

1
2 **II. Goals:**

3 The Committee will strive to accomplish the following goals in fulfillment of the adopted
4 Mission Statement:

- 5
- 6 • *Foster topics for future research, promote widespread dissemination of findings*
7 *and recommendations, with operational applications where possible;*
 - 8
 - 9 • *Identify, articulate, and stimulate follow-up activities on emerging trends, new*
10 *ideas and innovations;*
 - 11
 - 12 • *Assist in defining public transportation's roles, contribution and future direction*
13 *within the overall fields of community development, transportation and*
14 *infrastructure systems;*
 - 15
 - 16 • *Coordinate and partner with other TRB committees, organizations and*
17 *governmental entities (both nationally and internationally) to accomplish the*
18 *Committee's overall mission;*
 - 19
 - 20 • *Promote fellowship and mentoring among the Committee's Members and Friends*
21 *through research, conferences, newsletters and web site information.*
 - 22

23 To meet these goals the following scope of activities is followed.

24

25 **Committee Scope:** The committee's scope is to examine, discuss and disseminate public
26 transportation ideas and issues from the planning, development, operational and project
27 implementation perspectives. It strives to foster topics for future research, promote
28 widespread dissemination of findings and recommendations, with operational
29 implications where possible. The committee considers emerging trends, new ideas and
30 innovations as they influence public transportation planning and development and assists
31 in defining public transportation's roles, contribution, and future direction as it relates to
32 the larger Intermodal environment and the overall fields of community development,
33 transportation, and infrastructure systems. The committee considers impact of factors
34 such as land use, technologies, market and patronage, pricing, service innovations, public
35 policy, tools and techniques for product planning, and changes in the planning
36 environment, including employment, activity patterns and related factors.

37
38

39 **III. Environmental Scan**

40 The following summaries of the external climate for public transit (including emerging,
41 critical and cross-cutting issues), as well as internal Committee issues and activities (as of
42 late-2007), are intended to provide a context for development of the Strategic Plan
43 update.

44

45 **a. The External Climate for the Committee's Activities**

1 The current environment for public transportation planning and development activities is
2 dynamic and continuing to evolve. Pressures for change and pertinent change agents
3 reflect cross-cutting international and local economic, fiscal and policy issues, the multi-
4 level intergovernmental setting for land use and transportation planning, as well as the
5 continuing demand for and response to community development markets and day-to-day
6 transit operational issues.

- 7
- 8 • Policy-makers, private sector interests and the public continue to demand and
9 recognize the multiple benefits of a first class transportation system for both goods
10 movement and personal mobility needs. However, current prospects for strong and
11 sustained Federal policy support and funding to achieve this goal remain uncertain,
12 and the picture at the State and local levels, particularly in terms of financial
13 resources, is mixed.
- 14
- 15 • The pending reauthorization of the “Safe, Accountable, Efficient, Flexible
16 Transportation Equity Act-A Legacy for Users (SAFETEA-LU), scheduled to occur
17 by the end of Federal Fiscal Year 2009, will have a profound effect on the guiding
18 policies and funding priorities for all surface transportation modes and programs, and
19 its likely five year life will extend into the time frame for the Committee’s subsequent
20 2011 to 2013 Strategic Plan. Although less pronounced than previously, there remain
21 philosophical and policy divisions over how to fund national transportation needs,
22 infrastructure improvements, as well as what the nation’s transportation investment
23 priorities should be. These different policy perspectives have been exacerbated by the
24 realities of the “post-9/11 world”, with its necessary and continuing, short-term focus
25 on increased security concerns and funding priorities. These new perspectives,
26 realities and competing priorities pose the greatest short-term threats to the
27 availability of additional funding to enable the continuation and expansion of many
28 public transportation planning and development-related programs, including a more
29 robust, national research program.
- 30
- 31 • There is a strong coalition of support for retaining the policy and programmatic gains
32 that resulted from the enactment of both the Intermodal Surface Transportation
33 Efficiency Act (ISTEA) and TEA-21, as part of any reauthorization legislation in
34 2009. These acts, along with SAFTEA-LU, contain significant numbers of earmarked
35 transit projects. Earmarking has a significant effect on transit planning. On one hand
36 it usurps the role of planning in finding the best solution for a community’s
37 transportation problems, while on the other hand it provides a windfall of funding that
38 needs to be carefully used and implemented through a sound planning process. As a
39 result, there remains a strong public backlash against the uncontrolled earmarking of
40 local transportation projects, which received widespread negative publicity during the
41 enactment of SAFETEA-LU. In addition, the competition for scarce federal, state and
42 local resources threatens to undo the gains made over the past 20 years, particularly
43 the strong emphasis on public transit research through such ventures as the Transit
44 Cooperative Research Program (TCRP).
- 45

- 1 • Within the overall debate about the Federal role in transportation policy and funding
2 support are broader issues of the allocation of state shares of Federal dollars, deficit
3 reduction and the Highway Trust Fund's fiscal integrity. Other significant modal
4 issues are the continued national role and funding for AMTRAK and inter-city
5 passenger rail service, reauthorization of airport user fees and the use of this revenue
6 stream for both land side (including multi-modal) and air side projects (including
7 security-related improvements). These issues are likely to continue to overwhelm
8 questions about the future funding, content and policy direction of national
9 transportation research.
- 10
- 11 • State and local policies and programs on public transportation planning and
12 development are mixed, varying by geography, developmental character and history.
13 Given the influence of ISTEA, TEA-21 and SAFTEA-LU, most are quite supportive
14 of the need to develop multi-modal and intermodal transportation strategies, including
15 a strong if not central role for public transit. Reauthorization of SAFETEA-LU is
16 scheduled for FY 2009, and the opportunity for policy, program and funding changes
17 (both positive and negative from the Committee's perspective) are real. As part of the
18 reauthorization debate, the Committee believes the reality of the nation's diverse
19 lifestyles and commuting patterns precludes reliance on traditional public transit
20 service approaches, which are insufficient to meet future metropolitan area and rural
21 travel needs. More emphasis on innovative service patterns and new technologies will
22 be needed to help public transit fulfill and maximize its role.
- 23
- 24 • More positively, there continues to be widespread local official and citizen interest in
25 growth management strategies, including neo-traditional, "smart" land use,
26 development and transportation approaches, like transit-oriented development (TOD).
27 These development concepts and practices are predicated on a stronger role for public
28 transit to help promote a greater sense of community, a focus on the pedestrian scale
29 and better linkage of land use and transportation planning. At the same time, among
30 some elected officials and the public, there remains a strong suspicion of government-
31 imposed strategies to manage growth; neighborhood and local resident responses to
32 proposals that strive to increase densities, dwelling unit diversity or other, non-
33 traditional development practices and a backlash against governmentally imposed,
34 behavioral change actions and programs that seek to place restrictions on the use of
35 single occupant automobile travel for various trip purposes.
- 36
- 37 • Several emerging issues have become more significant since the adoption of the
38 Committee's previous Strategic Plan. Each will have an impact on the use of public
39 transit, while reinforcing the need for more efficient development patterns,
40 communities and transportation systems.
- 41 a. Climate Change. First is the growing recognition that we face a difficult and
42 uncertain future in response to climate change and global warming issues.
43 Although the debate continues on the significance of the problem, recognition
44 of the negative consequences of current approaches has begun to shift public
45 opinion and policy responses. Public transit leaders should position the
46 industry as part of the solution with appropriate technology changes that

1 reflect public transit's contribution to the overall climate change issue (such as
2 use of alternative fuels).

- 3 b. Energy. Second are the continued forecasts for declining fossil fuels and the
4 reliance on foreign sources in the future and the need for investigation and
5 implementation of alternatives. Although continuing price shocks and scarce
6 supplies have not made much of a dent in driving patterns, the perception that
7 business as usual will not be satisfactory for the long-term is beginning to take
8 hold. Public transit should respond as an industry to demonstrate a more
9 marketable product to attract and capture potential new riders which can lead
10 to reductions in fuel use.
- 11 c. Technology. Third is the continuing impact of technology on communication,
12 lifestyles and transportation, as well as the impacts on the overall economy.
13 Technology, like Intelligent Transportation Systems (ITS), will affect how
14 transportation systems are linked (through communications, fare collection,
15 scheduling, etc.) and should result in more efficient operations and economies
16 of scale.
- 17 d. Population Dynamics. Demographic forces will also continue to affect the
18 demand for future public transportation, but at opposite ends of the life cycle:
19 aging Baby Boomers will continue to have the greatest impact on the lifestyle
20 and economy of the nation, accompanied by immigration and growth in
21 households without children. Aging but healthier boomers will most likely
22 retain their strong feelings about the need for personal choices and the
23 "freedom of the road." But they will need alternatives to be available to
24 transition to if the ability to drive is lost. Immigration trends could generate
25 public transit ridership growth (already evidenced in cities like New York and
26 Los Angeles), as new residents from transit-oriented (rather than car-oriented)
27 cultures seek transportation to jobs and leisure activities, and as a key driving
28 force for suburban migration (family expansion) becomes less significant for a
29 growing segment of the population. More people will be reaching retirement
30 age, and are likely to increase demand for transit services and land use
31 patterns that will allow them to "age in place" and make more diverse trips.
- 32 e. Crumbling Infrastructure. Recent catastrophic collapses of bridges and tunnels
33 have highlighted the need to have strong programs to maintain, reconstruct
34 and rehabilitate an aging transit infrastructure. Significant portions of fixed
35 transit systems in the United States were constructed in the 1890s and are in
36 need of major overhaul and replacement. These projects will require
37 significant funding and a strong role of transit planning to bring them up to
38 21st century standards.
- 39 f. International Trends. The community of transit planners and managers is
40 becoming global. The committee sees greater interest and participation from
41 people outside the United States and this provides an opportunity to share
42 information in a wider world. While problems in many places are similar,
43 there are important differences as well that should be seen as an opportunity to
44 increase knowledge and understanding
45

- 1 • It is anticipated that the emphasis for public transportation research activities at the
2 TRB and in academia will continue to be focused on “practical” and “real world”
3 questions and issues that can yield beneficial information to support policy
4 formulation or daily operations. Thus, the “market” for the kinds of issues that the
5 Committee usually pursues continues to grow, and the need for continued research on
6 emerging trends, issues and practical applications is high.
7
- 8 • The need to maintain and expand a strong public transportation research program,
9 with increased funding, at the national level continues to be critical. A concerted
10 effort, through a broad coalition of support, is needed from academic, private
11 consulting and public agency practitioners to make the case during the pending
12 reauthorization debate. The Committee’s diverse activities can play a role in helping
13 to accomplish this key objective.
14

15 **b. The Internal Climate for the Committee’s Activities**

16 In the 2007 membership survey, Members and Friends revealed some interesting
17 responses about their involvement with the Committee and its activities.
18

- 19 • Respondents expressed interest in continuing to interact with their peers, nationally
20 and internationally, in the field to share experiences, keep abreast of current
21 developments and to make a contribution to the advancement of public transit and
22 new ideas.
23
- 24 • Committee members view their involvement with paper reviews, conference sessions,
25 committee meetings and the strategic planning process quite positively.
26
- 27 • However, there was also an expressed desire for more focus and less generality on
28 specific public transit issues and research projects, including development of more
29 useful, policy-oriented information for decision-makers, introduction of more cost-
30 efficient planning methodologies, while striving for increased opportunities for
31 outreach on an international basis.
32
- 33 • Concern was also expressed about the need for increased interaction with other TRB
34 committees, through meetings and conferences, and the need to attract and retain new
35 active Committee members, including more women, minorities, young professionals
36 and private sector representatives, given the potential retirement of currently active,
37 “old hands”.
38

39 **IV. Previous Committee Approach and Objectives**

40 The following Approach and Objectives were proposed by the Committee in 1993, (but
41 never formally adopted) to guide its activities. This statement served as the departure
42 point for the 1998 to 2002 Strategic Plan (which included an October 1997 membership
43 survey). The Strategic Plan was subsequently adopted by the Committee at the January
44 1998 Annual Meeting, and included in the Committee’s 2003 to 2007 Strategic Plan.
45

1 1. Assemble a committee of diverse, interested individuals who are willing to continually
2 seek out and use a network of other professionals and academics across the country (and
3 in other countries) to keep us current on innovations in public transportation options and
4 institutional arrangements.

5
6 [At the time of the adoption of this plan, the committee includes people from transit
7 agencies (5 members), consulting firms (6), universities (9), metropolitan planning
8 organizations (1), national governments (2), and state government (2). There are two
9 international members and three emeritus members at the time of the adoption of this
10 plan. They represent 12 states and three foreign countries. In addition the committee has
11 a broad list of committee friends who act as members in all respects.]
12

13 2. Develop an on-going set of research ideas and topics for investigation, coordinated
14 with TRB's strategic research initiative, which will lend themselves to development into
15 calls for papers, conference sessions, TCRP problem statements, special conferences and
16 publications. Specific objectives would include:

- 17
- 18 • Complete a set of updated Committee research statements for TRB.
- 19
- 20 • Develop a Call for Papers each year (which could be co-sponsored with other
21 committees) and orient TRB staff to our committee's interests so that we receive and
22 review papers that lend themselves to cohesive sessions.
- 23
- 24 • Strive to improve long-term paper quality by developing paper review guidance and
25 encouraging our paper review teams to develop consolidated paper feedback, so that
26 final papers reflect committee standards.
- 27
- 28 • Develop at least one or two TCRP problem statements each year for submittal to
29 TRB.
- 30
- 31 • Sponsor one committee or "state of the art" session for each Annual Meeting.
- 32
- 33 • Develop topics for the biennial, mid-year Public Transit Committees Conference.
- 34
- 35 • Maintain research statements in an electronic database.
- 36
- 37 • Initiate/expand use of webcasts, e-sessions, e-newsletters, blogs and other technology
38 tools to reach those who cannot attend meetings.
- 39
- 40 • Actively participate in the TRB electronic research topics database, through a specific
41 subcommittee on research.
- 42

43 3. Increase inter-group liaison by:

- 44
- 45 • Committee member organizational involvement in ITE, ASCE, AASHTO and APA
46 activities related to Committee interests (for example, public transportation and land

1 use, transit mitigation measurement, pricing strategies and multi-modal decision-
2 making).

- 3
- 4 • Committee member involvement as “Friends” of related TRB committees (for
5 example, Bus Transit, Planning Methods, Paratransit, Ridesharing, Statewide
6 Multimodal Planning and Intergovernmental Relations and Policy Processes) for
7 potential joint topics and investigations, as well as preventing overlaps or gaps in
8 topics.

9

10 4. Increase Committee communication throughout the year by using/expanding
11 technology -- fax, conference calls, teleconferencing -- as well as encouraging Committee
12 attendance at the annual, mid-year conference of the Planning, Economics, etc.,
13 Committees.

14

15 **V. Performance Assessment**

16 Through the July 2007 membership survey (see Appendix I) and discussion at the
17 Committee’s meetings at the 2007 and 2008 Annual Conferences and the 2007 Mid-Year
18 Conference, the following Strengths; Limitations; Challenges/Threats; and Opportunities
19 were identified and accepted by the Committee.

20

21 **a. Strengths**

- 22
- 23 • The Committee’s Members and Friends have a broad, cross-cutting focus that
24 transcends public transit’s traditional modal interests and disciplines. Consequently,
25 the Committee can develop solutions and approaches that would not be possible with
26 a narrower focus. However, the Committee’s work requires coordination and
27 cooperation with other TRB committees and organizations to be successful.
- 28
- 29 • The Committee’s unique role is to focus on research and programs related to planning
30 techniques and implementation of service delivery options. This central role should
31 be continued and expanded in response to the changing environment described in
32 Section III.a. of this Strategic Plan.
- 33
- 34 • The Committee’s history and recent practice are strongly based on cooperation,
35 collaboration and consultation with other disciplines and committees, some of which
36 were formed from the broader Committee. Thus, the Committee is well positioned to
37 continue and expand an emphasis on multi-modal and intermodal approaches.
- 38
- 39 • The Committee’s membership must continue to work with representatives from other
40 public transit and modal interests, both within the TRB structure and outside, and to
41 work proactively on creative partnerships, both domestically and internationally, that
42 can expand the Committee’s role and scope.
- 43
- 44 • The web site and related communications media have enhanced awareness of
45 Committee activities and increased opportunities to attract new Members and Friends.
- 46

- 1 • The Committee’s role and responsibilities in the TRB structure and research agenda is
2 well established and respected, and the preparation and review of research papers is
3 thriving.
4
- 5 • The subject matter of the Committee’s activities continues to enjoy widespread
6 support and interest among transportation and land use professionals, as well as
7 related public and private sector interests who are involved with public transportation
8 planning and development policies, actions and decisions. Additional information
9 dissemination and research involving topics under the Committee’s broad scope are
10 needed to help shape both future policy and implementation activities and to “make
11 the case” for a strong role for public transit in community development and service
12 delivery.
13

14 **b. Limitations**

- 16 • New and continuing uncertainties about the level of research and planning funding
17 over the next three years may, in the short term, inhibit the ability of the Committee
18 to expand much beyond its traditional roles and activities.
19
- 20 • The realities of competing work demands, time, cost and distance inhibit the ability of
21 Committee members to interact and participate in a year-round, ambitious agenda of
22 activities and outreach to potential partner organizations and committees, particularly
23 on an international scale.
24
- 25 • Limited resources may serve to impede additional efforts to broaden new
26 communications approaches, both within the Committee and through outreach to
27 others.
28

29
30 **c. Challenges/Threats**

- 31
32 • The Committee needs to maintain membership diversity, and to continue to seek
33 active members as the opportunity to add/replace members occurs.
34
- 35 • Development of a balance for Committee activities, between a broad range of
36 interests and the need to develop a more focused agenda, remains a key challenge.
37
- 38 • Achieving more active and timely participation in Committee activities and active
39 recruitment of new members, from a variety of disciplines, to accomplish the
40 Committee’s overall agenda.
41
- 42 • The demand for presentation of research papers far outstrips the supply of rooms and
43 time slots at the annual meeting. This can lead to rejection of papers that could
44 benefit by discussion and exposure at the meeting. New formats and approaches need
45 to be explored to increase the ability of the committee to allow authors to get
46 feedback on their work.

- 1
2 • The impact of potential future funding shortfalls can limit active public sector
3 member participation at committee meetings and on the overall TRB and Committee
4 research agenda and related activities. It is also particularly difficult for committee
5 members representing transit agencies to secure travel funding for committee
6 meetings.

7
8 **d. Opportunities**
9

- 10 • Increasing the use of new technologies and other innovative approaches (mobility
11 manager concept, transportation/land use linkage, new intergovernmental/interagency
12 relationships) to enable transit services to better serve existing and emerging markets.
13
14 • Continuing the Committee’s role to identify a future-oriented research agenda and to
15 disseminate results that are useful to practitioners and policy-makers.
16
17 • Pending reauthorization of SAFETEA-LU and possible new directions and programs
18 for transportation research and funding.
19
20 • As in 2002, when a successful special effort was made to increase membership,
21 resulting in the addition of nine new members, the Committee can use the enthusiasm
22 and fresh ideas of new members as a catalyst to re-initiate old activities and to begin
23 new ones.
24
25 • Exploration of new institutional relationships for the committee, both nationally and
26 internationally, to accomplish needed public transportation improvements and
27 services and investigation of innovative development approaches.
28

29 **IV. Gap Analysis**

30 From the analysis of the 2007 Member Survey and the Strengths, Limitations,
31 Challenges/Threats and Opportunities outlined above, the following gaps in Committee
32 activities by various Constituencies and Service provision were identified. The intent of
33 the Gap Analysis is to identify those constituencies of the Committee’s work who could
34 be better served or more fully involved than at present and strategies to accomplish
35 greater involvement. Also, the Gap Analysis is intended to identify current Committee
36 services that could be improved, expanded, reduced or eliminated, as well as potential
37 new services.
38

39 **a. Constituencies**

40 In the responses to the 2007 Member Survey, the Committee’s “customers” were defined
41 as public transit agency practitioners and policy makers, the academic community,
42 researchers, federal transportation agencies, TRB, TCRP and planning and development
43 agencies, including MPOs and citizens interested in public transit.
44

- 45 • The Committee’s current (September 2007) membership is predominantly composed
46 of academic members and transportation planning and engineering consultants. Public

1 transit agency, public planning agency/State DOT staff and representatives of
2 research institutes make up the remainder of the Committee membership. A TRB
3 staff liaison provides a link to the TRB and TCRP programs. Transit policy makers
4 and planners are represented but transit agency operations staff are not represented.
5

- 6 • Increasing public transit agency and planning and development agency representation
7 would be desirable. The addition of a “policy-maker” representative continues to be a
8 low priority, since the outcome of the Committee’s activities is primarily intended to
9 maintain a focus on technical issues and practitioner needs that may influence the
10 direction of policy formulation.

11 **b. Services**

12 In the responses to the Member Survey, expectations of the Committee’s customers were
13 defined as:
14

- 15 (1) Information on emerging trends and new ideas;
- 16 (2) Policy support and objective research with practical, easily implemented
17 recommendations; and
- 18 (3) Papers, publications and panels at conferences.

19 **c. Accomplishments**

20 In furtherance of the Objectives in the adopted 2003 Strategic Plan, the Committee has
21 accomplished the following:
22

- 23 • Worked closely with other TRB Committees, including participation in TRB Mid-
24 Year meetings, arranging the 2007 mid-year conference in Denver and developing
25 Annual Meeting paper and presentation sessions, Calls for Papers and other proposed
26 research topics.
- 27 • Maintained and expanded a centralized paper submission and review process (through
28 the Committee Secretary who is also the Publications Chair), which has increased the
29 quality of accepted papers and provides effective, constructive feedback to paper
30 authors.
- 31 • Prepared proposed TCRP research topics (an average of two per year) with at least
32 one project accepted for research (TCRP H-3 -- Incentives to Attract Auto-Users to
33 Transit).
- 34 • Continued to work closely with other TRB Committees to develop various “state of
35 the art” panel sessions for the TRB Annual Meeting.
- 36 • Participated in planning committees, developed topics and participated in panel
37 sessions at several mid-year specialty conferences, such as LRT and BRT.
- 38 • Continued member involvement in the activities of other organizations (like APTA
39 and ITS America) and TRB Committees on both a formal and informal basis. New
40 Committee members will expand ties to these organizations.
- 41 •
- 42 •
- 43 •
- 44 •
- 45 •
- 46 •

- 1
2 • Increased use of alternative means of communication (fax, Internet and E-mail
3 Reflector) and information dissemination to facilitate member communication and to
4 undertake the Committee's work program.

5
6 **d. Items Not Addressed**

7 None.
8
9

10 **V. Action Plan**

11 The Action Plan that follows will enable the Committee to continue its traditional roles
12 within the structure of the TRB, while endeavoring to accomplish a broader mission in
13 response to the findings and opportunities revealed by the strategic planning process.
14

15 **a. Core Strategies**

- 16 • *To continue to provide a forum for the advancement and communication of*
17 *research on emerging public transportation issues and ideas.*
18
19 • *To strengthen the Committee's role as a catalyst for identifying and promoting*
20 *public transportation planning and development's contributions to overall*
21 *transportation research and policy formulation.*
22
23 • *To encourage and expand opportunities for participation and interaction by the*
24 *Committee's members, friends and other interests in the fulfillment of its Mission.*
25
26 • *To develop an outreach and communication program that encourages more*
27 *widespread awareness of and participation in Committee activities by the broader*
28 *transportation community, both nationally and internationally.*
29

30 **b. Actions**

- 31 **1.** *Continue to maintain and expand the diversity of the Committee's membership to*
32 *maintain membership by at least one representative of a planning and development*
33 *agency and a transit operating agency.*
34
35 **2.** *Continue to develop a research agenda of both "state of the art" and practical*
36 *topics of importance to the current operation and future development of public*
37 *transportation for the TRB research topics database. More specifically:*
38
39 • *Prepare an annual set of updated Committee research statements for TRB.*
40
41 • *Continue to improve the number and quality of submitted papers by monitoring*
42 *and refining the current paper review guidance process, encouraging paper review*
43 *teams to develop consolidated paper feedback and continue to develop a periodic*
44 *(annually if possible) Call for Papers, co-sponsored with other TRB committees,*
45 *where appropriate.*
46

1 • Continue to develop at least one or two TCRP problem statements each year for
2 submittal to TRB.

3
4 • Continue to create opportunities to incorporate the findings of TCRP research
5 projects into TRB Annual Meeting sessions.

6
7 • Continue to organize at least one significant policy or research topic panel
8 session for each Annual Meeting, working in partnership with other TRB committees
9 or related organizations where possible.

10
11 • Continue to develop potential topics and panel sessions for the specialty
12 conferences. Assist in attempting to revive the Public Transportation Committees'
13 Summer Meeting on a biennial basis.

14
15 **3. Increase inter-group liaison:**

16
17 • Strive for more formal Committee member involvement in ITE, ASCE, AASHTO,
18 APTA and APA as well as similar international organizations related to Committee
19 interests. Formally appoint Committee liaisons to other organizations.

20
21 • Continue and expand Committee member involvement as “friends” of related
22 committees for potential joint topics and investigations, and to prevent overlaps or
23 gaps in proposed topics.

24
25 **4. Continue to expand Committee communication throughout the year by using**
26 *technology – web page, email reflector, blogs, conference calls, teleconferencing, --*
27 *as well as encouraging Committee attendance at the mid-year conference and the*
28 *Annual Meeting.*

29
30 **VI. Evaluation and Monitoring**

31 The following actions will be taken to ensure the timeliness and usefulness of the adopted
32 Strategic Plan:

33
34 • Progress to accomplish the goals and actions identified in the Strategic Plan will
35 be monitored periodically but no less frequently than annually.

36
37 • Discussion of Strategic Plan implementation will be a specific agenda item at the
38 Committee’s meeting at the TRB Annual Meeting.

39
40 • Dissemination of the Strategic Plan, Survey Analysis and Committee actions that
41 result to all Members and Friends (electronically).

42
43 • The Strategic Plan will be formally evaluated, updated and refined every three (3)
44 years, in accordance with TRB Committee requirements.

45
46 **Conclusion**

1 The Committee reiterates its belief that the Strategic Plan development process has been
2 very useful as a means to evaluate what it has accomplished and to discuss where it
3 should be going over the next three years. The Committee looks forward to the
4 challenges and opportunities outlined in the Strategic Plan, recognizing that
5 accomplishing an ambitious or even modest action agenda can only occur with the
6 dedicated, volunteer support of the Committee's Members and Friends.

7
8 Questions about the proposed Strategic Plan and additional information about the
9 Committee should be directed to the Chair. A copy of the current Committee Roster is
10 also attached (see Appendix II).

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21 **APPENDIX I**
22 **Public Transportation Planning and Development Committee (AP025)**
23 **Strategic Plan Development Survey**
24 **Summary Analysis of Survey Results – July 2007**

25
26 **Background:** The Committee on Public Transportation Planning and Development is
27 undertaking a strategic planning process, leading to the development of an updated, three-
28 year Strategic Plan by January 2008. The Strategic Plan will set the future direction for
29 the Committee, within the framework of the Public Transportation Section and
30 Transportation Research Board (TRB) Strategic Plans.

31
32 As part of the Plan development process, the Strategic Plan Development Survey was
33 emailed and posted on the Committee's web site from February to April 15, 2007,
34 seeking Member and Friend views about current and prospective Committee activities, as
35 well as potential opportunities and challenges over the next three years. A total of 34
36 Committee Members (29) and Friends (5) were eligible to receive the survey as of April
37 2007, and 13 surveys were completed and returned, including those completed during the
38 annual committee meeting.

39
40 **Survey Analysis:**
41

1 **1. Are you: a Committee Member 10 or a Friend of the Committee 3. The response**
2 **rate of 13 of 34 total Committee Members and Friends was 38.2%.**

3
4 **2. (a) Why did you originally become active in the Committee?**

5 **(b) What were your expectations?**

6 a. **Predominant responses:** Interested in interacting with peers in the field who
7 have similar work and experience interests, and keeping abreast of current
8 developments, “best practices” and “lessons learned” related to setting policies
9 that encourage transit planning concepts that help to link public transit and land
10 use planning perspectives.

11 **Other responses:** Making a contribution toward advancement and dissemination
12 of practical and emerging public transit research, policy planning and
13 development issues; advancing the role, profile and state of practice of public
14 transit.

15 b. **Predominant responses:** The Committee should foster more discussion on
16 coordination between transportation and land use planning, including applied
17 research on transit issues that translate real world transit planning problems to
18 research subjects, while seeking to resolve public transit policy and technical
19 issues.

20 **Other responses:** Partnerships between transit agency and academic communities
21 should be encouraged, providing the opportunity to meet colleagues and build a
22 network of other transportation professionals. Better convey concepts and ideas to
23 the public and elected officials that result in more successful, well-used and cost-
24 effective transit projects that better serves the public. Support efforts that improve
25 community planning and that foster a multi-modal transportation system.

26
27 **3. Have your expectations been met 6, exceeded 2 or not met? 1 (No answer: from 2**
28 **new members and two friends) Why or How?**

29 **Positive:** Very good committee with quality members who are experienced and
30 responsive. Involvement in paper reviews, attending Annual Meeting sessions,
31 committee meetings/discussion. Need to develop an ambitious strategic plan and a
32 good conference in Denver.

33 **Concerns:** Committee seems to have lost energy and purpose. Meetings
34 emphasize process rather than exchanging ideas about public transit issues or
35 information sharing. Committee appears to have trouble keeping in touch with
36 other TRB committees that have over-lapping interests (a common issue for all
37 TRB committees).

38 **Other:** Too soon to tell; difficult to measure since we only meet once a year.

39
40 **4. (a) Who are the “customers” of the Committee’s work?**

41 **(b) What do they require of us now and in the future?**

42 a. **Predominant responses:** TRB and Public Transportation Committee; public
43 transit agency practitioners, academic researchers and institutions; the transit
44 industry; other professionals, policy makers and citizens interested in public
45 transit; government agencies (and staff) that deal with public transit (including

1 oversight and finance); and local, state and national transportation funding
2 decision-makers.

3 **Other responses:** MPOs and local municipalities; planning and development
4 agencies; consultants, students, and elected and appointed officials; TRB Annual
5 Meeting participants, readers of Committee's papers; the traveling public; and,
6 indirectly, planners and developers.

7 **b. Predominant responses:** Leadership in program development, identification
8 and dissemination of best practices and promising new ideas; developing good,
9 solid, credible, objective and useful information for decision-makers to improve
10 public transportation services and the surrounding environment, assessing future
11 industry needs and continuing to analyze emerging issues, linkages to other
12 subject areas (such as land use, congestion pricing, integration of traffic
13 engineering and parking management) and development of enhanced planning
14 and development tools.

15 **Other responses:** Assistance in asking pertinent questions related to broadening
16 understanding of public transit and improving it. Frame new research, develop
17 Calls for Papers and develop workshops, sessions and conferences. Inform and
18 disseminate information that the Committee produces to help develop a well-used
19 and cost-effective transportation system, with information that helps to create
20 more livable developments integrated with a cost-effective transportation system
21 (with less impact on greenhouse gas emissions). Recommend policies supporting
22 the merits of multi-modal planning concepts and improved land use/transportation
23 decisions. Assess strategies that promote public/private partnerships to provide,
24 manage and implement transit service and capital expansions.
25

26 **5. What are three (3) major issues or topics that should affect public transportation**
27 **in the next three years?**

28 1. **Land Use/Transportation Linkage**

29 **Predominant responses:** Assess emerging market issues that will affect future of
30 transit (growing regional decentralization, immigration, aging population, climate
31 change, sustainability, and energy supply). Seek to better influence the land
32 use/transportation connection to support a sustainable, multi-modal transportation
33 system. Determine how to effectively integrate public transit into
34 development/redevelopment at the start of any planning process, including
35 complementary land use policies (in-fill, urban development, zoning, parking
36 space requirements for housing development).

37 **Other responses:** Communicate with decision-makers to show the need for well-
38 planned, integrated transit to reduce auto use and its predicted effects on global
39 warming. Increase emphasis on pricing and auto restrictions rather than continued
40 congestion relief projects. Develop new concepts and approaches for public
41 transit planning that build upon changes in urban planning practice (smart growth,
42 integrated regional land use/transportation planning, sustainable transportation,
43 TOD and healthy cities). Advocate transit-friendly investments in other modes,
44 like station cars, intermodal facilities, multi-modal electronic payment methods,
45 and incremental expansion of transit into urbanizing areas or the periphery of
46 existing urban areas. Coordinate with MPOs and regional planning groups on

1 streamlining the transit planning process for mega project proposals. Assess ADA
2 regulatory changes and impacts on transit service operations.

3 2. **New Technologies**

4 Promote leveraging of ITS operations data for transit performance measure and
5 service change improvements. Explore new transit planning methodologies that
6 build on technological developments (data from automatic passenger counters
7 (APC) and automatic vehicle locators (AVL), mainstreaming GIS and new,
8 flexible service concepts made possible by ITS). Integrate parking management
9 with public transit strategic plans.

10 3. **Funding Needs**

11 Seek ways to increase the level of transit funding (such as public/private
12 partnerships), including financing related to land use/planning decisions and
13 increased ridership that results from higher gasoline prices. Support ways to
14 meaningfully tie small and medium-sized transit operating agencies into the MPO
15 planning process, given minimal available resources. Support funding for low-
16 cost operational strategies that can increase transit service and ridership, and
17 investigate non-traditional modes and land use/development linkage. Seek
18 sustainable transit funding in the context of state/national budget deficits and
19 projected decreases in the Highway Trust Fund account.
20

21 **6. What are your three (3) top goals for Committee activities over the next three**
22 **years?**

23 1. **Research Agenda:** Promote practical transit research and training programs that
24 address the future of the industry. Identify research needs; review and support
25 innovative land use/planning approaches, practices and products and incorporate
26 them into current practice and methodology development.

27 **Specific research proposals:** (1) Develop innovative practices and partnerships,
28 particularly those that maximize new information technology and cost-effective
29 system management; (2) integrate public transit planning with the traffic
30 management and parking demand management processes; (3) promote universal
31 benefits and cost-effectiveness of BRT (which is flexible and adaptable); (4)
32 disseminate information on reducing auto use, greenhouse gas emissions and the
33 effects of climate change; and (5) expand the mobility manager concept to
34 provide more flexible and adaptable paratransit service for changing
35 local/regional travel needs of the elderly and those with disabilities.

36 2. **Committee-Related Actions:** Maintain Committee's role as facilitator, reviewer
37 and disseminator of research in the field that promotes the role of public transit
38 planning and development. Strive for more substantive committee discussion and
39 information sharing on emerging trends affecting transit planning during meetings
40 and throughout the year. Build network of transportation professionals with
41 interest in the field; undertake outreach to gain new Friends and new active
42 Members, ensuring that all categories are well-represented (extending discussion
43 and committee activities beyond the U.S.). Continue striving for broader member
44 participation in developing research problem statements (including link to TCRP).
45 Continue active paper program and the mid-year conference. Strive for more
46 space and sessions at meetings.

- 1 3. **TRB-Related Actions:** Maintain Committee's role as an active presence within
2 TRB, fostering more interaction on the committee's work within TRB, other
3 organizations and the public involved with or concerned about transit. More
4 interaction, programs, co-sponsorship or special topic conferences with other
5 TRB committees or public transit groups (like APTA). Continue participation in
6 summer joint meetings and in co-sponsored Annual Meeting sessions.
7

8 **7. What are the three (3) top challenges facing the Committee over the next three**
9 **years?**

- 10 1. **Promoting an Outreach Agenda:** The Committee needs to: (1) encourage more
11 public transit and reduction of auto use by educating decision-makers/media/the
12 public about the importance and need for public transit for the long-term future
13 and the benefits of multi-modal planning concepts; (2) promote regional planning
14 and coordinated comprehensive planning by transit agencies and municipalities to
15 help determine a cost effective transit network; (3) identify research on cost-
16 efficiency improvements in service provision; (4) explore how to effectively and
17 visibly tie public transit planning and development into the current national
18 dialogue and interest in the environment and health; (5) strengthen regional/local
19 planning guidelines and consistency requirements. More funding will be needed
20 for implementation of pilot or test case projects that demonstrate the benefits of
21 innovative strategies.
- 22 2. **Committee-Related Actions; Internal:** Highest priority is to ensure a diverse and
23 active membership, attracting and retaining members, (increasing the number of
24 women members and maintaining the proportion of public transit agency staff in
25 the face of potential funding and time constraints). Resources are needed to
26 accomplish the Committee's agenda. Establish clear goals and strategies. Develop
27 good papers and sessions for TRB.
- 28 3. **Committee-Related Actions; External:** Information/knowledge sharing with
29 more transit and planning agencies (try to benefit more than just TRB participants
30 and researchers). Work with other TRB committees and with groups outside TRB
31 (local/foreign). Balance needs of practitioners and researchers with respect to
32 planning tools. Encourage Committee members to assist in adding proven new
33 technologies that are tied into methods that increase public transit use (for existing
34 and new systems).
35

36 **8. What are the three (3) top opportunities facing the Committee's work over the**
37 **next three years?**

- 38 1. **Potential Research Agenda:** (1) Emerging and maturing of advanced
39 technologies (ITS and GIS) that are expanding the availability of data for
40 planning purposes and the range of service delivery options that can be planned;
41 (2) growing sensitivity to issues of climate change, sustainability and energy
42 supply among the public, policy makers and government agencies, which
43 highlight the inter-relationships of land use/transportation and the role of public
44 transit; (3) continuing problems stemming from travel demand increases with
45 increasing roadway congestion, which could lead to greater interest in public
46 transit and planning; (4) greater interest in decreasing reliance on imported oil,

1 which should lead to increased interest in public transit and planning; and (5) new
2 technologies and the impact on provision of flexible services, passenger
3 convenience, and public information.

- 4 2. **Committee-External:** Get out front on key issues facing public transit and
5 planning, and promote research through the TRB database, University Research
6 Centers and international exchanges. Seek improved techniques to manage, recall
7 and evaluate information through technology to enhance public transit planning
8 and research. Consider application of various ITS approaches to existing transit
9 systems and evaluate outcomes related to improved efficiency, cost, reliability
10 and overall operations. Through the Internet, disseminate success stories about
11 planning and transit operations and suggest further research into possible potential
12 improvements. Present TRB applied research at APTA and related conferences.
- 13 3. **Committee-Internal:** Add new members to contribute new ideas, concepts,
14 techniques and innovations. Encourage TCRP Problem Statement and research
15 panel participation. Undertake research/papers on key topics facing the transit
16 industry. Expand use of technology to fulfill the Committee's agenda. Make
17 Denver mid-year conference an annual or bi-annual activity. Update Committee's
18 Strategic Plan.

19
20 **9. What two (2) activities would you like to see the Committee doing that it is not**
21 **doing now?**

- 22 1. **Internal:** Distribute Committee Membership Roster. Prepare an electronic
23 newsletter. Provide more web site and Internet information. Hold more substantive,
24 discussions/roundtables at Annual Meetings. Make more active use of Committee's
25 web resources by Members and Friends.
- 26 2. **External:** Promote specialty conferences, peer exchanges and retreats. Consider
27 and develop ways to better inform others about the Committee's work (other
28 committees, MPOs, decision-makers, the media). Develop, involve, promote and
29 participate in joint programs and conferences with other, related organizations.
30 Consider how the Committee's interests and issues can be introduced to college
31 students early in their programs.

32
33 **10. Please rank the priority of the following activities from (1) through (n).**

34 **(Note: Rank and votes received are shown)**

- 35 First (tie): Annual Conference Committee meeting; Paper Review; Research
36 Identification and Sponsorship and Panel Sessions at the TRB
37 Annual Meeting (5 votes each)
- 38 Fifth (tie): Coordination with other TRB Committees and Specialty
39 Conferences (4 votes each)
- 40 Seventh: Mid Year Conference on Selective Topics (3 votes)
- 41 Eighth: Committee Newsletter (2 votes)
- 42 Other: None

43
44 **11. (a) What areas/topics do you feel are the responsibility of the Committee?**

45 **(b) Do they overlap with the efforts of other committees, and if so, how?**

1 a. Develop overarching public transit issues not covered by other committees,
2 including: (1) innovative transit planning applications and case studies, dissemination
3 of information on comprehensive planning issues related to transit for a 20 year or
4 longer horizon; (2) coordinated land use and transportation planning; (3) encouraging
5 best practices in the transit planning process, analytical methods and performance
6 measures; and (4) focusing on TOD and transit design as it influences user demand,
7 surrounding land use patterns and ease of expansion. Prepare paper reviews and
8 session development proposals and promote new research, including high priority
9 research needs.

10 b. Due to the Committee's broad focus, some degree of overlap is present (as it is
11 with at least half of the Public Transportation Group and most committees in the
12 Social, Economic and Cultural Issues section). There is also overlap in areas related
13 to more detailed travel demand forecasting and simulation methodologies (but this
14 overlap should be viewed as an advantage rather than a problem). More coordination
15 is needed to resolve duplication and to clarify roles.

16
17 **12. (a) Does the Committee membership reflect the necessary mix of stakeholders**
18 **and professionals to fulfill its mission, goals and objectives? Yes 8 No 2**

19 No Answer 3 (new members)

20
21 **(b) Who is over represented or under represented?**

22 Need to maintain or add more transit agency representatives (5 responses).
23 Academics and consultants are somewhat over-represented (however, academics
24 add insight and are attuned to new concepts of effective land use and transit).
25 Consider more women, minorities, MPO and State DOT representatives, and
26 perhaps add municipal government representatives.

27
28 **13. (a) Do you use the Internet for planning information or other uses? Yes 13 No 0**

29
30 **(b) How do you believe the Committee could help to expand use of the Internet**
31 **for planning-related purposes?**

32 There is a great opportunity to help organize a user-friendly and quality content
33 Internet framework. Make available on the web various papers presented at TRB
34 conferences for those unable to attend or for those seeking information about new
35 or developing concepts related to planning and transit applications. Use of the
36 Committee member reflector and website tools exist, but we need to think how to
37 use them more extensively. The Internet is already well-used for planning
38 purposes, but more links are needed with broader resources. Publish the
39 Committee newsletter on line. Use and grow the list serve.

40
41 **14. Frequency of Committee Activities Involvement. In the past three years:**

42 (a) How many TRB Annual meetings have you attended: 3 (10); 2 (2); 1 (1)

43 (b) How many mid-year meetings have you attended: 3 (3); 2 (0); 1 (2); 0 (7);
44 N/A (1)

45 (c) How many times have you assisted in paper reviews: 3 (12); 0 (1)

46 (d) Prepared a paper: 3 (1); 1 (2); 0 (9); N/A (1)

1 (e) Presented or published a paper: 3 (1); 1 (2); 0 (9); N/A (1)
2 Other (specify): Participated in Strategic Plan and Survey analysis; TCRP panel
3 member for four studies; membership on another TRB committee
4

5 15. Any other comments or ideas not covered above?

6 (1) Committee should incorporate the need to reduce auto use because of the
7 negative effects; (2) put approved papers on the web; (3) add international
8 perspective on best practices and intermodal planning; (4) increase the
9 Committee's role in TCRP problem statements to reflect planning issues.

10

11