

1 2010 to 2012 Strategic Plan
2 Transportation Research Board
3 Committee on Public Transportation Planning & Development (AP025)
4 Adopted by the committee January 11, 2010
5

6 **Background and Context:**

7 The 2010 to 2012 Strategic Plan was prepared by the Committee on Public
8 Transportation Planning & Development (AP025) within the framework of the
9 Transportation Research Board's (TRB) adopted Strategic Plan, the 2005 Millennium
10 document and the adopted Work Program of the Public Transportation Section. It builds
11 upon and refines the Committee's adopted 2003 to 2007 and 2008-2010 Strategic Plans.
12

13 In furtherance of the TRB's Strategic Plan, all TRB committees are required to
14 periodically assess their membership and to establish and refine their overall mission,
15 objectives, strengths, challenges, opportunities and activities within the context of present
16 and future (now three years; formerly five years) operating and policy-setting
17 environments. The self-assessment is intended to be participatory and comprehensive,
18 resulting in preparation and adoption of a Committee Strategic Plan for TRB evaluation.
19 In addition, the updated Strategic Plan will facilitate the Committee's Triennial Review.
20

21 In fulfillment of this charge, and recognizing the need for a Plan update, the Committee
22 on Public Transportation Planning & Development established a Strategic Plan
23 subcommittee at the January 2007 TRB Annual Meeting to conduct a survey of its
24 membership and also to prepare an updated Draft Strategic Plan. The survey was
25 conducted between February and April 2007, and the responses provided an important
26 contribution to the Strategic Plan update. (A copy of the 2007 Survey Analysis is
27 included as Appendix I of the Plan.) The Draft Survey Analysis and Strategic Plan were
28 completed in July and August 2007, respectively. Each document was subsequently
29 discussed at the Mid-Year Committee meeting in Denver, and posted on the Committee's
30 website to solicit any additional review comments. The Plan was presented at the
31 Committee's meeting at the TRB Annual Meeting in January 2008, where it was adopted.
32 In order to bring all strategic plans for TRB transit committees onto the same schedule,
33 the plan had a minor update in January, 2010. This update was based on previous
34 membership surveys. This was adopted by the committee January 11, 2010.
35

36 **Committee on Public Transportation Planning & Development**
37 **(AP025)**
38

39 **I. Mission Statement:**

40 The Committee adopts the following Mission Statement to guide its overall work
41 program within the structure of the Transportation Research Board:
42

43 *To examine, discuss and disseminate public transportation ideas and issues from*
44 *planning, development, operational and project implementation perspectives.*

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 for the planning, development, operational and project
27 implementation of public transit systems. It strives to foster topics for future research,
28 promote 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 and updated in late-2009), are intended to provide a context for development of
43 the Strategic Plan 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), which has been
17 delayed beyond its original timetable of the end of Federal Fiscal Year 2009, will
18 have a profound effect on the guiding policies and funding priorities for all surface
19 transportation modes and programs, and its five year life will extend into the time
20 frame for the Committee’s subsequent Strategic Plans. Given the current economic
21 climate and competing priorities, there remain philosophical and policy divisions over
22 how to fund national transportation needs, infrastructure improvements, as well as
23 what the nation’s transportation investment priorities should be. These different
24 policy perspectives have been exacerbated by the realities of the “post-9/11 world”,
25 with its necessary and continuing, short-term focus on increased security concerns
26 and funding priorities. These new perspectives, realities and competing priorities pose
27 the greatest short-term threats to the availability of additional funding to enable the
28 continuation and expansion of many public transportation planning and development-
29 related programs, including a more 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 2010 or beyond. These acts, along with SAFTEA-LU, contain significant numbers of
35 earmarked transit projects. Earmarking has a significant effect on transit planning. On
36 one hand 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. Rising costs, flat or
4 declining revenues and overall levels of federal deficits make the prospects for stable
5 funding for transportation projects very uncertain. Other significant modal issues are
6 the continued national role and funding for AMTRAK and improved inter-city
7 passenger rail service, reauthorization of airport user fees and the use of this revenue
8 stream for both land side (including multi-modal) and air side projects (including
9 security-related improvements). Growing support for high speed rail corridors is
10 another emerging issue with significant funding implications. These issues are likely
11 to continue to overwhelm questions about the future funding, content and policy
12 direction of national transportation research.
13
- 14 • State and local policies and programs on public transportation planning and
15 development are mixed, varying by geography, developmental character and history.
16 Given the influence of ISTEA, TEA-21 and SAFTEA-LU, most are quite supportive
17 of the need to develop multi-modal and intermodal transportation strategies, including
18 a strong if not central role for public transit. Reauthorization of SAFETEA-LU is
19 scheduled for after FY 2009, and provides the opportunity for policy, program and
20 funding changes (both positive and negative from the Committee's perspective) are
21 real. As part of the reauthorization debate, the Committee believes the reality of the
22 nation's diverse lifestyles and commuting patterns precludes reliance on traditional
23 public transit service approaches, which are insufficient to meet future metropolitan
24 area and rural travel needs. More emphasis on innovative service patterns and new
25 technologies will be needed to help public transit fulfill and maximize its role.
26
- 27 • More positively, there continues to be widespread local official and citizen interest in
28 growth management strategies, including neo-traditional, "smart" land use,
29 development and transportation approaches, like transit-oriented development (TOD).
30 The recently announced initiative of US DOT, HUD and EPA to work together on
31 policies and programs, including new funding, is a positive indicator of federal
32 support for linking land use, transportation and environmental quality issues. These
33 development concepts and practices are predicated on a stronger role for public transit
34 to help promote a greater sense of community, a focus on the pedestrian scale and
35 better linkage of land use and transportation planning. At the same time, among some
36 elected officials and the public, there remains a strong suspicion of government-
37 imposed strategies to manage growth; neighborhood and local resident responses to
38 proposals that strive to increase densities, dwelling unit diversity or other, non-
39 traditional development practices and a backlash against governmentally imposed,
40 behavioral change actions and programs that seek to place restrictions on the use of
41 single occupant automobile travel for various trip purposes.
42
- 43 • Several emerging issues have become more significant since the adoption of the
44 Committee's previous Strategic Plan. Each will have an impact on the use of public
45 transit, while reinforcing the need for more efficient development patterns,
46 communities and transportation systems.

- 1 a. Climate Change. First is the growing recognition that we face a difficult and
2 uncertain future in response to climate change and global warming issues.
3 Although the debate continues on the significance of the problem, recognition
4 of the negative consequences of current approaches has begun to shift public
5 opinion and policy responses. Public transit leaders should position the
6 industry as part of the solution with appropriate technology changes that
7 reflect public transit's contribution to the overall climate change issue (such as
8 use of alternative fuels).
- 9 b. Energy. Second are the continued forecasts for declining fossil fuels and the
10 reliance on foreign sources in the future and the need for investigation and
11 implementation of alternatives. Although continuing price shocks and scarce
12 supplies have not made much of a dent in driving patterns, the perception that
13 business as usual will not be satisfactory for the long-term is beginning to take
14 hold. Public transit should respond as an industry to demonstrate a more
15 marketable product to attract and capture potential new riders which can lead
16 to reductions in fuel use.
- 17 c. Sustainability. Sustainability can be defined as using resources at a rate equal
18 to or less than they are replaced. To do otherwise will affect future
19 generations. There are serious concerns that transportation systems can
20 continue along the paths of the past without the potential of a serious system
21 collapse as resources are used faster than they are replaced. Sustainability
22 issues include: the current funding system for transportation, reliance on
23 petroleum, use of materials and the availability of a competent workforce to
24 plan, design, manage and operate transit systems. Transit systems are seen to
25 have a major role in promoting sustainable transportation systems and
26 improved methods are needed to assess their effectiveness.
- 27 d. Technology. There is a continuing impact of technology on communication,
28 lifestyles and transportation, as well as the impacts on the overall economy.
29 Technology, like Intelligent Transportation Systems (ITS), will affect how
30 transportation systems are linked (through communications, fare collection,
31 scheduling, etc.) and should result in more efficient operations and economies
32 of scale.
- 33 e. Population Dynamics. Demographic forces will also continue to affect the
34 demand for future public transportation, but at opposite ends of the life cycle:
35 aging Baby Boomers will continue to have the greatest impact on the lifestyle
36 and economy of the nation, accompanied by immigration and growth in
37 households without children. Aging but healthier boomers will most likely
38 retain their strong feelings about the need for personal choices and the
39 "freedom of the road." But they will need alternatives to be available to
40 transition to if the ability to drive is lost. Immigration trends could generate
41 public transit ridership growth (already evidenced in cities like New York and
42 Los Angeles), as new residents from transit-oriented (rather than car-oriented)
43 cultures seek transportation to jobs and leisure activities, and as a key driving
44 force for suburban migration (family expansion) becomes less significant for a
45 growing segment of the population. More people will be reaching retirement

1 age, and are likely to increase demand for transit services and land use
2 patterns that will allow them to “age in place” and make more diverse trips.

3 f. Crumbling Infrastructure. Recent catastrophic collapses of bridges and tunnels
4 have highlighted the need to have strong programs to maintain, reconstruct
5 and rehabilitate an aging transit infrastructure. The recent federal Stimulus
6 Program also targeted infrastructure investments as a key means to attain
7 economic recovery. Significant portions of fixed transit systems in the United
8 States were constructed in the 1890s and are in need of major overhaul and
9 replacement. These projects will require significant funding and a strong role
10 of transit planning to bring them up to 21st century standards.

11 g. Transit role in the economy. Public transit plays an important role in getting
12 people to jobs and can be a provider of jobs, both in the development of new
13 infrastructure as well as operations. In conditions of high unemployment,
14 transit can be seen as a way to generate and retain jobs as part of a healthy
15 economy. Transit agencies need to know how to effectively plan systems in
16 order to lead to the greatest positive impact on the economy.

17 h. International Trends. The community of transit planners and managers is
18 becoming global. The committee sees greater interest and participation from
19 people outside the United States and this provides an opportunity to share
20 information in a wider world. While problems in many places are similar,
21 there are important differences as well that should be seen as an opportunity to
22 increase knowledge and understanding

- 23
- 24 • It is anticipated that the emphasis for public transportation research activities at the
25 TRB and in academia will continue to be focused on “practical” and “real world”
26 questions and issues that can yield beneficial information to support policy
27 formulation or daily operations. Thus, the “market” for the kinds of issues that the
28 Committee usually pursues continues to grow, and the need for continued research on
29 emerging trends, issues and practical applications is high.
- 30
- 31 • The need to maintain and expand a strong public transportation research program,
32 with increased funding, at the national level continues to be critical. A concerted
33 effort, through a broad coalition of support, is needed from academic, private
34 consulting and public agency practitioners to make the case during the pending
35 reauthorization debate. The Committee’s diverse activities can play a role in helping
36 to accomplish this key objective.
- 37

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

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

- 41
- 42 • Respondents expressed interest in continuing to interact with their peers, nationally
43 and internationally, in the field to share experiences, keep abreast of current
44 developments and to make a contribution to the advancement of public transit and
45 new ideas.
- 46

- 1 • Committee members view their involvement with paper reviews, conference sessions,
2 committee meetings and the strategic planning process quite positively.
3
- 4 • However, there was also an expressed desire for more focus and less generality on
5 specific public transit issues and research projects, including development of more
6 useful, policy-oriented information for decision-makers, introduction of more cost-
7 efficient planning methodologies, while striving for increased opportunities for
8 outreach on an international basis.
9
- 10 • Concern was also expressed about the need for increased interaction with other TRB
11 committees, through meetings and conferences, and the need to attract and retain new
12 active Committee members, including more women, minorities, young professionals
13 and private sector representatives, given the potential retirement of currently active,
14 “old hands”.
15

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

17 The following Approach and Objectives were proposed by the Committee in 1993, (but
18 never formally adopted) to guide its activities. This statement served as the departure
19 point for the 1998 to 2002 Strategic Plan (which included an October 1997 membership
20 survey). The Strategic Plan was subsequently adopted by the Committee at the January
21 1998 Annual Meeting, and included in the Committee’s 2003 to 2007 Strategic Plan and
22 carried forth into this edition of the plan.
23

24 1. Assemble a committee of diverse, interested individuals who are willing to continually
25 seek out and use a network of other professionals and academics across the country (and
26 in other countries) to keep us current on innovations in public transportation options and
27 institutional arrangements.
28

29 2. Develop an on-going set of research ideas and topics for investigation, coordinated
30 with TRB’s strategic research initiative, which will lend themselves to development into
31 calls for papers, conference sessions, TCRP problem statements, special conferences and
32 publications. Specific objectives would include:
33

- 34 • Complete a set of updated Committee research statements through a specific
35 subcommittee on research and maintain research statements in the TRB electronic
36 research database.
37
- 38 • Consider the development of a Call for Papers each year (which could be co-
39 sponsored with other committees) and orient TRB staff to our committee’s interests
40 so that we receive and review papers that lend themselves to cohesive sessions.
41
- 42 • Strive to improve long-term paper quality by developing paper review guidance and
43 encouraging our paper review teams to develop consolidated paper feedback, so that
44 final papers reflect committee standards.
45

- 1 • Develop at least one or two TCRP problem statements each year for submittal to
2 TRB.
- 3
- 4 • Sponsor one committee or “state of the art” session for each Annual Meeting.
- 5
- 6 • Initiate/expand use of webcasts, e-sessions, e-newsletters, blogs and other technology
7 tools to reach those who cannot attend meetings.
- 8

9 3. Increase inter-group liaison by:

- 10
- 11 • Committee member organizational involvement in ITE, ASCE, AASHTO and APA
12 activities related to Committee interests (for example, public transportation and land
13 use, transit mitigation measurement, pricing strategies and multi-modal decision-
14 making).
- 15
- 16 • Seek to have committee members and friends provide updates at committee meetings
17 on activities of other organizations such as FTA and APTA, as well as activities in
18 other countries
- 19
- 20 • Committee member involvement as “Friends” of related TRB committees (for
21 example, Bus Transit, Planning Methods, Paratransit, Ridesharing, Statewide
22 Multimodal Planning and Intergovernmental Relations and Policy Processes) for
23 potential joint topics and investigations, as well as preventing overlaps or gaps in
24 topics.
- 25

26 4. Increase Committee communication throughout the year by using/expanding
27 technology – committee web page, email updates, conference calls, teleconferencing -- as
28 well as encouraging Committee attendance at the annual, mid-year conference of the
29 Planning, Economics, etc., Committees.

30

31 **V. Performance Assessment**

32 Through the July 2007 membership survey (see Appendix I) and discussion at the
33 Committee’s meetings at the 2007 and 2008 Annual Conferences and the 2007 Mid-Year
34 Conference, the following Strengths; Limitations; Challenges/Threats; and Opportunities
35 were identified and accepted by the Committee. These have been reviewed and updated
36 for the 2010-2012 version of the plan.

37

38 **a. Strengths**

- 39
- 40 • The Committee’s Members and Friends have a broad, cross-cutting focus that
41 transcends public transit’s traditional modal interests and disciplines. Consequently,
42 the Committee can develop solutions and approaches that would not be possible with
43 a narrower focus. However, the Committee’s work requires coordination and
44 cooperation with other TRB committees and organizations to be successful.
- 45

- 1 • The Committee’s unique role is to focus on research and programs related to planning
2 techniques and implementation of service delivery options. This central role should
3 be continued and expanded in response to the changing environment described in
4 Section III.a. of this Strategic Plan.
5
- 6 • The Committee’s history and recent practice are strongly based on cooperation,
7 collaboration and consultation with other disciplines and committees, some of which
8 were formed from the broader Committee. Thus, the Committee is well positioned to
9 continue and expand an emphasis on multi-modal and intermodal approaches.
10
- 11 • The Committee’s membership must continue to work with representatives from other
12 public transit and modal interests, both within the TRB structure and outside, and to
13 work proactively on creative partnerships, both domestically and internationally, that
14 can expand the Committee’s role and scope.
15
- 16 • The web site and related communications media have enhanced awareness of
17 Committee activities and increased opportunities to attract new Members and Friends.
18
- 19 • The Committee’s role and responsibilities in the TRB structure and research agenda is
20 well established and respected, and the preparation and review of research papers is
21 thriving.
22
- 23 • The subject matter of the Committee’s activities continues to enjoy widespread
24 support and interest among transportation and land use professionals, as well as
25 related public and private sector interests who are involved with public transportation
26 planning and development policies, actions and decisions. Additional information
27 dissemination and research involving topics under the Committee’s broad scope are
28 needed to help shape both future policy and implementation activities and to “make
29 the case” for a strong role for public transit in community development and service
30 delivery.
31

32 **b. Limitations**

- 34 • New and continuing uncertainties about the level of research and planning funding
35 over the next three years may, in the short term, inhibit the ability of the Committee
36 to expand much beyond its traditional roles and activities.
37
- 38 • The realities of competing work demands, time, cost and distance inhibit the ability of
39 Committee members to interact and participate in a year-round, ambitious agenda of
40 activities and outreach to potential partner organizations and committees, particularly
41 on an international scale.
42
- 43 • Limited resources may serve to impede additional efforts to broaden new
44 communications approaches, both within the Committee and through outreach to
45 others.
46

1 **c. Challenges/Threats**

- 2
- 3 • The Committee needs to maintain membership diversity, and to continue to seek
4 active members as the opportunity to add/replace members occurs.
 - 5
 - 6 • Development of a balance for Committee activities, between a broad range of
7 interests and the need to develop a more focused agenda, remains a key challenge.
 - 8
 - 9 • Achieving more active and timely participation in Committee activities and active
10 recruitment of new members, from a variety of disciplines, to accomplish the
11 Committee’s overall agenda.
 - 12
 - 13 • The demand for presentation of research papers far outstrips the supply of rooms and
14 time slots at the annual meeting. This can lead to rejection of papers that could
15 benefit by discussion and exposure at the meeting. New formats and approaches need
16 to be explored to increase the ability of the committee to allow authors to get
17 feedback on their work.
 - 18
 - 19 • The impact of potential future funding shortfalls can limit active public sector
20 member participation at committee meetings and on the overall TRB and Committee
21 research agenda and related activities. It is also particularly difficult for committee
22 members representing transit agencies to secure travel funding for committee
23 meetings.

24

25 **d. Opportunities**

- 26
- 27 • Increasing the use of new technologies and other innovative approaches (mobility
28 manager concept, transportation/land use linkage, new intergovernmental/interagency
29 relationships) to enable transit services to better serve existing and emerging markets.
 - 30
 - 31 • Continuing the Committee’s role to identify a future-oriented research agenda and to
32 disseminate results that are useful to practitioners and policy-makers.
 - 33
 - 34 • Pending reauthorization of SAFETEA-LU and possible new directions and programs
35 for transportation research and funding.
 - 36
 - 37 • As in 2002, when a successful special effort was made to increase membership,
38 resulting in the addition of nine new members, the Committee can use the enthusiasm
39 and fresh ideas of new members as a catalyst to re-initiate old activities and to begin
40 new ones.
 - 41
 - 42 • Exploration of new institutional relationships for the committee, both nationally and
43 internationally, to accomplish needed public transportation improvements and
44 services and investigation of innovative development approaches.
 - 45

1 **IV. Gap Analysis**

2 From the analysis of the 2007 Member Survey and the Strengths, Limitations,
3 Challenges/Threats and Opportunities outlined above, the following gaps in Committee
4 activities by various Constituencies and Service provision were identified. The intent of
5 the Gap Analysis is to identify those constituencies of the Committee's work who could
6 be better served or more fully involved than at present and strategies to accomplish
7 greater involvement. Also, the Gap Analysis is intended to identify current Committee
8 services that could be improved, expanded, reduced or eliminated, as well as potential
9 new services.

10
11 **a. Constituencies**

12 In the responses to the 2007 Member Survey, the Committee's "customers" were defined
13 as public transit agency practitioners and policy makers, the academic community,
14 researchers, federal transportation agencies, TRB, TCRP and planning and development
15 agencies, including MPOs, private consultants and citizens interested in public transit.

- 16
17 • The Committee's current membership is predominantly composed of academic
18 members and transportation planning and engineering consultants. Public transit
19 agency, public planning agency/State DOT staff and representatives of research
20 institutes make up the remainder of the Committee membership. A TRB staff liaison
21 provides a link to the TRB and TCRP programs. Transit policy makers and planners
22 are represented but transit agency operations staff are underrepresented.
23
24 • Increasing public transit agency and planning and development agency representation
25 would be desirable. The addition of a "policy-maker" representative continues to be a
26 low priority, since the outcome of the Committee's activities is primarily intended to
27 maintain a focus on technical issues and practitioner needs that may influence the
28 direction of policy formulation.
29

30 **b. Services**

31 In the responses to the Member Survey, expectations of the Committee's customers were
32 defined as:

- 33 (1) Information on emerging trends and new ideas;
34 (2) Policy support and objective research with practical, easily implemented
35 recommendations; and
36 (3) Papers, publications and panels at conferences.
37

38 **c. Accomplishments**

39 In furtherance of the Objectives in the adopted 2003 Strategic Plan, the Committee has
40 accomplished the following:

- 41
42 • Worked closely with other TRB Committees, including participation in TRB Mid-
43 Year meetings, arranging the 2007 mid-year conference in Denver and developing
44 Annual Meeting paper and presentation sessions, Calls for Papers and other proposed
45 research topics.
46

- 1 • Maintained and expanded a centralized paper submission and review process (through
2 the Committee Secretary/Vice Chair who is also the Publications Chair), which has
3 increased the quality of accepted papers and provides effective, constructive feedback
4 to paper authors.
5
- 6 • Prepared proposed TCRP research topics (an average of two per year) with at least
7 one project accepted for research (TCRP H-3 -- Incentives to Attract Auto-Users to
8 Transit).
9
- 10 • Continued to work closely with other TRB Committees to develop various “state of
11 the art” panel sessions for the TRB Annual Meeting.
12
- 13 • Participated in planning committees, developed topics and participated in panel
14 sessions at several mid-year specialty conferences, such as LRT and BRT.
15
- 16 • Continued member involvement in the activities of other organizations (like APTA
17 and ITS America) and TRB Committees on both a formal and informal basis. New
18 Committee members will expand ties to these organizations.
19
- 20 • Increased use of alternative means of communication (Internet and E-mail Reflector,
21 conference blog) and information dissemination to facilitate member communication
22 and to undertake the Committee’s work program.
23

24 **d. Items Not Addressed**

25 None.
26
27

28 **V. Action Plan**

29 The Action Plan that follows will enable the Committee to continue its traditional roles
30 within the structure of the TRB, while endeavoring to accomplish a broader mission in
31 response to the findings and opportunities revealed by the strategic planning process.
32

33 **a. Core Strategies**

- 34 • *To continue to provide a forum for the advancement and communication of*
35 *research on emerging public transportation issues and ideas.*
36
- 37 • *To strengthen the Committee’s role as a catalyst for identifying and promoting*
38 *public transportation planning and development’s contributions to overall*
39 *transportation research and policy formulation.*
40
- 41 • *To encourage and expand opportunities for participation and interaction by the*
42 *Committee’s members, friends and other interests in the fulfillment of its Mission.*
43
- 44 • *To develop an outreach and communication program that encourages more*
45 *widespread awareness of and participation in Committee activities by the broader*
46 *transportation community, both nationally and internationally.*

1
2 **b. Actions**

3 **1.** *Continue to maintain and expand the diversity of the Committee’s membership to*
4 *maintain membership by at least one representative of a planning and development*
5 *agency and a transit operating agency. Diversity of membership background*
6 *should also be an important consideration in new memberships on the committee.*
7

8 **2.** *Continue to develop a research agenda of both “state of the art” and practical*
9 *topics of importance to the current operation and future development of public*
10 *transportation for the TRB research topics database. More specifically:*

- 11
- 12 • *Prepare an annual set of updated Committee research statements for TRB.*
- 13
- 14 • *Continue to improve the number and quality of submitted papers by monitoring*
15 *and refining the current paper review guidance process, encouraging paper review*
16 *teams to develop consolidated paper feedback and continue to develop a periodic*
17 *(annually if possible) Call for Papers, co-sponsored with other TRB committees,*
18 *where appropriate.*
- 19
- 20 • *Continue to develop at least one or two TCRP problem statements each year for*
21 *submittal to TRB.*
- 22
- 23 • *Continue to create opportunities to incorporate the findings of TCRP research*
24 *projects into TRB Annual Meeting sessions.*
- 25
- 26 • *Continue to organize at least one significant policy or research topic panel*
27 *session for each Annual Meeting, working in partnership with other TRB committees*
28 *or related organizations where possible.*
- 29
- 30 • *Continue to develop potential topics and panel sessions for the specialty*
31 *conferences. Assist in attempting to revive the Public Transportation Committees’*
32 *Summer Meeting on a biennial basis.*
- 33

34 **3.** *Increase inter-group liaison:*

- 35
- 36 • *Strive for more formal Committee member involvement in ITE, ASCE, AASHTO,*
37 *APTA and APA as well as similar international organizations related to Committee*
38 *interests. Formally appoint Committee liaisons to other organizations.*
- 39
- 40 • *Continue and expand Committee member involvement as “friends” of related*
41 *committees for potential joint topics and investigations, and to prevent overlaps or*
42 *gaps in proposed topics.*
- 43

44 **4.** *Continue to expand Committee communication throughout the year by using*
45 *technology – web page, email reflector, blogs, conference calls, teleconferencing, --*

1 *as well as encouraging Committee attendance at the mid-year conference and the*
2 *Annual Meeting.*

3 4 **VI. Evaluation and Monitoring**

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

- 7
- 8 • Progress to accomplish the goals and actions identified in the Strategic Plan will
9 be monitored periodically but no less frequently than annually.
- 10
- 11 • Discussion of Strategic Plan implementation will be a specific agenda item at the
12 Committee’s meeting at the TRB Annual Meeting.
- 13
- 14 • Dissemination of the Strategic Plan, Survey Analysis and Committee actions that
15 result to all Members and Friends (electronically).
- 16
- 17 • The Strategic Plan will be formally evaluated, updated and refined every three (3)
18 years, in accordance with TRB Committee requirements.
- 19

20 **Conclusion**

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

27

28 Questions about the proposed Strategic Plan and additional information about the
29 Committee should be directed to the Chair. Edward Beimborn beimborn@uwm.edu

1 **APPENDIX I**
2 **Public Transportation Planning and Development Committee (AP025)**
3 **Strategic Plan Development Survey**
4 **Summary Analysis of Survey Results – July 2007**

5
6 **Background:** The Committee on Public Transportation Planning and Development is
7 undertaking a strategic planning process, leading to the development of an updated, three-
8 year Strategic Plan by January 2008. The Strategic Plan will set the future direction for
9 the Committee, within the framework of the Public Transportation Section and
10 Transportation Research Board (TRB) Strategic Plans.

11
12 As part of the Plan development process, the Strategic Plan Development Survey was
13 emailed and posted on the Committee’s web site from February to April 15, 2007,
14 seeking Member and Friend views about current and prospective Committee activities, as
15 well as potential opportunities and challenges over the next three years. A total of 34
16 Committee Members (29) and Friends (5) were eligible to receive the survey as of April
17 2007, and 13 surveys were completed and returned, including those completed during the
18 annual committee meeting.

19
20 **Survey Analysis:**

21
22 **1. Are you: a Committee Member 10 or a Friend of the Committee 3. The response**
23 **rate of 13 of 34 total Committee Members and Friends was 38.2%.**

24
25 **2. (a) Why did you originally become active in the Committee?**

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

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

32 **Other responses:** Making a contribution toward advancement and dissemination
33 of practical and emerging public transit research, policy planning and
34 development issues; advancing the role, profile and state of practice of public
35 transit.

36 **b. Predominant responses:** The Committee should foster more discussion on
37 coordination between transportation and land use planning, including applied
38 research on transit issues that translate real world transit planning problems to
39 research subjects, while seeking to resolve public transit policy and technical
40 issues.

41 **Other responses:** Partnerships between transit agency and academic communities
42 should be encouraged, providing the opportunity to meet colleagues and build a
43 network of other transportation professionals. Better convey concepts and ideas to
44 the public and elected officials that result in more successful, well-used and cost-

1 effective transit projects that better serves the public. Support efforts that improve
2 community planning and that foster a multi-modal transportation system.

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

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

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

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

16
17 **4. (a) Who are the “customers” of the Committee’s work?**

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

19 a. **Predominant responses:** TRB and Public Transportation Committee; public
20 transit agency practitioners, academic researchers and institutions; the transit
21 industry; other professionals, policy makers and citizens interested in public
22 transit; government agencies (and staff) that deal with public transit (including
23 oversight and finance); and local, state and national transportation funding
24 decision-makers.

25 **Other responses:** MPOs and local municipalities; planning and development
26 agencies; consultants, students, and elected and appointed officials; TRB Annual
27 Meeting participants, readers of Committee’s papers; the traveling public; and,
28 indirectly, planners and developers.

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

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

1
2 **5. What are three (3) major issues or topics that should affect public transportation**
3 **in the next three years?**

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

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

13 **Other responses:** Communicate with decision-makers to show the need for well-
14 planned, integrated transit to reduce auto use and its predicted effects on global
15 warming. Increase emphasis on pricing and auto restrictions rather than continued
16 congestion relief projects. Develop new concepts and approaches for public
17 transit planning that build upon changes in urban planning practice (smart growth,
18 integrated regional land use/transportation planning, sustainable transportation,
19 TOD and healthy cities). Advocate transit-friendly investments in other modes,
20 like station cars, intermodal facilities, multi-modal electronic payment methods,
21 and incremental expansion of transit into urbanizing areas or the periphery of
22 existing urban areas. Coordinate with MPOs and regional planning groups on
23 streamlining the transit planning process for mega project proposals. Assess ADA
24 regulatory changes and impacts on transit service operations.

25 2. **New Technologies**

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

32 3. **Funding Needs**

33 Seek ways to increase the level of transit funding (such as public/private
34 partnerships), including financing related to land use/planning decisions and
35 increased ridership that results from higher gasoline prices. Support ways to
36 meaningfully tie small and medium-sized transit operating agencies into the MPO
37 planning process, given minimal available resources. Support funding for low-
38 cost operational strategies that can increase transit service and ridership, and
39 investigate non-traditional modes and land use/development linkage. Seek
40 sustainable transit funding in the context of state/national budget deficits and
41 projected decreases in the Highway Trust Fund account.
42

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

45 1. **Research Agenda:** Promote practical transit research and training programs that
46 address the future of the industry. Identify research needs; review and support

1 innovative land use/planning approaches, practices and products and incorporate
2 them into current practice and methodology development.

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

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

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

29
30 **7. What are the three (3) top challenges facing the Committee over the next three**
31 **years?**

32 1. **Promoting an Outreach Agenda:** The Committee needs to: (1) encourage more
33 public transit and reduction of auto use by educating decision-makers/media/the
34 public about the importance and need for public transit for the long-term future
35 and the benefits of multi-modal planning concepts; (2) promote regional planning
36 and coordinated comprehensive planning by transit agencies and municipalities to
37 help determine a cost effective transit network; (3) identify research on cost-
38 efficiency improvements in service provision; (4) explore how to effectively and
39 visibly tie public transit planning and development into the current national
40 dialogue and interest in the environment and health; (5) strengthen regional/local
41 planning guidelines and consistency requirements. More funding will be needed
42 for implementation of pilot or test case projects that demonstrate the benefits of
43 innovative strategies.

44 2. **Committee-Related Actions; Internal:** Highest priority is to ensure a diverse and
45 active membership, attracting and retaining members, (increasing the number of
46 women members and maintaining the proportion of public transit agency staff in

1 the face of potential funding and time constraints). Resources are needed to
2 accomplish the Committee's agenda. Establish clear goals and strategies. Develop
3 good papers and sessions for TRB.

- 4 3. **Committee-Related Actions; External:** Information/knowledge sharing with
5 more transit and planning agencies (try to benefit more than just TRB participants
6 and researchers). Work with other TRB committees and with groups outside TRB
7 (local/foreign). Balance needs of practitioners and researchers with respect to
8 planning tools. Encourage Committee members to assist in adding proven new
9 technologies that are tied into methods that increase public transit use (for existing
10 and new systems).

11
12 **8. What are the three (3) top opportunities facing the Committee's work over the**
13 **next three years?**

- 14 1. **Potential Research Agenda:** (1) Emerging and maturing of advanced
15 technologies (ITS and GIS) that are expanding the availability of data for
16 planning purposes and the range of service delivery options that can be planned;
17 (2) growing sensitivity to issues of climate change, sustainability and energy
18 supply among the public, policy makers and government agencies, which
19 highlight the inter-relationships of land use/transportation and the role of public
20 transit; (3) continuing problems stemming from travel demand increases with
21 increasing roadway congestion, which could lead to greater interest in public
22 transit and planning; (4) greater interest in decreasing reliance on imported oil,
23 which should lead to increased interest in public transit and planning; and (5) new
24 technologies and the impact on provision of flexible services, passenger
25 convenience, and public information.
- 26 2. **Committee-External:** Get out front on key issues facing public transit and
27 planning, and promote research through the TRB database, University Research
28 Centers and international exchanges. Seek improved techniques to manage, recall
29 and evaluate information through technology to enhance public transit planning
30 and research. Consider application of various ITS approaches to existing transit
31 systems and evaluate outcomes related to improved efficiency, cost, reliability
32 and overall operations. Through the Internet, disseminate success stories about
33 planning and transit operations and suggest further research into possible potential
34 improvements. Present TRB applied research at APTA and related conferences.
- 35 3. **Committee-Internal:** Add new members to contribute new ideas, concepts,
36 techniques and innovations. Encourage TCRP Problem Statement and research
37 panel participation. Undertake research/papers on key topics facing the transit
38 industry. Expand use of technology to fulfill the Committee's agenda. Make
39 Denver mid-year conference an annual or bi-annual activity. Update Committee's
40 Strategic Plan.

41
42 **9. What two (2) activities would you like to see the Committee doing that it is not**
43 **doing now?**

- 44 1. **Internal:** Distribute Committee Membership Roster. Prepare an electronic
45 newsletter. Provide more web site and Internet information. Hold more substantive,

1 discussions/roundtables at Annual Meetings. Make more active use of Committee's
2 web resources by Members and Friends.

3 2. **External:** Promote specialty conferences, peer exchanges and retreats. Consider
4 and develop ways to better inform others about the Committee's work (other
5 committees, MPOs, decision-makers, the media). Develop, involve, promote and
6 participate in joint programs and conferences with other, related organizations.
7 Consider how the Committee's interests and issues can be introduced to college
8 students early in their programs.

9
10 **10. Please rank the priority of the following activities from (1) through (n).**

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

12 First (tie): Annual Conference Committee meeting; Paper Review; Research
13 Identification and Sponsorship and Panel Sessions at the TRB
14 Annual Meeting (5 votes each)

15 Fifth (tie): Coordination with other TRB Committees and Specialty
16 Conferences (4 votes each)

17 Seventh: Mid Year Conference on Selective Topics (3 votes)

18 Eighth: Committee Newsletter (2 votes)

19 Other: None
20

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

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

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

32 b. Due to the Committee's broad focus, some degree of overlap is present (as it is
33 with at least half of the Public Transportation Group and most committees in the
34 Social, Economic and Cultural Issues section). There is also overlap in areas related
35 to more detailed travel demand forecasting and simulation methodologies (but this
36 overlap should be viewed as an advantage rather than a problem). More coordination
37 is needed to resolve duplication and to clarify roles.
38

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

41 No Answer 3 (new members)
42

43 **(b) Who is over represented or under represented?**

44 Need to maintain or add more transit agency representatives (5 responses).
45 Academics and consultants are somewhat over-represented (however, academics
46 add insight and are attuned to new concepts of effective land use and transit).

1 Consider more women, minorities, MPO and State DOT representatives, and
2 perhaps add municipal government representatives.
3

4 **13. (a) Do you use the Internet for planning information or other uses? Yes 13 No 0**
5

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

8 There is a great opportunity to help organize a user-friendly and quality content
9 Internet framework. Make available on the web various papers presented at TRB
10 conferences for those unable to attend or for those seeking information about new
11 or developing concepts related to planning and transit applications. Use of the
12 Committee member reflector and website tools exist, but we need to think how to
13 use them more extensively. The Internet is already well-used for planning
14 purposes, but more links are needed with broader resources. Publish the
15 Committee newsletter on line. Use and grow the list serve.
16

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

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

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

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

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

23 (e) Presented or published a paper: 3 (1); 1 (2); 0 (9); N/A (1)

24 Other (specify): Participated in Strategic Plan and Survey analysis; TCRP panel
25 member for four studies; membership on another TRB committee
26

27 **15. Any other comments or ideas not covered above?**

28 (1) Committee should incorporate the need to reduce auto use because of the
29 negative effects; (2) put approved papers on the web; (3) add international
30 perspective on best practices and intermodal planning; (4) increase the
31 Committee's role in TCRP problem statements to reflect planning issues.
32
33
34