



Federal Transit Administration

STRATEGIC PLAN

Security & Safety



Customer Service



Transit Industry Technology



Multimodal Transportation



Quality Organization



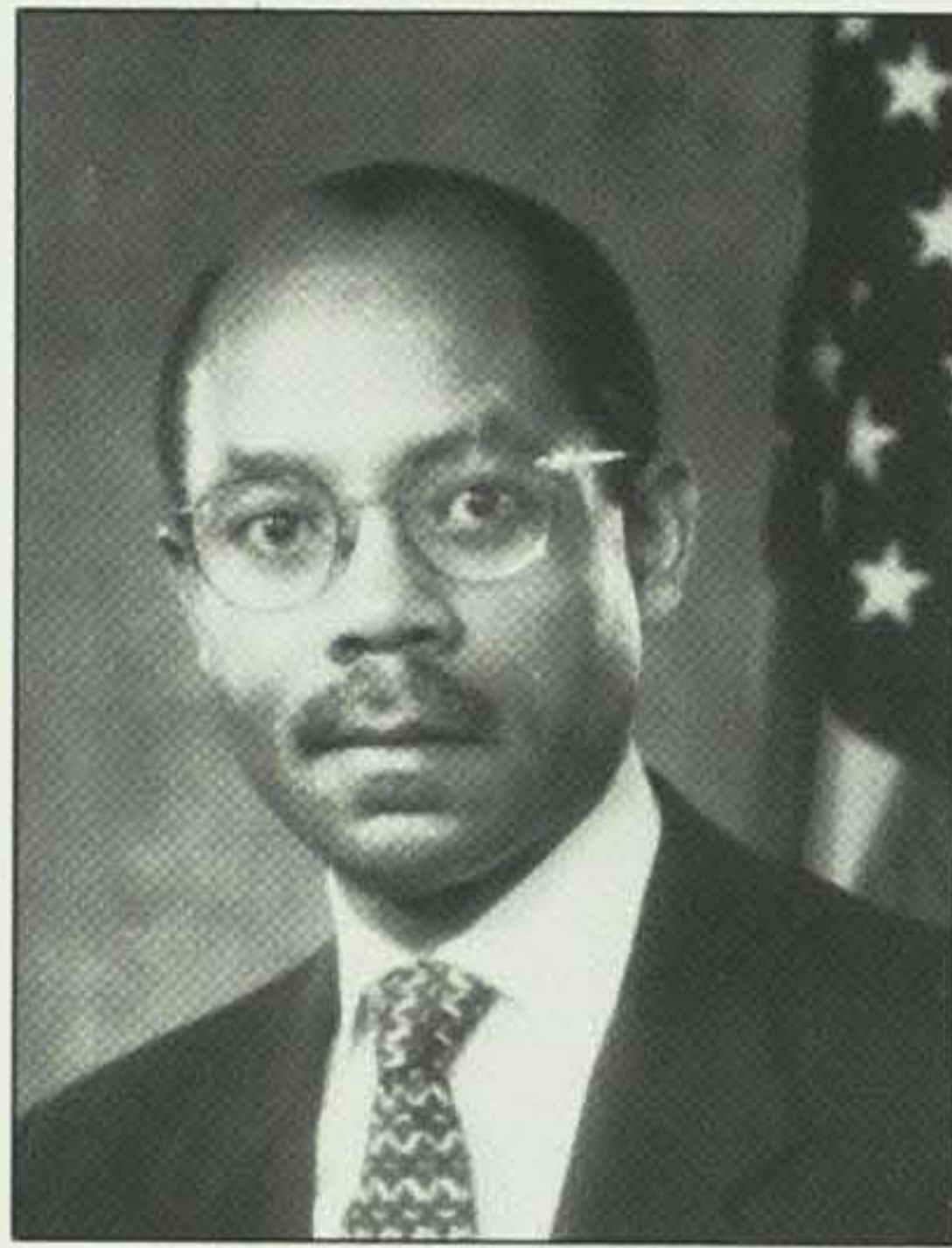
Service Assistance Delivery



Link Transit & Community Needs



Positive Image for Public Transportation



I am proud to share with you a Strategic Plan for the Federal Transit Administration (FTA), a document that will bring new vision and a new philosophy to public transportation in America.

Our Strategic Plan recognizes the need to expand the role of transit in serving people and the diverse communities they call home. Transit already plays a key role in linking Americans with jobs, education, health care, and cultural activities. The FTA's Strategic Plan begins with this and lays out the new challenges we must address as we prepare to enter the 21st century.

The vision of the FTA Strategic Plan—a shared vision—provides a network to translate Federal transit policies into real activities. On the pages that follow you will find eight "vision strategies"; under each will be "goals"; and, "action objectives" which will lead us to a shared vision of the future.

Our Strategic Plan was formulated by teams of FTA employees from across the country. From their frequent contact with grantees, neighborhood organizations, elected and appointed officials, labor, business and educational leaders, team members brought to the strategic planning process a broad understanding of issues facing transit across the nation. The intent was to ensure that as many voices and views as possible were considered; I am very proud of this participatory process.

This plan cannot be achieved without FTA working in collaboration with other areas of Government, industry and the broader community, our customers. Together, we can support transit service that enhances the quality of life for those we serve.

Gordon J. Linton
Administrator



Mission Statement and Vision Strategies

To address the complex challenges and boundless opportunities facing transit in America today, FTA has established the following mission statement:

"To ensure personal mobility and America's economic and community vitality by supporting high quality public transportation through leadership, technical assistance and financial resources."

To carry forward this mission, FTA has charted a bold new vision:

"We are leading America with high-quality public transportation that ensures personal mobility and livable communities."

To translate this vision into action, eight Vision Strategies have been established by FTA that:

1. **Maximize Security and Safety of Transit Systems for Service Users.**
2. **Foster Customer-Oriented Public Transportation.**
3. **Foster Industry Adaptability to Enable the Industry to Respond to Changes in Transportation Patterns, Technologies, and Needs.**
4. **Maximize a Multimodal Approach to Transportation.**
5. **Ensure a Quality Organization that Emphasizes Mutual Respect.**
6. **Ensure the Highest Level of Transit Service Assistance Delivery.**
7. **Promote Linkages Between Transit Needs and Community Needs.**
8. **Foster a Positive Image for Public Transportation and FTA.**





The Challenges For Transit In America

There are many challenges that confront the transit community, FTA, and the Nation—challenges which require effective leadership, visionary policy and planning, and mobilization of resources. For example, increasing personal mobility without increasing traffic congestion and environmental problems, and understanding the vital role that transit has to play in making communities livable are important issues facing the Nation. Through its Strategic Plan, FTA views these and other transportation challenges as opportunities to improve and expand mass transportation in America.

One key to making this happen is to become more conscious of the human dimension of our work. Working with the transit industry, we want to emphasize the ultimate consumer of all our endeavors, the customers, the American people who ride the buses, trolleys, trains, and vans.

FTA will maintain and improve its efforts to ensure that all transit riders have secure and safe rides. In partnership with customers and manufacturers, initiatives will be expanded to develop and demonstrate new and innovative security and safety technologies, to improve operational safety, and to enhance emergency management planning.

The challenge for FTA and its customers, particularly in congested travel corridors, is to make transit a more effective alternative to driving. We must work together to ensure that transit systems are easier to use and more reliable and relevant to the needs of the public. We at FTA must help our customers focus on expanding society's use of transit.

The FTA Strategic Plan supports a heightened Federal interest in mass transit research and development. This renewed commitment will not only support the production of better transit vehicles and components, but also will foster transit industry adaptability to the demands of our day. This adaptability will enable the industry to respond to changes in transportation patterns and needs, to provide the needed new technologies and to render assistance so domestic manufacturers can become more competitive in global markets.

The FTA Strategic Plan is designed to foster connections between different modes of transit, including bus, rapid rail, light rail, and commuter rail, not to mention intercity services, by airplane, bus and train. Integration between transit and other alternatives to the single occupancy vehicle, including pedestrians/bicycles and carpools/vanpools, is also essential if we are to have a truly seamless transportation system.

FTA is also taking steps to ensure that our own organization emphasizes mutual respect and maximizes the positive contributions of all agency employees. Our employees will be empowered to make decisions and take risks while functioning as a team to accomplish the agency's strategic visions.

We stand unequivocally committed to providing better service to our customers. We are streamlining the grant delivery process, increasing the service capabilities of our regional offices, expanding outreach to the industry, and providing stable and reliable sources of funding for targeted capital improvements.



The FTA Strategic Plan sees transit as playing a vital role in making our cities and towns more livable, revitalizing our neighborhoods, and empowering our communities. FTA will strengthen linkages between transit and community:

- (1) by stimulating greater involvement in the local planning and design process by neighborhood and community organizations, small and minority businesses, persons with disabilities, and other stakeholders;
- (2) by increasing access to employment through high quality community-oriented transit services and facilities; and
- (3) by collaborating with other Federal agencies to foster integration of transit with housing, health care, employment, daycare, retail, entertainment, and Empowerment Zones/Enterprise Communities (EZ/EC).

We at FTA believe that, above all else, mass transit is about people. We have a positive story to tell and we have a vital message to deliver. Through the vision crafted by this Strategic Plan—and with the help of the American transit community—we submit this plan to be used as a guide to the future.

What Is The Federal Transit Administration?

FTA is one of nine major agencies within the U.S. Department of Transportation (DOT). Its mandate is to assist State and local agencies, technically and financially, in the development, planning and construction of improved systems of mass transportation. FTA provides financial and technical assistance and monitors transit activities in all 50 states, Puerto Rico, the U.S. Virgin Islands, Guam, and American Samoa. FTA serves its customers through its Washington D.C. headquarters and regional offices in Boston, New York, Philadelphia, Atlanta, Chicago, Dallas/Ft. Worth, Kansas City, Denver, San Francisco and Seattle.

As an agency within the DOT, FTA is guided by the mission established by the Secretary of the Department of Transportation, which states that:

"The Department of Transportation will 'Tie America Together' with a safe, technologically advanced, and efficient transportation system that promotes economic growth and international competitiveness now and in the future, and contributes to a healthy and secure environment for us and our children."

The Federal Transit Administration's vision strategies, goals, and action objectives outlined in this brochure support the DOT Mission and will help implement DOT Strategic Goals.

The following section identifies in detail each vision strategy, its goals and action objectives for implementation by the FTA.



Vision Strategy No. 1:

Maximize Security and Safety of Transit Systems for Service Users

To provide a secure and safe environment that includes operationally safe equipment and facilities, as well as personal security and property protection.

GOAL NUMBER 1

Improve personal security.

To accomplish this goal FTA will:

- Conduct an FTA-sponsored roundtable on security.
- Increase security awareness training programs.
- Require planning and implementation of system security programs.

GOAL NUMBER 2

Improve operational safety.

To accomplish this goal FTA will:

- Require the development and implementation of system safety program plans.
- Increase safety awareness training programs.
- Conduct an FTA-sponsored roundtable on safety.

GOAL NUMBER 3

Develop and demonstrate new and innovative security and safety technologies.

To accomplish this goal FTA will:

- Provide research and development funding to improve security and safety for the riding public.
- Establish a clearing house for security and safety technology transfer.

GOAL NUMBER 4

Improve emergency management planning.

To accomplish this goal FTA will:

- Require grantees to develop emergency plans and training.



Vision Strategy No. 2:

Foster Customer-Oriented Public Transportation

To focus on customer-based needs for current and future markets and provide responsive, affordable, convenient, and accessible public transportation services.

GOAL NUMBER 1

Emphasize improved transit services for minorities and transit-dependent persons living in economically distressed communities.

To accomplish this goal FTA will:

- Design, in partnership with the transit-dependent community, service demonstration pilot projects to better meet their needs.
- Study local transit allocation funding patterns in selected areas and develop an FTA policy to encourage subsidy equity among neighborhoods within the communities.
- Support capital projects included in the Empowerment Zones/Enterprise Communities' (EZ/EC) applications and make the assessment of transit dependent transportation needs in economically distressed communities a "planning emphasis area."
- Use the planning, capital, and technical assistance programs to develop partnerships with economically disadvantaged communities in determining the design, operation and employment in transit-related services.

GOAL NUMBER 2

Make transit systems easier to use and more reliable to the customer.

To accomplish this goal FTA will:

- Develop interactive transit information systems that bring customers more timely, accurate, and complete information about transit.
- Promote, through designation as a "planning emphasis area," the creation of transit activity centers that supply customer services at major transit stations and key transfer points in neighborhoods.
- Continue to work with service providers and others to ensure that Americans with disabilities have equal access to transit services.

GOAL NUMBER 3

Support the development of full service transit systems that have the ability to meet a variety of customer needs.

To accomplish this goal FTA will:

- Work with the transit industry to develop strategies promoting a new role for transit authorities as mobility managers and develop transit service innovation demonstration activities to test innovative concepts.
- Make service innovation for neighborhoods, communities, and business centers, and the concepts of transportation travel agents and transportation mobility management a "planning emphasis area."
- Use demonstration projects to develop the concept of a Transportation Travel Agent.



Vision Strategy No. 3:

Foster Industry Adaptability to Enable the Industry to Respond to Changes in Transportation Patterns, Technologies, and Needs

To promote a competitive transit industry that plans and responds to changes in travel patterns and needs.

GOAL NUMBER 1

Increase and improve public transportation effectiveness through research and adoption of new technology, management practices and service innovation.

To accomplish this goal FTA will:

- Develop administrative strategies to maximize research funding for transit Research Development & Demonstration (RD&D), including the Advanced Research Projects Agency (ARPA), the National Institute of Standards and Technology (NIST), and FTA resources.
- Hold an annual national meeting with the industry to receive and evaluate RD&D concepts for inclusion in the FTA program.
- Establish a peer review team to evaluate RD&D projects.

GOAL NUMBER 2

Foster production of "Better" transit vehicles and components.

To accomplish this goal FTA will:

- Encourage the transit industry to develop a standard purchase specification and option package for transit buses and new rail systems and subsystems.

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- Foster the development of the Advanced Technology Bus.

GOAL NUMBER 3

Promote the collection, dissemination, and exchange of information on research, technology, management practices, and innovation.

To accomplish this goal FTA will:

- Develop, publicize and fund an Electronic Bulletin Board System.
- Disseminate fact sheets on the application of advanced/visionary technology and management practices/innovations.

GOAL NUMBER 4

Provide assistance to domestic transit manufacturers and technical service industries to enhance the U.S. competitive position in global markets.

To accomplish this goal FTA will:

- Study the overseas market for new and used domestically-built buses; and evaluate FTA fleet management policies as they relate to fostering the effective use of transit assets and developing a secondary bus market.
- Publish, in cooperation with industry, a Transit Market Needs Report for domestic and foreign markets.





Vision Strategy No. 4:

Maximize a Multimodal Approach to Transportation

To encourage collaboration among those who use, provide, regulate, fund and/or benefit from transportation to promote choices among transportation modes.

GOAL NUMBER 1

Lead the development of seamless transportation systems that provide options and ensure convenient linkages between modes for all persons in all communities combined with a public awareness of those transportation choices through easily accessible integrated information.

To accomplish this goal FTA will:

- Ensure that transit is included as a major component of the National Transportation System (NTS).
- Emphasize multimodalism as a designated FTA "planning emphasis area."
- Encourage grantees to include intermodal projects in their programs of projects and disseminate information on those which are most successful.
- Establish a nationwide transit "information hotline" that the traveling public may access cost free via telephone and computer.

GOAL NUMBER 2

Promote a collaborative process among Federal, State, local, and other organizations (public and private) which provides a greater variety of choices in the transportation of people and goods.

To accomplish this goal FTA will:

- Promote the establishment of ten regional DOT intermodal work groups to foster close working relationships among the DOT modal agencies.
- Ensure that conferences held or funded by FTA include discussions that promote multimodal approaches to transportation issues.
- Designate an intermodal coordinator in each region to improve coordination and communications.
- Promote a pilot multimodal office in one Federal region that would consolidate all activities related to the funding or provision of transportation of passengers and goods.

GOAL NUMBER 3

Identify and address community and individual transportation needs through intermodalism.

To accomplish this goal FTA will:

- Promote a greater involvement of FTA staff and grantees and other interested people and groups in the metropolitan planning organization (MPO) and State planning process.
- Identify and work to eliminate impediments to funding of multimodal projects at all government levels.
- Develop a plan for identifying "strategic corridors" (i.e. corridors in which modes are competitive) as part of the National Transportation System (NTS) and encourage both State and local agencies to support and incorporate these corridors into their transportation plans.
- Provide multimodal training to FTA staff, and encourage other modal agencies to attend FTA planning courses for "transit awareness."



Vision Strategy No. 5:

Ensure a Quality Organization that Emphasizes Mutual Respect

To be responsive to employee needs and empower its employees to be productive contributors to the FTA mission.

GOAL NUMBER 1

Foster an environment which supports mutual respect and courtesy, ensures that all employees are treated fairly, and strives to maintain and upgrade the professional/technical knowledge and competence of employees.

To accomplish this goal FTA will:

- Develop a strategy that empowers employees to participate in decisions affecting their work environments.
- Assign all supervisors a critical job element that measures their implementation of the strategic plan.

NUMBER 2

Foster an environment which actively promotes the employment and retention of a diverse workforce within FTA.

To accomplish this goal FTA will:

- Conduct a skill assessment inventory to identify employee training needs.
- Create a new program for support staff that provides the opportunity for upward mobility.

GOAL NUMBER 3

Promote career development and the establishment of a fair and equitable reward sys-

tem to include awards other than monetary. These initiatives will maximize individual contributions to the agency while improving employee quality of life.

To accomplish this goal FTA will:

- Develop a program which offers employees cross training and exposure to various elements of the FTA program.
- Establish a program that allows employees the option to develop their own Individual Development Plan (IDP).
- Revise the performance appraisal system to recognize and reward collaborative, as well as individual performance.
- Support training and travel funding for FTA employees' career development goals.

GOAL NUMBER 4

Encourage mutual understanding of the program challenges of headquarters and regional offices.

To accomplish this goal FTA will:

- Enhance communication between and among headquarters and regional offices.
- Empower employees by encouraging their involvement in program policy development.

GOAL NUMBER 5

Operate under the principle that employees are valued, empowered to make decisions and take risks while functioning as a team to accomplish the agency's mission.

To accomplish this goal FTA will:

- Introduce a total quality management-type program which includes training and enhances team building and employee decision-making, and strengthens horizontal and vertical communications.



Vision Strategy No. 6:

Ensure Highest Level of Transit Service Assistance Delivery

To improve the delivery of transit service and mobility for the public through a proactive role in providing technical assistance and support to transportation providers.

GOAL NUMBER 1

Provide improved technical assistance to FTA grantees.

To accomplish this goal FTA will:

- Allocate sufficient staff to regional offices to ensure improved grant delivery capabilities.
- Maintain and update FTA Circulars.
- Increase FTA outreach by utilizing staff as experts and conference resources.

GOAL NUMBER 2

Provide stable and reliable sources of funds for improved service.

To accomplish this goal FTA will:

- Work with Congress to develop a continuing and reliable funding source for public transportation.
- Examine activities which might be considered within the definition of capital costs.
- Encourage innovative local, public, and private financing.
- Submit to Congress, reports on transit conditions, performance, and investment requirements that fully reflect the investments needed to serve all of transit's markets and functions.

GOAL NUMBER 3

Improve ongoing program evaluation to increase effectiveness of the FTA program in supporting and improving public transportation and mobility.

To accomplish this goal FTA will:

- Develop more sensitive and relevant mobility measures, standards, and performance criteria.
- Perform impact studies of selected major investments.
- Issue a new major investments policy that fully reflects all of the benefits of transit investments.

GOAL NUMBER 4

Streamline the grant delivery process and provide improved program management to FTA grantees.

To accomplish this goal FTA will:

- Streamline the FTA grant delivery process to better serve our customers.
- Increase FTA on-site interaction with our customers.



Vision Strategy No. 7:

Promote Linkages Between Transit Needs and Community Needs

To promote a coordinated planning process that involves the needs of the community through Livable Communities and improves personal mobility.

GOAL NUMBER 1

Promote the development of transit facilities and services that meet the needs of communities, which are linked to land use planning and design that encourages pedestrian/bicycle access.

To accomplish this goal FTA will:

- Implement the Livable Communities Initiative in coordination with other Federal agencies.
- Establish an ongoing transit research activity that supports the Livable Communities Initiative, including: dissemination of findings, technical assistance and training; development of methods to determine and evaluate social, economic, and environmental benefits of transit investments; and promotion of innovations in infrastructure project development and delivery.
- Establish a federal interagency working group to support integrated development of transit with housing, employment, daycare, retail, entertainment, Empowerment Zones/Enterprise Communities (EZ/EC), and other community service programs.
- Commission a three to four month investigation in a rural geographic region of the nation to develop a model as to how transportation linkages would provide our rural citizens with greater access to services with an emphasis on health care.

GOAL NUMBER 2

Link transit and environmental planning to enhance environmental preservation.

To accomplish this goal FTA will:

- Enhance the FTA role in the transportation and environmental planning process through increased regional office involvement in the local planning process.
- Encourage employer-sponsored activities and other innovative travel demand management (TDM) strategies which reduce single occupancy vehicle (SOV) travel.
- Promote the use of flexible-funding for public transportation use to enhance environmental improvements.

GOAL NUMBER 3

Promote a participatory planning and design process that stresses community involvement.

- Encourage public involvement in the transportation planning process through guidelines and demonstrations.
- Promote a customer-based, market-driven transportation planning process through guidelines and demonstrations.



Vision Strategy No. 8:

Foster a Positive Image for Public Transportation and FTA

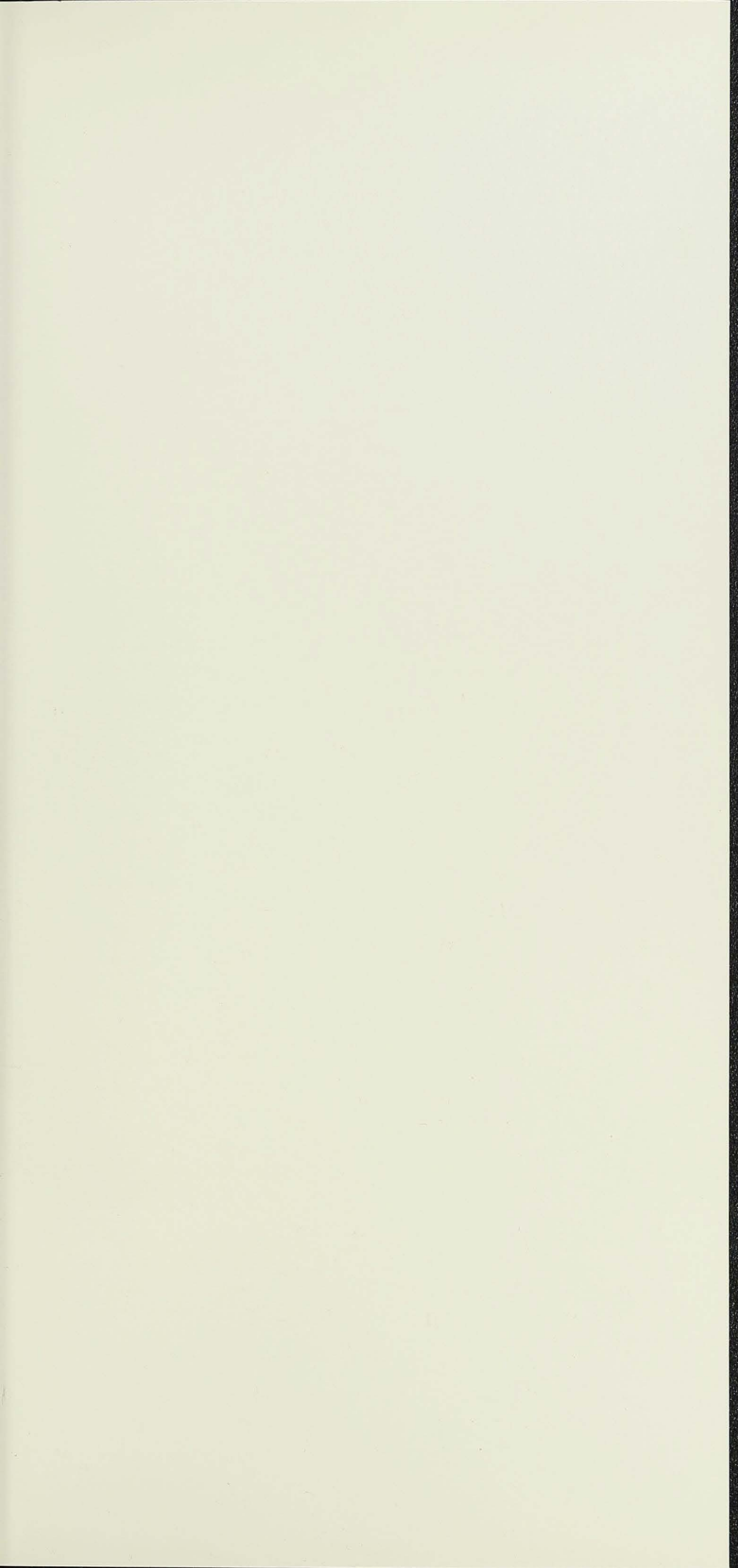
To clearly demonstrate the benefits that public transportation brings to our communities and to raise the consciousness of the public toward the role of FTA as a major partner in public transportation.

GOAL NUMBER 1

Promote public transportation in America with FTA as an active partner.

To accomplish this goal FTA will:

- Develop and implement an FTA continuing outreach program, involving a broad-based network of external customers, which includes the provision of basic information, a national media campaign, town-hall meetings, promotional programs, and participation in legislative and other policy forums.
- Participate in promotional activities in conjunction with appropriate external organizations.
- Conduct research in partnership with external organizations to identify transit customer needs in areas such as, safety, security and operations, and enhance the public's awareness and perception of transit.
- Work with the National Corporation for National Community Service to formulate public service proposals for the Urban Youth Corps (UYC).
- Establish an "Administrator's Incentive Award Program" to recognize outstanding achievements and innovations in public transportation.





U.S. Department
of Transportation

**Federal Transit
Administration**

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