIVATE INVESTMENT IN
TRANSPORTATION APP COMPANIES



TECHNOLOGICAL INNOVATION

Technological innovations are accelerating exponentially, creating more opportunities for customer-facing technology solutions, new mobility services, systems integration, data collection, energy efficiency and new methods for optimizing vehicle and infrastructure design. With these innovations come issues of service integration, data ownership and management, and proprietary designs as well as cyber security. In addition, more opportunities are being created for coordination with public and private services to address first mile/last mile access and for supportive use of emerging mobility services and technologies. This includes web-based applications and autonomous and connected vehicle technologies.

GOAL

Lead and serve member efforts to evaluate, develop and adapt to emerging technologies.

STRATEGIES

- a. Advance** members' knowledge of evolving technology and address members' needs and concerns
- b. Support** members in assessing, developing, and implementing technology, as well as technology management and integration
- c. Serve** as the industry portal for new and emerging technologies and innovative practices
- d. Facilitate** the development of advanced research into applied products

e. Promote standards implementation and develop a way to quantify it

f. Manage regulatory and funding factors

g. Engage with and integrate alternative mobility services and technology providers

h. Leverage existing partnerships with other technology-focused associations/ organizations

A transit app...is a transformative urban-planning tool that can convert car commuters into regular transit users.

- *Time* magazine,
August 2014



ASSOCIATION DEVELOPMENT

APTA must ensure it is well-positioned structurally and organizationally to meet the 2015-2019 strategic goals, as well as to continue to fulfill its overall mission.

GOAL

Provide world-class member services through a vital and robust organization.

STRATEGIES

- a. **Align** APTA's daily operations and the annual business plan with APTA's Strategic Plan
- b. **Quantify** resource needs, including human capital and financial, to achieve strategic goals
- c. **Analyze** and convey the resource vs. goal gaps and present this information to the Board of Directors for policy prioritization and rationalization
- d. **Focus** on staff proficiency, professional development, process management, agility, and effectiveness
- e. **Emphasize** committee development/training/processes
- f. **Continue** to develop APTA's membership, including incorporation of new modes and services

- g. **Strategically** assess and implement technological enhancements to APTA business practices and infrastructure
- h. **Continue** to build on APTA brand awareness

APTA represents all modes of public transportation: bus, paratransit, light rail, commuter rail, subways, waterborne services, and intercity and high-speed passenger rail. This includes transit systems; planning, design, construction, and finance firms; product and service providers; academic institutions; transit associations; and state departments of transportation.



OUTCOMES

SAFETY & SECURITY FIRST

APTA members will have access to comprehensive safety and security standards, the needed knowledge and technical assistance to implement best practices and regulations, and the necessary data to assess and articulate the high level of safety and security in the public transportation industry:

- a.** APTA will review and update the Safety and Security Standards as needed to keep them current
- b.** Major conferences will have a minimum of one session devoted to either state-of-the-art safety or security, or both
- c.** APTA will periodically report on the high level of safety and security currently being delivered by the public transportation industry
- d.** To ensure that our federal partners are engaged in safety and security goals, APTA will continue to use its formal and informal mechanisms including the FTA TRACS, FRA RSAC, and TSA SCC working groups

RESOURCE ADVOCACY

APTA will remain an effective and respected advocate for robust, long-term federal public transportation funding, innovative financing, and project delivery approaches. It will give its members policy and advocacy tools and guidance to make the funding case at the state and local levels, as well as a formidable grassroots advocacy force. It will provide current information on successful funding, financing, and project delivery mechanisms:

- a.** APTA's number one legislative priority remains having in place a multi-year, federal transportation bill that increases funding across the board, including long-term guaranteed funding as well as expanded programmatic opportunities for discretionary funding
- b.** APTA staff will regularly attend state and regional conferences to promote the message on a local level
- c.** APTA will make available materials for use in national, regional, and local advocacy efforts
- d.** APTA will periodically report on the use of new, different, or alternative financing streams and project delivery approaches

WORKFORCE DEVELOPMENT

APTA will be the industry-recognized go-to place for workforce development guidance, resources, and models, including education and training programs, internship and mentorship program models, and advocacy support, all tied together with a strong partner network:

- a.** Best practices materials will be disseminated on internships and mentoring and on innovative models of workforce development in public transportation and other industries
- b.** APTA will continue to partner with higher education programs to encourage training in the necessary skills the industry requires
- c.** Programs will be created to educate and encourage people to consider public transportation as a career choice; attract a wide variety of disciplines; and appeal to millennials' sense of service

DEMOGRAPHIC SHIFTS

APTA members will have the knowledge, understanding, and technical and policy expertise to be strong partners in developing Transit-Oriented Communities, to integrate new mobility services and to build, maintain, and engage a diverse customer base:

- a.** APTA will articulate and communicate a compelling vision of Transit-Oriented Communities
- b.** Best practices will be disseminated in land-use planning and service development, which support the kinds of mobility services and lifestyles both baby boomers and millennials are demanding

TECHNOLOGICAL INNOVATION

APTA will be a thought-leader on new and existing technological developments that can facilitate and enhance customer service, design, development, operations and maintenance:

- a.** A regular review of new technologies and their current and potential uses in public transportation systems will be carried out with key partners
- b.** Standards development opportunities will be integrated with emerging technologies to best promote innovation and efficient implementation of technology

ASSOCIATION DEVELOPMENT

APTA will pursue its goals with the necessary human and financial resources, infrastructure, business processes and governance structure:

- a.** APTA will secure the necessary resources to pursue the strategic goals, to the extent possible, and will adjust the goals, deliverables, timelines and expectations as needed
- b.** Areas that require skills development or enhancement will be identified
- c.** Business goals and programs will be matched to the goals of this strategic plan and APTA staff will be held accountable for adhering to them

APPENDIX A

EXISTING APTA MEMBERSHIP SERVICES

To achieve the 2015-2019 goals, APTA will build upon its existing membership services and draw from a vast array of services and tools it has developed and successfully implemented. A list of these existing resources can be found below.

Information Sharing & Networking

- Annual Meeting*
- EXPO (every 3 years)
- Rail Conference* (yearly)
- Legislative Conference* (yearly)
- Bus & Paratransit Conference* (yearly)
- More than 15 Specialized Workshops and Seminars
- Webinars
- More than 125 Committees and Working Groups
- Online Forums
- Membership Directory
- Committee Lists
- Online Buyers' Guide

* Major APTA Conferences

Technical Expertise

- Standards
- Peer Reviews
- Safety Audits
- Statistics
- Ridership Report
- Fact Book

Publications

- *Passenger Transport*
- *Passenger Transport Express*
- Fact Book
- Brochures
- Studies, Whitepapers, Technical Publications
- Specialized Newsletters

Industry Recognition

- Annual Awards
- Bus Roadeo and Rail Rodeo
- AdWheel
- Customer Service Challenge
- Call Center Challenge
- Safety and Security Awards
- Sustainability Commitment

Workforce Development

- Professional Development
- Leadership Development
- Technical Training and Development – Front-line Workforce
- Scholarships – American Public Transportation Foundation
- Higher Education Student Ambassador Program

- Youth Outreach and Career Awareness: Youth Summit & National Public Transportation Career Day

Advocacy and Outreach

- www.apta.com
- PublicTransportation.org
- “Where Public Transportation Goes, Community Grows” campaign
- Media Outreach
- Social Media
 - Twitter
 - Facebook
 - Videos and YouTube
- National Alliance of Public Transportation Advocates (NAPTA)
- Voices for Public Transit
- Center for Transportation Excellence

Partnerships

- National Organizations and Coalitions
- International Associations

APPENDIX B

STRATEGIC PLAN STEERING COMMITTEE

Chair: Phil Washington

Regional Transportation District
Denver, CO

Susannah Kerr Adler

SYSTRA Consulting Inc./SYSTRA Engineering Inc.
New York, NY

Helen Callier

Bradlink LLC
Kingwood, TX

Natalie Cornell

LTK Engineering Services
Ambler, PA

Fred Daniels

Metropolitan Atlanta Rapid Transit Authority
Atlanta, GA

Kevin Desmond

King County Metro Transit Division/Department of Transportation
Seattle, WA

Lee Gibson

Regional Transportation Commission of Washoe County
Reno, NV

Sharon Greene

HDR/Sharon Greene + Associates
Laguna Beach, CA

Andrew Johnson

Connect Transit
Normal, IL

Valarie J. McCall

Greater Cleveland Regional Transit Authority
Cleveland, OH

Jerome C. Premo

AECOM
Orange, CA

Catherine Rinaldi

Metropolitan Transportation Authority
New York, NY

Robin Stimson

Siemens Infrastructure & Cities, Rail Systems Division
Sacramento, CA

Gary Thomas

Dallas Area Rapid Transit
Dallas, TX

Tom Waldron

HDR Engineering Inc.
New York, NY

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