U.S. Department of Transportation

Federal Transit Administration

Strategic Plan 1998-2002

People Moving People Into America's Future

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16. Abstract

This report documents FTA's Strategic Plan for the 21st century. It is FTA's route map for following the vision of *People Moving People Into America's Future*. The plan highlights the fact that transit is a critical element of an efficient transportation system, providing basic mobility for millions of Americans as well as congestion relief, reduced air and noise pollution, better land use patterns, and more livable communities. FTA's Strategic Plan focuses on developing and utilizing a skilled and diverse workforce along with the latest information management and technological advances to fully exploit the benefits of transit. The report begins with a brief discussion of FTA's vision, mission, core values and five strategic goals – Safety and Security; Mobility and Accessibility; Economic Growth and Trade; Human and Natural Environment; and Quality Organization. Each strategic goal is customer oriented and discussed separately in terms of its outcome and performance goals as well as performance measures. The report also discusses the impact of current trends on transportation and implication for FTA programs, along with factors affecting achievement of FTA's outcome and performance goals.

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U.S. Department
of Transportation
**Federal Transit
Administration**

Administrator

400 Seventh St., S.W.
Washington, D.C. 20590

March 1998

To our Transit Associates:

I am proud to present to you the Federal Transit Administration's (FTA) Strategic Plan for Fiscal Years 1998-2002.

The FTA Strategic Plan highlights the fact that transit is a critical element of an efficient transportation system, providing basic mobility for millions of Americans. The benefits of transit accrue to the riders and to the American public in general. Improved mobility and access for low income people, reduced highway congestion, reduced air and noise pollution, better land use patterns, and more livable communities are a few of these benefits. The Strategic Plan will be our route map for following our vision, "People Moving People Into America's Future," in a manner that will allow the American people to fully experience these benefits.

This is truly an FTA Strategic Plan, and a plan of which we can all be proud. This plan was developed by FTA employees from across the country, who contributed their understanding of the customers they serve, knowledge of the current transit issues and problems, and experiences with the FTA programs and processes. The feedback received from our stakeholders and customers in a variety of outreach activities is also reflected in the plan. The strategic goals in the Department of Transportation's Strategic Plan are supported in the FTA Strategic Plan, demonstrating the natural link and common focus between the Department as a whole, and FTA.

The strategies for accomplishing the goals outlined in this plan recognize that we must work in collaboration with our partners in the public and private sectors. Working together, I am confident that we can realize the outcomes identified.

Gordon J. Linton

Gordon J. Linton

Administrator

ACRONYMS AND ABBREVIATIONS

AASHTO	American Association of State Highway and Transportation Officials
ADA	Americans with Disabilities Act
APTA	American Public Transit Association
ATTB	Advanced Transit Technology Bus
CTAA	Community Transportation Association of America
DOT	U.S. Department of Transportation
EPA	Environmental Protection Agency
FEMA	Federal Emergency Management Administration
FHWA	Federal Highway Administration
FRA	Federal Railroad Administration
FTA	Federal Transit Administration
GSA	General Services Administration
GPRA	Government Performance and Results Act
HHS	U.S. Department of Health and Human Services
HUD	U.S. Department of Housing and Urban Development
IDP	Individual Development Plan
IPG	Intermodal Planning Group
ISTEA	Intermodal Surface Transportation Efficiency Act
IT	Information Technology
ITS	Intelligent Transportation System
MPO	Metropolitan Planning Organization
NEXTEA	National Economic Crossroads Transportation Efficiency Act
NTI	National Transit Institute
OPM	Office of Personnel Management
PE	Preliminary Engineering
PMO	Project Management Oversight
UTC	University Transportation Center
VE	Value Engineering
WtW	Welfare-to-Work

FEDERAL TRANSIT ADMINISTRATION
STRATEGIC PLAN

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INTRODUCTION

The Federal Transit Administration's (FTA) Strategic Plan recognizes that transit is a critical element in our overall transportation system. Transit increases basic mobility for millions of Americans, provides congestion relief, and promotes livable communities. Transit benefits the more than 80 million Americans who live in transit intensive metropolitan areas. Over 32 million senior citizens living in both rural areas and cities increasingly rely on transit. There are 24 million individuals with disabilities who need transit to maintain their independence and participate fully in society, and there are 37 million people living below the poverty level who must rely on transit. All of these people view transit as the vital link that connects them to jobs, shopping, education, health care, and American society in general. The FTA Strategic Plan focuses on developing and utilizing a skilled and diverse work force, along with the latest information management and technological advances, to fully exploit the benefits of transit as we **Move People Into America's Future.**

The FTA Strategic Plan is the result of contributions and ideas of FTA employees in Washington, and across the country, as well as comments from our customers and partners in the public and private sector. It builds on a Strategic Plan for the entire U.S. Department of Transportation that was recently released by Secretary of Transportation Rodney E. Slater and it helps define FTA's role in the DOT Strategic Plan. It recognizes President Clinton's priorities as outlined in his 1998 State of the Union address and it recognizes Vice President Gore's guidance emanating from the Blair House papers, and the management strategies integral to performing our mission successfully. It also reflects Secretary Slater's often stated priorities of safety, infrastructure investment and common sense government. FTA's Strategic Plan recognizes the requirement to set performance goals and to identify measures to gauge progress, and doing it in a way that is consistent with the requirements of the Government Performance and Results Act (GPRA). It establishes five strategic goals for FTA: Safety and Security, Mobility and Accessibility, Economic Growth and Trade, Natural and Human Environment, and Quality Organization. The FTA Strategic Plan includes performance goals for each Strategic Goal, adhering to the principle that performance goals and measures should be customer based. We acknowledge that our customers must be able to relate directly to the performance measures and be able to see improvement based on accepted criteria. For example, customers judge improved mobility through improved access to transit to reach their desired destinations, a reduction in congestion and travel time, and improved safety through reduction in accident rates, fatalities and crime in and around transit facilities (National Economic Crossroads Transportation Efficiency Act (NEXTEA) outreach report).

The five strategic goals are consistent with the Federal Transit Administration's statutory authority:

49 U.S.C. 107

(a) The Federal Transit Administration is an administration in the Department of Transportation.

(b) The head of the Administration is the Administrator who is appointed by the President, by and with the advice and consent of the Senate. The Administrator reports directly to the Secretary of Transportation.

49 U.S.C. 5301

"(f) General Purposes.--The purposes of this chapter (Chapter 53 - Mass Transportation) are--

(1) to assist in developing improved mass transportation equipment, facilities, techniques, and methods with the cooperation of public and private mass transportation companies;

(2) to encourage the planning and establishment of areawide urban mass transportation systems needed for economical and desirable urban development with cooperation of public and private mass transportation companies;

(3) to assist States and local governments and their authorities in financing areawide urban mass transportation systems that are to be operated by public or private mass transportation companies as decided by local needs;

(4) to provide financial assistance to State and local governments and their authorities to help carry out national goals related to mobility for elderly individuals, individuals with disabilities, and economically disadvantaged individuals; and

(5) to establish a partnership that allows a community, with financial assistance from the Government, to satisfy its urban mass transportation requirements."

49 U.S.C. 5311

"(b)(2) The Secretary of Transportation shall carry out a rural transportation assistance program in nonurbanized areas."

The strategic goals provide focus to the Federal Transit Administration's mission:

> *"Provide leadership, technical assistance and financial resources for safe, technologically advanced public transportation which enhances all citizens' mobility and accessibility, improves America's communities and natural environment, and strengthens the national economy."*

Legislation needed to support Strategic Plan

Our ability to achieve the goals in our Strategic Plan will rest on the enactment of certain laws. Most important of these is reauthorization of the Intermodal Surface Transportation Efficiency Act (ISTEA). The Administration proposal, the National Economic Crossroads Transportation

Efficiency Act (NEXTEA), authorizes most of DOT's surface transportation programs and contains provisions key to our ability to achieve our goals such as:

--The expansion of the definition of capital to include "preventive maintenance." This will allow all areas to spend as much as they need on these activities, more than replacing the operating assistance cap.

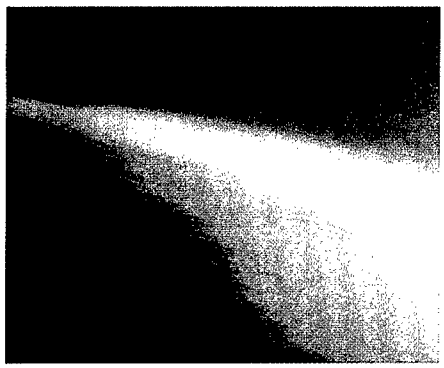
--Changes in the planning program to streamline requirements, particularly the planning factors. Planning may be authorized as a take-down from the formula program, which could provide additional resources.

--A joint partnership program to encourage the development and deployment of innovation in mass transportation.

--An international mass transportation program to inform the domestic mass transportation community about technological innovations available in the international marketplace and to offer Federal Transit Administration technical services that cannot be readily obtained from the United States private sector to foreign public authorities planning or undertaking mass transportation projects.

--The establishment of an "Access to Jobs and Training" program to assist welfare recipients to get to a job.

--Innovative financing techniques such as State Infrastructure Banks and Credit Enhancements to stimulate investment in mass transportation capital projects.



VISION

People Moving People Into America's Future

MISSION

We Provide Leadership, Technical Assistance And Financial Resources For Safe, Technologically Advanced Public Transportation Which Enhances All Citizens' Mobility And Accessibility, Improves America's Communities And Natural Environment, And Strengthens The National Economy. We Carry Out This Mission In Cooperation With Our Partners, Now And Into The Future.

FEDERAL TRANSIT ADMINISTRATION

People Moving People Into America's Future

CORE VALUES

The Federal Transit Administration's core values are embodied in how we do business and how we interact with our customers, partners, and colleagues every day. Our shared vision and shared values will enable us to effectively carry out our mission.

We Will:

1. *Promote an environment that respects diversity.*

2. *Support a family friendly work environment through policies and practices.*

3. *Treat each other with respect and courtesy.*

4. *Maximize every employee's potential.*

5. *Create an environment free of prejudice and discrimination.*

6. *Engender trust among co-workers and offices, and encourage sharing of information and resources.*

7. *Enthusiastically embrace the information age.*

8. *Be vigilant.*

9. *Spend Federal funds wisely.*

10. *Practice common sense government.*

11. *Provide quality service to our customers.*

12. *Listen to, learn from, and partner with our customers.*

13. *Act and speak as one FTA while respecting the diversity of offices and people within the agency.*

14. *Work closely and collaboratively with all modal administrations to achieve an effective national transportation system.*

15. *Exemplify the highest standards of integrity and ethical behavior.*

STRATEGIC GOALS

SAFETY AND SECURITY - Promote the public health and safety by working toward the elimination of transit-related deaths, injuries, property damage and the improvement of personal security and property protection.

MOBILITY AND ACCESSIBILITY - Shape America's future by ensuring a transportation system that is accessible, integrated, efficient, and offers a flexibility of choice.

ECONOMIC GROWTH AND TRADE - Advance America's economic growth and competitiveness domestically and internationally through efficient and flexible transportation.

HUMAN AND NATURAL ENVIRONMENT - Protect and enhance communities and the natural environment affected by transit.

QUALITY ORGANIZATION - Ensure a quality organization that is responsive to employees' needs, empowers its employees, and provides excellence in customer service.

THE IMPACT OF TRENDS ON TRANSPORTATION AND IMPLICATIONS FOR FTA'S PROGRAM

Certain external trends influenced the development of performance goals and activities, as we looked for strategies that would allow us to lead people into the twenty-first century. Through our strategies, the Federal Transit Administration (FTA) strived to establish performance goals and activities that reflect our emphasis on being proactive in meeting the needs of the American public. (These trends are discussed in more detail in Appendix C.)

A. Population Growth Trends--Impact on Transportation

- As the population increases, the aggregate increase in the number of trips and miles can be expected to affect: transportation-related injury and fatality rates, environmental quality, and demand for transportation infrastructure.
- An increase in population rates will result in even higher demands for all modes of transportation.
- Dimensions of travel (mode, time, routes, destinations) will vary with population increase.

Implications for FTA Programs

- Technology must be developed and utilized to adapt vehicles and transportation systems to meet the needs of users, such as persons with disabilities and the aging.
- The FTA and other sources will have to continue to develop and promote methods to manage continued growth in travel demand through transportation and land use planning, deployment of new technology and creative transit service options, and reducing the need to travel.
- The emphasis on increasing capacity of transit to meet future demands.
- The need to maximize coordination at the local level to leverage all funding expended on transit.

B. Aging Population Trends--Impact on Transportation

- Accessible transportation alternatives are necessary for maintaining older Americans' opportunities for independent living and their access to necessary goods and services.
- The growth in the older American population will also increase demand for elderly friendly fixed route vehicles, Americans with Disabilities Act (ADA) paratransit and other transit services.

Implications for FTA Programs

- The need to support research on mobility of older adults, including future travel patterns and transit service needs, and provide guidance to engineers and planners in communities.
- The need to continue efforts to assist and ensure ADA compliance, since most accessibility features benefit everyone, especially as the population grows older.
- The need to continue to partner with providers of other services for the elderly to address mobility needs.

C. Disability Trends--Impact on Transportation

- Transportation is a linchpin to independence for persons with disabilities, and we can expect increased demand for transportation of all types by persons with disabilities.
- Despite important progress in increased accessibility, transportation remains a major obstacle to employment and participation in the community for persons with disabilities; continued improvement in transportation accessibility for all modes of transportation will be necessary.

Implications for FTA Programs

- Persons with disabilities must be included in public participation initiatives.
- Persons with disabilities will be an increasing part of the diverse workforce and accelerate the demand for accessible transportation of all types.
- Within the U.S. Department of Transportation (DOT), the need for continued improvement in accommodating employees with disabilities.
- Transit operators face increased costs associated with complementary paratransit required under ADA.
- The need to facilitate coordination of transportation resources at all levels of government.

D. Migration And Shifts In Employment Trends--Impact on Transportation

- Increases in suburb-to-suburb commutes, "reverse commutes," and increased distances between home and destination.
- Scattered travel patterns.
- Longer commutes and non-work trips (in terms of both distance and time).
- Increased traffic congestion (Americans currently lose 1.6 millions hours a day due to traffic congestion).
- Because low density population areas provide little low or moderate income housing, unemployed and low-income people are concentrated in inner cities, without transit links to suburbs where new jobs are being created.

Implications for FTA Programs

- Transit's congestion management role will become more critical as highway congestion increases.
- Continued emphasis on coordinated land use and transportation planning to ensure wise investment of Federal funds.
- Continued emphasis on innovative transit services solutions, mobility managers, intermodal transportation, and use of intelligent transportation systems to provide traveler information and manage congestion.
- The opportunity to work with MPOs and transit properties to plan livable communities that include transportation as a critical factor in planning.

E. Work And Family Trends--Impact on Transportation

- A change in commuting patterns will place new and different demands on the transportation network.
- The planning and designing of surface transportation systems must take into account non-traditional work schedules and provide intermodal linkages for people who work at

varying locations and those who must combine work trips with other stops, such as at child or elder care facilities.

- Telecommuting can provide significant reduction in highway congestion, fewer accidents, reduced emission of pollutants and savings in energy and petroleum consumption.
- The design of public transportation systems will be impacted if the increase in telecommuting and self-employed people working at home result in people migrating further from urban areas.

Implications for FTA Programs

- The need to continue to provide work and family programs (including telecommuting and alternate work schedules) that will help FTA attract and maintain a high-quality workforce.
- The need to continue to promote livable community concepts emphasizing community friendly transit decisions and ease of access to a variety of service needs.

F. Racial And Ethnic Diversity Trends--Impact on Transportation

- Transportation patterns are determined largely by employment and location. Low income service workers and unemployed individuals, many of whom are minorities, tend to travel shorter distances and depend more on public transit.
- The increasing diversity of DOT's constituents and customers will change the way we do business. Increasing diversity, including racial and ethnic diversity, generates varied cultural perspectives, new transportation needs, and ways of communicating.

Implications for FTA Programs

- Attracting, recruiting, and developing a qualified workforce from diverse populations will be critical for dealing with our customers, constituents, and partners to meet the transportation needs of the country. Factors such as downsizing and hiring constraints will demand creative strategies for achieving and maintaining a racially balanced workforce.
- The need to continue to support education and training programs that encourage people to choose transit as a career, and enrich the human resource pool with the skills mix needed to manage, maintain and operate the technologically advanced transit systems of the future.
- The need to continue to support programs that ensure small business, minority business enterprise, and women-owned businesses have an equal opportunity to participate in receiving contracts funded with Federal dollars.
- The need to ensure that communities include representation by all groups when making planning decisions.

G. Environment Trends--Air Pollution--Impact on Transportation

- Because of their reliance on the burning of fossil fuels, transportation vehicles are major sources of air pollution.
- The revised EPA Clean Air standards will bring a significantly larger proportion of the population and more jurisdictions under Federal oversight and procedural burdens to track and control these emissions. Control measures needed to meet the standards could have significant economic impacts on industry, including previously unregulated businesses, and require a lifestyle change by a significant part of the U.S. population.

Implications for FTA Programs

- Mitigation strategies for meeting existing air quality standards require steps that can dramatically affect mobility and access. Increased use of transit offers the potential for providing mobility with fewer adverse environmental impacts than the automobile.
- Promoting research into and the use of alternative power and alternative fuel vehicles will be an important factor in reducing transportation's negative air quality impact.
- Programs already underway to meet air quality standards should contribute to meeting the new standards, but there are major uncertainties about sources, current levels, and control strategies for meeting a new fine particle standard.

H. Energy Supply And Demand Trends--Impact on Transportation

- Transportation energy consumption is at its highest level ever and its import-dependence greatest since 1977.
- Competitive pressures from electricity deregulation will drive operations, economies and supply practices in oil and gas transportation.
- Improved efficiency, reduced pollution, and increased use of alternative fuels are vital to meeting environmental goals.

Implications for FTA Programs

- Balancing energy use with conservation and fuel economy remains critical.
- Funding for energy efficiency projects will be limited, increasing the need for partnerships to leverage resources for new generation vehicle designs and other technological improvements.
- The need to continue development of alternative fuels and alternative propulsions for vehicles.
- Using alternative fueled vehicles will result in higher operating and operating costs for transit systems.
- The need to develop safe alternative fueled vehicles.

I. Threats Of Terrorism And Other Man-Made And Natural Disasters Trends--Impact on Transportation

- International and regional instabilities will increase the risk of international terrorism.
- Non-traditional targets of terrorism are increasing as public awareness of the environment and reliance on the U.S. infrastructure becomes apparent.
- Increased public expectations concerning response to national and localized natural disasters requires Federal readiness and planning.
- The increasing use of intelligent transportation systems means increased vulnerability to terrorism and other national security threats. Disaster recovery, contingency planning, and virus protection will be crucial features of all operational systems.

Implications for FTA Programs

- FTA, in conjunction with the rest of DOT, needs to develop strategies for coping with terrorist threats to passengers, facilities, assets, and user confidence.
- Increased emphasis on the development of emergency preparedness, disaster response and mitigation plans that include transit.

J. Welfare-To-Work Trends--Impact on Transportation

- In August 1996, President Clinton signed into law the Personal Responsibility and Work Opportunity Reconciliation Act, a comprehensive bipartisan welfare reform bill that establishes the Temporary Assistance for Needy Families program. A new system of block grants to States was created, changing the nature and provision of Federal welfare benefits in America. The legislation provides a limit on the amount of time an individual can receive welfare benefits and, with limited exceptions, welfare recipients are expected to engage in work activities to move from welfare to permanent employment.
- The new Balanced Budget Act of 1997, signed by the President on August 5, 1997, provided additional resources to achieve this goal by authorizing the Department of Labor to provide Welfare-to-Work (WtW) grants to States and local communities for transitional employment assistance to move hard-to-employ recipients with significant employment barriers into unsubsidized jobs offering long-term employment opportunities. These grants will provide many welfare recipients with the job placement services, transitional employment, and job retention and support services they need to reach economic self-sufficiency.
- A change in commuting patterns will place new and different additional demands on the transportation network.
- Planning and designing surface transportation systems must take into account non-traditional work schedules, and provide intermodal linkages for people who work at varying locations, and those combining trips between home, work and child or elder care facilities.
- See D - Migration and Shifts in Employment trends and F - Racial and Ethnic Diversity trends.

Implications for FTA Programs

- The need to continue to emphasize the importance of integrating land use, economic development and transportation.
- Proactive collaboration with Federal, state and local governments and private agencies to leverage resources to meet the variety of needs to make welfare-to-work a viable effort.
- Emphasize the importance of transit in the success of the Welfare-to-Work Program, both in terms of meeting mobility needs, and as sources of employment.
- The need to continue to support and encourage livable communities concepts such as access to child and health care facilities, job placement centers, and other community services.
- The need to provide employment opportunities for welfare recipients.

K. Technology Trends--Impact on Transportation

- Information and Communications. Burgeoning demands on the transportation system more and more will be met through development and deployment of an information infrastructure that underlies the physical infrastructure. The application of advanced information-related technologies will enable the collection, management, integration and distribution of more transportation information in less time with better fidelity and for broader applications. Integration of a variety of electronic applications will bring the first true intelligent transportation system into service on a multi-modal basis, speeding travel, reducing

congestion, and improving safety. The augmented Globe Positioning System (GPS) will enable all sectors of the transportation system to track vehicles. The transportation system will become dependent on information and information technology making it more susceptible to accidental or deliberate tampering. This will increase the need for new security measures to be an integral part of modal and intermodal systems design and operations. Within this environment, the Department will be called upon to set standards for information system interfaces and electronic safety, security and communication systems.

- Advanced Materials. Stronger, lighter and environmentally friendly advanced composites and materials will revolutionize the construction, maintenance and repair of transportation guideways, vehicles and systems. For example, the use of improved materials, combined with better vehicle design, will improve the crash-worthiness and fuel efficiency of future vehicles.
- Energy and Environmental Technologies. New power systems, combined with lighter-weight structures, will improve energy efficiency and environmental compatibility of transportation vehicles, allowing sustainable transportation systems to emerge. With greater attention on global warming, there will be a demand for non-traditional fuels and electric propulsion that will reduce U.S. dependency on fossil fuels.
- Human Factors. Increasing knowledge and acceptance of human-centered system design and technology integration concepts will promote safer and more user-friendly transportation services, which are more accessible to all users including those who are traditionally mobility limited. Application of virtual reality and similar technologies to operator training will improve operator skills and safety. As the population of elderly persons increases, greater emphasis will be given to the entire area of specialized or customized transportation.
- Modeling, Simulation and Industrial Design. Advanced three-dimensional models and simulations will foster new vehicle design concepts, management approaches and traffic management to promote intermodal operations and facilitate transfers. Virtual transportation system design, planning, construction and operations will reduce costs while enhancing transportation mobility, safety, security and efficiency.

Implications for FTA Programs

- Information and communications systems will make up an increasing portion of transit capital investment. They promise improved customer service, increased safety, operational efficiency, lower capital costs and enhanced environmental quality. Rapid technological advancement in these areas will require transit agencies to enhance their technical capacity to evaluate, specify, procure, install, operate, and maintain advance electronics and computerized systems. Another challenge will be to make maximum use of the information newly made available about passenger trips and vehicle and system performance.
- Advanced materials available for transit applications will require change in transit vehicle design, manufacturing and maintenance practices, and in the skill mix of the workers involved.
- Energy and environmental technologies in new transit vehicle propulsion systems will require greater knowledge of the safety, economics, and performance characteristics of

non-traditional fuels and electric propulsion, as well as, new logistical arrangements for fuel or power supplies.

- Human factors and ergonomics will be increasingly important elements of the design and technology integration of transit vehicles and systems. Modeling, simulation and industrial design technologies, such as virtual reality, will enable customers, vehicle operators, and maintenance specialists to provide direct input into new system and vehicle design concepts, without the necessity for expensive physical prototypes, management approaches and fleet management. They will also enable better prediction of performance, costs and environmental impacts of new major investments or significant changes to existing transit systems.

FACTORS AFFECTING ACHIEVEMENT OF FTA'S OUTCOME AND PERFORMANCE GOALS

A number of key economic and fiscal factors will affect the achievement of our goals. Foremost will be the state of the economy over time. Hopefully, the nation's economy will grow at the present rate. The stability of State and local governments is a key factor in the furtherance of transit growth. Historically, we have seen increasing funding for transit by State and local governments. Economic conditions will also affect the ability of State and local governments to leverage Federal funds. Other factors include the level of highway funding, and other Federal, State and local funding. The future cost of energy and motor fuel prices will affect transit usage. The Government's tax policy, which levels the playing field between employer-provided subsidies for parking and transit, will affect transit ridership. The demographics of the nation's population and the level of automobile ownership will affect transit. Finally, the outcome of current proposals to reauthorize the Intermodal Surface Transportation Efficiency Act (ISTEA) will determine, to a great extent, the funding for future transit and the flexibility in use of that funding by transit operators.

Measuring the performance of Federal transit assistance is complicated by the fact that Federal assistance is provided largely to State and local public bodies that actually provide the service. The actual decisions on usage of the formula assistance (e.g., the replacement of existing rolling stock versus investment in service expansion) are determined at this level, not by the Federal government. In addition, Federal assistance represents only about five percent of operating expenses and 45 percent of capital investment. Thus, the effectiveness of Federal assistance is highly dependent on decisions made and actions taken at the State and local levels.

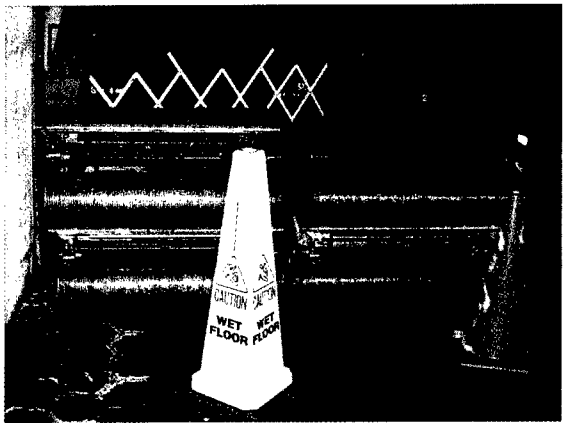
STRATEGIC GOAL ONE - SAFETY AND SECURITY

Promote the public health and safety by working toward the elimination of transit-related deaths, injuries, property damage and the improvement of personal security and property protection.

Outcome Goals - Success in achieving the safety and security goal will be measured by the following outcome goals:

A) Reduce the number of transportation related fatalities, injuries and incidents.

B) Reduce the vulnerability of the transit infrastructure to consequences of intentional harm to the system, its employees and its users.



Relationship between the Strategic Goal and the Outcome Goals:
These outcome goals reflect our commitment to ensuring that public transit is made safe and secure for its users and operators. The strategy for reducing the number of transportation related fatalities, injuries and incidents is: to implement policies and activities (such as: research, training, technical assistance, information dissemination, and oversight) that encourage transit decisions, practices, programs and operations that will have a direct impact on reducing these statistics; to improve and maintain the condition of the transit infrastructure (vehicles, tracks and facilities), which has an impact on overall system safety and performance; and to promote activities that increase the attractiveness of transit as a modal choice instead of other modes of transportation with higher accident and fatality rates. The strategy for reducing the vulnerability of transit infrastructure to the consequences of intentional harm to the system and its users is to engage in activities that will assist transit properties in making design and operational decisions that will lower these statistics. Specific annual performance goals and measures, and activities are contained in the Performance Plan.

TABLE 1. Safety and Security Outcome Goals/Performance Goals and Measures

STRATEGIC GOAL 1 - SAFETY AND SECURITY:		
OUTCOME GOAL	**PERFORMANCE GOAL**	**PERFORMANCE MEASURE**
A. Reduce the number of transit-related fatalities, injuries and incidents.	(1) Reduce the number of fatalities, injuries and incidents per 100 million transit passenger miles - base year is 1996.	(1) Number of transit fatalities, injuries and incidents per 100 million transit passenger miles.
B. Reduce the vulnerability of transit systems from the consequences of intentional harm to the system, its employees and its users.	(1) Reduce the number of transit crimes against patrons, employees and transit property - base year is 1996. (2) In urbanized areas over 200,000, increase the number of transit properties with security plans - base year is 1998.	(1) Number of transit crimes against patrons, transit employees and property. (2) Number of transit properties in urbanized areas over 200,000 with transit security plans.

The Safety and Security Goal will be achieved by:

-Improving the quality of the transit safety program through training, which includes: identifying the current training needs of transit managers, updating safety training, and providing safety training to 4,000 or more transit employees;

-Improving the quality of State transit safety oversight programs through development of program guidelines, provision of technical assistance and monitoring compliance with State Safety Oversight regulations;

-Participating in Intermodal safety groups and the DOT Intermodal Safe Communities Task Force;

-Supporting safety by participating in the DOT biannual "Moving People Safely" initiative;

-Analyzing safety issues associated with school children riding transit in cooperation with APTA, CTAA, and the School Bus Association (as recommended by the National Transportation Safety Board);

-Identifying new safety and security issues to be included in facility planning and operation;

-Providing training on the development of transit security plans, and conducting voluntary security audits;

-Jointly with FRA, continuing to support grade crossing safety initiatives;

-Implementing recommendations from the President's Commission on Critical Infrastructure Protection;

-Continuing to monitor compliance with Drug and Alcohol testing requirements and updating guidance on how to meet the requirements;

-Promoting public-private partnerships to develop and demonstrate cost-effective safety technologies, and the use of technology to improve transit security;

-Promoting transportation safety excellence through more effective recognition programs that acknowledge positive safety achievements;

-With our partners, reinforcing the importance of individual safety and encouraging industry to take the lead in partnership activities;

-Ascertaining specific transit safety and security problems and concerns experienced by older Americans and developing programs to address them;

-Researching causes of and countermeasures for transit incidents;
-Disseminating information to improve public perception of the safety and security of riding transit;
-Enhancing the safety and security database; and
-Providing transit safety technology recommendations for the Olympics 2002 in Salt Lake City.

External Factors Affecting Achievement of Safety Goals.
As the population increases, and leisure travel and work trips increase, the aggregate number of trips and miles also increases, leading to additional injuries and fatalities. Increases in the number of people who use transit may increase the number of transit injuries and fatalities even though there may be a net decrease in transportation related injuries and fatalities per 100 million transit passenger miles.

STRATEGIC GOAL TWO - MOBILITY AND ACCESSIBILITY

Shape America's future by ensuring a transportation system that is accessible, integrated, efficient, and offers flexibility of choices.

Outcome Goals - Success in achieving mobility and accessibility can be measured by the following outcome goals:

A) Maintain, improve and expand the nation's transit infrastructure, and balance new physical capacity with operational efficiency.

B) Increase intermodal physical, informational, and service connectivity.

C) Ensure that all Americans have access to transit to meet basic mobility needs.

D) Provide preventive measures and expeditious response to natural and man-made disasters in partnership with other agencies to ensure that we provide for the rapid recovery of the transportation system.

E) Ensure that all transit systems are accessible.

F) The Nation's transit systems employ the latest technology to meet the increased needs of mobility and accessibility.

G) Safeguard the Federal Investment in the nation's public transit systems through effective Federal oversight.

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Relationship between the Strategic Goal and the Outcome Goals:
These outcome goals relate directly to the strategic goal by emphasizing the importance of providing a basic level of mobility to all Americans, including the elderly and disabled, to reach a variety of destinations. We will engage in activities to improve and maintain the condition of the transit fleet and facilities, and encourage transit stops within acceptable walking distances (3/4 mile). We will promote the use of the latest technology to improve operational efficiency, expand transit capacity, address the accessibility needs of persons who are elderly or have disabilities and promote the introduction of transit service in non-metropolitan areas that have no transit. To ensure that even during times of natural and man-made disasters the American public's lack of mobility and accessibility is minimized, we will engage in activities that improve the FTA's staff capability to be a productive member of the multi-agency team working to assure the rapid recovery of the transportation system. We will also encourage transit agencies to develop emergency management plans. Specific annual performance goals and measures, and activities are contained in the Performance Plan.

TABLE 2. Mobility and Accessibility Outcome Goals/Performance Goals and Measures

STRATEGIC GOAL 2 - MOBILITY AND ACCESSIBILITY:		
OUTCOME GOAL	**PERFORMANCE GOAL**	**PERFORMANCE MEASURE**
A. Maintain, improve and expand the nation's transit infrastructure, and balance new physical capacity with operational efficiency.	1) Improve the condition of the bus, rail and paratransit fleet by: -- Decreasing the average age of the bus fleet to 7.6 years or lower in calendar year (CY) 2002 (base is 8.1 years in CY 1995) --Maintaining the rapid rail average age at 19.3 in CY 2002 (baseline- 19.3 years in CY 1995) -- Other goals to define condition of transit are under development. 2) Increase the percentage of bus facilities and rail infrastructure (track, power systems, stations, structures and maintenance facilities and yards) in good or excellent condition, as a means of improving operation and efficiency - base year is 1995.	1) The condition of bus and rail fleet and service vehicles for the elderly and persons with disabilities. 2) The number of bus and rail facilities in good or excellent condition compared to all facilities.
B. Increase intermodal physical, informational, and service connectivity.	1) Increase the number of rail and air terminals with transit connections. 2) Increase the number of deployed Intelligent Transportation Systems (ITS) - base year is FY 1995.	1) The number of rail and air terminals with transit connections. 2) The number of intermodal ITS projects that relate to connectivity.

STRATEGIC GOAL 2 - MOBILITY AND ACCESSIBILITY:		
OUTCOME GOAL	**PERFORMANCE GOAL**	**PERFORMANCE MEASURE**
C. Ensure that all Americans have access to transit to meet basic mobility needs.	1) Increase the urban population within 3/4 mile of transit service - base year is FY 1997. 2) Increase the amount of transit service - base year is FY 1995. 3) Increase the percentage of non-metropolitan counties with transit services - base year is FY 1994, in which 30 percent of non-metropolitan counties had no transit service.	1) Urban population within 3/4 mile of transit. 2) Total revenue vehicle hours. 3) Percentage of non-metropolitan counties with transit service.
D. Provide preventive measures and expeditious response to natural and man-made disasters in partnership with other agencies to ensure that we provide for the rapid recovery of the transportation system.	1) Increase the number of transit properties in urbanized areas over 200,000 that have emergency management plans - base year is 1998.	1) The number of transit properties in urbanized areas over 200,000 that have emergency management plans.
E. Ensure that all transit systems are accessible.	1) 100 percent of 690 key rail stations in the 33 rail systems are ADA accessible by 2005 - baseline: 19 percent of key rail stations were fully ADA accessible in CY 1996. 2) 100 percent accessible bus fleet (lift or wheel chair ramp equipped) by 2002 - baseline: 63 percent of the bus fleet was wheelchair accessible in CY 1996.	1) Number of accessible key stations. 2) Percent of accessible buses.
F. The nation's transit systems employ the latest technology to meet the increased needs of mobility and accessibility.	1) Reduce bus and light rail dwell times by 20 percent by FY 2002 through deployment of new technology and other innovations - base year is FY 1995.	1) Reduction in dwell times for transit agencies deploying low-floor buses and light rail vehicles, pre-paid fare collection methods, or contactless fare payment systems.
G. Safeguard the Federal investment in the nation's public transit systems through effective Federal oversight.	1) Improve grantee compliance with statutory and administrative requirements. 2) Decrease the number of outstanding findings in the financial management and procurement areas - findings resolved in 90 percent of cases, with 75 percent resolved in the first year.	1) Number of non-compliance findings. 2) Number of Financial Management Oversight and Procurement System Review non-compliance findings.

STRATEGIC GOAL 2 - MOBILITY AND ACCESSIBILITY:		
OUTCOME GOAL	**PERFORMANCE GOAL**	**PERFORMANCE MEASURE**
	3) Increase transit authority compliance with drug and alcohol regulations.	3) Number of non-compliance findings in drug and alcohol audits; percentage of positive tests for drugs and alcohol by safety-sensitive transit employees.
	4) Nineteen States and Washington, DC have effective State oversight plans in place and implemented by 2000.	4) Number and quality of State safety oversight plans.
	5) Increase construction savings due to value engineering on major capital projects.	5) Dollar savings estimate due to value engineering.
	6) Early problem identification enabling corrective action on 90 percent of major investment projects.	6) Number of problems identified/corrective actions taken.
	7) Oversight of grantees' development of effective project management plans during Preliminary Engineering (P.E.) for all FTA-funded major capital investments.	7) Number of plans that address critical elements of Project Management Oversight (PMO) regulations.
	8) Improve the responsiveness of the planning processes to the local planning needs in the largest metropolitan areas.	8) Number of large metropolitan areas with improved planning processes each year.
	9) Improve the responsiveness of the planning processes to local planning needs in small and mid-sized metropolitan (non-TMA) areas. (Transportation Management Areas (TMA) are urbanized areas with a population over 200,000 or an area so designated.)	9) Number of small and mid-sized (non-TMA) metropolitan areas with improved planning processes.
	10) Disseminate information on planning processes in ways that are accessible simultaneously to TMAs, states and grantees.	10) Number of planning newsletters published and distributed.
	11) Ensure ADA compliance for fixed route and paratransit systems.	11) Trend in ADA complaints.
	12) Ensure compliance with Equal Employment Opportunity (EEO) programs by grantees.	12) Trend in EEO complaints.

The Mobility and Accessibility goal will be achieved by:

- Meeting the requirements of active Full Funding Grant Agreements for new or extended fixed guideway projects in metropolitan areas;
-Helping meet infrastructure needs in order to assist transit operators in meeting the requirements of the Americans with Disabilities Act (ADA) and to help metropolitan areas meet the Clean Air Act;
- Encouraging the use of flexible funding and maintaining and expanding innovative finance activities;
-Leveraging investments for the improvement and maintenance of infrastructure through partnering with other Federal agencies, State and local governments, and the private sector to expand existing funding sources; develop and promote new innovative financing techniques; and increase flexible funding;
-Supporting the completion of the Washington, DC metro;
-Joining other agency/private sector ventures to promote development and deployment of new and innovative transit technology to improve the quality, efficiency and accessibility of transit;
-Initiating and continuing land use and transportation planning initiatives, research and demonstrations;
-Maximizing the benefits of the planning process to improve project selection by techniques such as cost-benefit analysis, increased public participation, greater empowerment of State and local governments and better coordination through new concepts, such as livable communities and welfare-to-work;
-Identifying transit needs of welfare recipients entering the work force;
-Providing grants to States, local agencies, and non-profit organizations to develop, promote and implement coordinated plans and programs for transportation services that match the needs of welfare recipients seeking jobs and training;
-Developing analytic capabilities that can be used to assess and restore transportation infrastructure in response to natural and man-made disasters in partnership with the Federal Emergency Management Agency (FEMA), other government agencies and State and local governments;
-Increasing emergency management training and technical assistance, in developing emergency management plans;
-Promoting partnerships with industry and other governmental entities to harmonize standards that will facilitate transportation system interoperability;
- Increasing outreach to the disability and transit communities to ensure a greater understanding of the requirements of the ADA;
-Conducting ADA compliance assessments at key rail stations;
-Demonstrating and fostering the deployment of innovative and advanced technology concepts that will decrease travel time by increasing transit speed;
-Supporting transit planning and technical assistance that lead to deployment of concepts and technology to improve the quality of transit, reduce travel time, reduce congestion, and improve operational efficiency, connectivity, and accessibility;
-Directing discretionary resources to work with stakeholders to fill the gaps in urban and rural transit service; and

-Providing technical assistance for the Salt Lake City, 2002 winter Olympics, to allow the maximum integration of the transit components of the intelligent transportation systems (ITS) program.

External Factors Affecting Achievement of Mobility and Accessibility Goals.
As the population increases, the aggregate number of trips increase, leading to more congestion. As economic conditions improve, more people engage in leisure travel. The demand for transit and for more flexible transit service to meet a variety of mobility needs will increase as: the population becomes older; people live longer; more women and persons with disabilities enter the workforce; there is an increase in the low income population in urban areas; more jobs move to non-urban locations; and former welfare recipients need access to jobs. This increase in the demand for transit coupled with economic and political trends such as reduced Federal funds, indicates that mobility needs may not be fully addressed by the existing physical capacity or operational practices of transit systems, and the increase in transit capacity to meet the needs may not be fiscally possible. The results could be a decrease in service frequency and location accessibility.

STRATEGIC GOAL THREE - ECONOMIC GROWTH AND TRADE

Advance America's economic growth and competitiveness domestically and internationally through efficient and flexible transportation.

Outcome Goals - Success in achieving the Economic Growth and Trade Strategic Goal will be measured by the following outcome goals:

A) Reduce the true economic cost of transportation, taking into account the quality of transit services.

B) Ensure that improvements in transportation that advance America's economic growth and trade are made in a manner consistent with the President's Executive Order on the cost-effectiveness of infrastructure investment.

C) Reduce travel time in delivery of people, goods and services to their destinations.

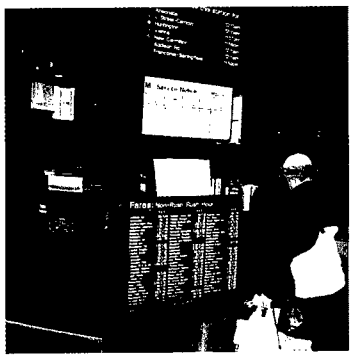
D) Improve the reliability of the delivery of people, goods and services to their destinations.

E) Improve the U.S. international competitive position by promoting competition in domestic and international markets in transportation-related services and facilitating the export of domestic transit goods and services.

F) Encourage regional and local economic development through encouraging joint development.

G) Build professional capacity and promote the education of individuals in transportation-related fields.

H) Expand opportunities and promote economic growth for all businesses, by encouraging and assisting small, women-owned, and disadvantaged businesses to participate in FTA and FTA-assisted contracts and grants.



Relationship between the Strategic Goal and the Outcome Goals:
There is a direct relationship between the Mobility Strategic Goal and the Economic Strategic Goal. Increasing the overall investment in the transportation infrastructure (new buses, rail cars and new and upgraded facilities and equipment) and new technologies to meet the changing travel demands, will increase jobs, improve the reliability of equipment and reduce travel time and the overall cost of transit. Reduction in congestion will reduce overall travel time and have an impact on the economic cost of all transportation. (A reduction in the economic cost of transportation is affected by the cost of the transit service to the user, the economic cost associated with congestion, and the condition of the transit system.) Older vehicles and facilities in poor condition will operate less efficiently and take more money to maintain. To achieve a reduction in travel time for the delivery of people, goods and services to their destinations, FTA will engage in activities that will have an impact on travel time in highly congested corridors. Congested corridors and unreliable equipment, subject to breakdowns, have an impact on transit riders and the movement of goods and people on other modes within the corridor. To improve the U.S. international competitive position by facilitating the export of domestic transportation goods and services, FTA will engage in activities that help make American-made transit vehicles, systems, subsystems and services more exportable and will encourage public/private partnerships to develop vehicles and components. Regional and local economic development through transportation investments will be encouraged by greater interaction between metropolitan planning organizations (MPO) and economic agencies. As a major participant in Secretary Slater's Garrett A. Morgan Technology and Transportation Futures Program, FTA will promote the training and education of individuals in transportation-related fields, and in fields that utilize math, science and technology, which may be applicable to transportation related jobs. Education and skill training will increase the skill mix and quality of the human resources available to the transit industry in the future to operate, maintain and manage transportation systems with advanced technology and automated information systems. Transit systems are not only transportation providers, but also sources of employment opportunities for welfare-to-work recipients. Economic growth and opportunities for all businesses, especially small, women-owned, and disadvantaged businesses, to participate in FTA and FTA-assisted contracts and grants will be encouraged. Specific annual performance goals and measures and activities are contained in the Performance Plan.

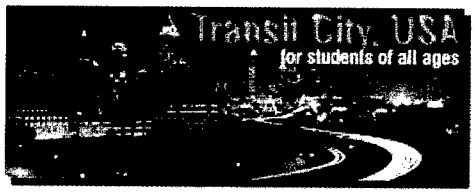


TABLE 3. Economic Growth and Trade Outcome Goals/Performance Goals and Measures

STRATEGIC GOAL 3 - ECONOMIC GROWTH AND TRADE		
OUTCOME GOAL	**PERFORMANCE GOAL**	**PERFORMANCE MEASURE**
A. Reduce the true economic cost of transportation, taking into account the quality of transit services.	1) Improve the condition of the bus, rail, and paratransit fleets as indicated by the age of the fleet and other criteria under development (see A1 under Mobility and Accessibility).	1) The condition of bus and rail fleets and service vehicles for the elderly and persons with disabilities.

STRATEGIC GOAL 3 - ECONOMIC GROWTH AND TRADE		
OUTCOME GOAL	**PERFORMANCE GOAL**	**PERFORMANCE MEASURE**
	2) Increase the number of bus facilities, and rail infrastructure (track, power systems, stations, structures, and maintenance facilities and yards) in good or excellent condition, as a means of improving operation and efficiency - base year is 1995. 3) Improve the efficiency of service by decreasing the cost per passenger mile of transit.	2) The number of bus and rail facilities in good or excellent condition compared to all facilities. 3) Passenger miles per dollar.
B. Ensure that improvements in transportation that advance America's economic growth and trade are made in a manner consistent with the President's Executive Order on the cost-effectiveness of infrastructure investment.	1) Eighty-five percent of FTA's New Starts funds are allocated to projects that are consistent with the President's Executive Order (E.O.) on cost effectiveness.	1) The percentage of New Starts funds allocated to projects that are consistent with President's E.O.
C. Reduce travel time in the delivery of people, goods, and services to their destinations.	1) Reduce door-to-door travel times within highly congested corridors where FTA investments have been made. 2) Stabilize annual Federal aid system delay.	1) Travel time in selected highly congested corridors. 2) Hours of delay per 1,000 vehicle miles traveled.
D. Improve the reliability of the delivery of people, goods and services to their destinations.	1) Reduce by one percent per year annual service interruptions per 100,000 vehicle hours - base year is 1996.	1) Rate of revenue service interruptions per 100,000 vehicle hours.
E. Improve the U.S. international competitive position by reducing trade barriers, supporting economic deregulation, and promoting competition in domestic and international markets in transportation-related services.	1) Increase FTA participation in private and public partnerships supporting the development, adaptation, deployment and testing of advanced technology vehicles and components. 2) Increase the dollar volume of exports of domestically produced transit equipment and services.	1) Total number of joint partnerships projects selected. 2) Dollar volume of exports of domestically produced equipment and services.
F. Encourage regional and local economic development through joint development.	1) Increase ridership and revenue from joint development projects associated with New Starts - base year is 1998.	1) Ridership and revenue generated from joint development projects approved in cities receiving the Common Grant Rule waivers.
G. Build professional capacity and promote the education of individuals in transportation-related fields.	1) Increase the number of National Transit Institute (NTI) training courses conducted.	1) Number of NTI training courses conducted.

STRATEGIC GOAL 3 - ECONOMIC GROWTH AND TRADE		
OUTCOME GOAL	**PERFORMANCE GOAL**	**PERFORMANCE MEASURE**
	2) Increase the number of participants in NTI training.	2) Number of participants in NTI courses.
	3) Increase the number of University Transportation Centers (UTC) students who enroll in transit-related courses.	3) Number of UTC students who enroll in transit-related courses.
	4) Increase the number of UTC graduates working in transit-related agencies or organizations.	4) Number of UTC graduates employed in transit-related jobs.
	5) Develop programs that support the Garrett A. Morgan Technology and Transportation Futures Program.	5) Number of programs developed that support the Garrett A. Morgan Technology and Transportation Futures Program.
H. Expand opportunities and promote economic growth for all businesses, by encouraging and assisting small, women-owned, and disadvantaged businesses to participate in FTA and FTA-assisted contracts and grants.	1) Maintain the amount of FTA transit funding being used to contract with small, women-owned, and disadvantage businesses, consistent with departmental policy.	1) FTA transit funding being used to contract with small, women-owned, and disadvantaged businesses.

The Economic Growth and Trade Strategic Goal will be achieved by:

-Expanding fixed route systems or "new starts" in major congested urban areas to combat congestion delays and enhance productivity and competitiveness;

-Promoting high levels of infrastructure development and maintenance to attract new riders, ease highway congestion and promote overall transportation efficiency;

- Meeting requirements of Full Funding Grant Agreements for new or extended fixed guideway projects in metropolitan areas;

- Providing technical assistance to encourage and develop the use of innovative financing techniques and provide assistance in support of the State Infrastructure Banks;

-Encouraging intelligent transportation system (ITS) use because of the demonstrated benefits of on-time performance, reduced dwell times, shorter headways, operating and maintenance cost savings and providing solutions to congestion;

- Developing an international bus resale program for used transit buses, and conducting research on the demand for used transit buses in the international marketplace;

-Providing increased transit service to jobs, training and educational facilities, to meet the needs of former welfare recipients and low-income individuals;

-Working with our partners in the education community to strengthen learning and education initiatives through programs such as the Garrett A. Morgan Technology and

Transportation Futures Program, and increasing involvement with University Transportation Centers (UTC);
-Supporting the Access-to-Jobs and Training program;
-Developing, demonstrating and deploying intelligent transportation systems (ITS) to solve congestion, travel time and transportation efficiency issues;
-Expanding the use of "defense developed" technologies that can improve transit vehicles and components;
-Improving the quality of economic measures and transportation statistics to determine if the outcome goals are being achieved;
-Increasing transit and land use planning and major transit investment decisions that emphasize the economic benefits to the community and the region;
- Supporting the Department's initiative regarding the use of FTA direct funds to contract with small, women-owned, and disadvantaged businesses;
- Increasing public/private partnerships to meet transit demands;
- Increasing the use of innovative financing techniques for transit projects;
- Increasing the use of advanced technology to improve the quality of transit;
- Emphasizing greater collaboration among transportation stakeholders, public and private, in coordinating local transportation services and needs and solving problems; and
- Fostering production of technologically improved transit vehicles and components.

External Factors Affecting Achievement of Economic Growth and Trade Goals.
In addition to the factors that will affect the achievement of all the goals discussed at the beginning of this section, the external factors affecting the achievement of the Mobility and Accessibility Goal also apply to the Economic Growth and Trade Goal. FTA and DOT actions to ensure well coordinated planning at the Federal, State and local levels, reduction in regulatory burdens and the application of advanced technologies will help mitigate against the trends previously discussed.

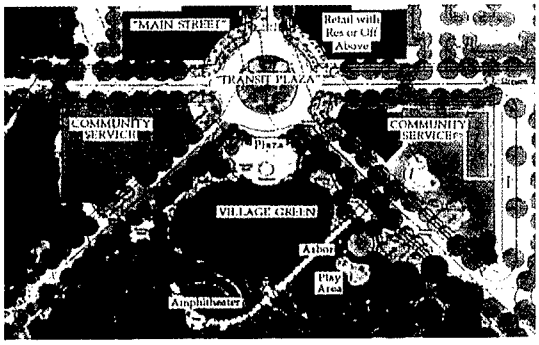
STRATEGIC GOAL FOUR - HUMAN AND NATURAL ENVIRONMENT

Protect and enhance communities and the natural environment affected by transit.

Outcome Goals - Success in achieving the environmental strategic goal will be measured by the following outcome goals:

A) Improve the sustainability and livability of communities through investments in transportation facilities.

B) Reduce the amount of transportation-related pollutants released into the environment.



Relationship between the Strategic Goal and the Outcome Goals:
These outcome goals will contribute to the protection of the natural environment and communities in the United States. Community sensitive transportation planning improves the sustainability and quality of life in communities. High quality transportation that provides more than basic mobility encourages shifts from more polluting forms of transit, such as autos, to transit and it also may mitigate congestion, both of which provide positive impacts on the environment. The strategy for reducing pollution levels is to reduce the pollutants emitted by transit directly. This is done by reducing the age of the transit fleet, since new vehicles are required to meet higher pollution emission standards. Transit pollution is also reduced by using alternatively fueled vehicles and adapters. The goals also recognize the need to ensure that disadvantaged groups are participants in the planning process. Specific annual performance goals, measures, and activities are contained in the Performance Plan.

TABLE 4. Human and Natural Environment Outcome Goals/Performance Goals and Measures

STRATEGIC GOAL 4: HUMAN AND NATURAL ENVIRONMENT		
OUTCOME GOAL	**PERFORMANCE GOAL**	**PERFORMANCE MEASURE**
A. Improve the sustainability and livability of communities through investments in transportation facilities.	1) Increase the number of people having access to high quality transit. High quality transit exists when people live within 1/4 mile of service with a frequency of 15 minutes or less.	1) Number of people with high quality transit.
	2) Increase by one percent per year the vehicle revenue hours providing service with a frequency of 15 minutes or less.	2) Vehicle revenue hours providing service with a frequency of 15 minutes or less.
	3) Increase the number of community- sensitive services located at transit nodes - base year is 1998.	3) Number of day care centers, health care facilities, job placement centers, police substations and other community services at transit nodes.
	4) Ensure compliance of Title VI and Environmental Justice requirements - baseline is 1997.	4) Number of Environmental Justice and Title VI complaints.
B. Reduce the amount of transportation-related pollutants released into the environment.	1) Reduce the number of transit-related pollutants released into the air per revenue vehicle mile.	1) Amount of pollutants released into the air per vehicle revenue mile.
	2) Increase by two percent per year the deployment of energy efficient and low emission technology vehicles in the transit industry.	2) Number of alternative fueled vehicles in the fleet.
	3) Reduce the metric tons of hydrocarbons, nitrogen oxides and carbon monoxide released into the environment due to an increase in transit use and a decrease in auto use.	3) Tons of pollutants.

The Human and Natural Environment Goal will be achieved by:

-Supporting the development of travel demand models that are more sensitive to the trip making characteristic of mixed-use, transit friendly communities, and planning models that incorporate the benefits of transit;

-Providing technical assistance to communities on metropolitan planning, and land use and transit, and assistance to localities in the earliest stages of project planning and design on community sensitive decision making;

-Documenting and demonstrating best practices in community involvement in transportation planning and in the design of transit facilities and services that are fully integrated into livable communities;
-Ensuring that transit planning, design and construction reflects the needs and preferences of the communities impacted by and using transit;
-Mainstreaming livable community concepts into transportation planning and project development;
-Encouraging shift to transit as a means of reducing pollutants, by making transit more attractive than higher polluting vehicles;
-Encouraging the use of alternative fuel vehicles;
-Complete prototype construction and field test the Advance Transit Technology Bus (ATTB), which promises to reduce emissions and fuel use;
-Investing in the development of vehicles and subsystems that are cost effective and environmentally friendly; and
- Continuing reviews that address Title VI of the Civil Rights Act of 1964, and Environmental Justice concerns.

External Factors Affecting Achievement of Human and Natural Environment Goals.
In addition to the factors that will affect the achievement of all of the goals, discussed in the beginning of this section, the external factors affecting the achievement of the Mobility and Accessibility Goals also apply to the Human and Natural Environment Goals. Demographic factors and increased leisure travel combine to work against our ability to achieve our goals of improving the sustainability and livability of communities, and reducing the amount of transportation related pollutants released into the environment. Reduced public funding for transit will limit our ability to invest in transit facilities and services that improve the livability of communities, and technologies that reduce pollution.

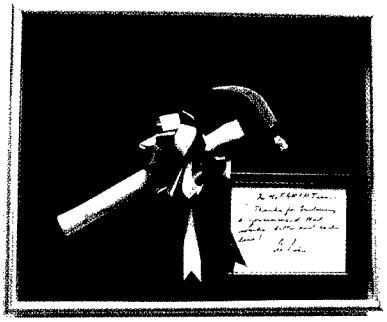
STRATEGIC GOAL FIVE - QUALITY ORGANIZATION

Ensure a quality organization that is responsive to employee needs, empowers its employees and provides excellence in customer service.

Outcome Goals - Success in achieving the quality organization goal will be measured by the following outcome goals:

A) A diverse and quality workforce.

B) Deliver results to customers through an agency that works better, is more practical and costs less.



Relationship between the Strategic Goal and the Outcome Goals:
The outcome goals support the strategic goal by: directing efforts toward fostering a work environment that embraces diversity and fair treatment of all employees; building the workforce's job competencies, computer and technology capabilities and work management skills needed for high quality performance; encouraging headquarters and regional staff to understand each other's program challenges in order to provide better customer service; and focusing on providing the best service to internal and external customers. Specific annual performance goals and measures, and activities are contained in the Performance Plan.

TABLE 5. Quality Organization Outcome Goals/Performance Goals and Measures

STRATEGIC GOAL 5 - QUALITY ORGANIZATION		
OUTCOME GOAL	**PERFORMANCE GOAL**	**PERFORMANCE MEASURE**
A. A diverse and quality workforce.	1) Information management - Increase staff ability to use standard FTA program applications.	1) The number of help desk requests on FTA applications.
	2) Information management - Increase ease of use of standard FTA systems.	2) The ease of use of standard FTA systems for GMIS, DAFIS, NTD, correspondence control, Net and IPPS, etc.
	3) Information management - Improve the quality of information in standard FTA systems.	3) Comparison of survey results from year to year.
	4) Workforce Plan - Establish and maintain a viable Plan that results in a diverse quality workforce. The Workforce Plan will be reviewed and updated annually.	4) A Workforce Plan is established and updated annually.
	5) Workforce Plan - Establish a baseline of the number of FTA employees with current Individual Development Plans (IDP).	5) The number of employees with current IDPs.
	6) Workforce Plan - Increase the number of employees with IDPs.	6) The number of employees with IDPs.
	7) Workforce Plan - Improve recruitment efforts by decreasing time for new hires and increasing outreach activities.	7) Lapse time from vacancy to hire of new employee; number of outreach activities.
	8) Workforce Plan - Increase learning and development opportunities to meet IDP needs.	8) Number of learning and development opportunities that meet IDP needs.
	9) Workforce Plan - Increase opportunities for employees to participate in developmental programs that prepare them for advancement.	9) Number of opportunities for employees to participate in development programs.
	10) Increase the level of job satisfaction.	10) Level of job satisfaction.
	11) Strategic Planning - All offices will have a Strategic Plan that fosters effective communication, emphasizes a quality workforce, unifies the employees and reflects the DOT and FTA Strategic Plans.	11) The number of offices that have a Strategic Plan that fosters effective communication, emphasizes a quality workforce, unifies the employees and reflects

STRATEGIC GOAL 5 - QUALITY ORGANIZATION		
OUTCOME GOAL	**PERFORMANCE GOAL**	**PERFORMANCE MEASURE**
	12) Strategic Planning - All FTA employees will have outcomes and expectations linked to their office Strategic Plan. 13) Worklife - Implementation of a wider range of employee family-friendly worklife policies that support employees balancing work and personal life and that support FTA in meeting its goals.	the DOT and FTA Strategic Plans. 12) The number of FTA employees who have outcomes and expectations linked to their office Strategic Plan. 13) The number of options available.
B. Deliver the results to customers through an agency that works better, is more practical and costs less.	1) Increase the number of electronically filed grants. 2) Increase the rating of customer service provided by each FTA office to its internal customers. 3) Increase by five percent every two years the customer service rating from FTA's external customers.	1) Number of electronically filed grants. 2) Comparison of service ratings from one year to the next. 3) Comparison of current biennial survey results with past survey results.

The Quality Organization Strategic Goal will be achieved by:

-Educating employees about the DOT and FTA Strategic Plan, making links to individual workers' job responsibilities and prioritizing job responsibilities to meet the demands of the Performance Agreement;

-Surveying employees to learn the number that have Individual Development Plans (IDPs), and encouraging the development and implementation of IDPs;

-Creating learning and development opportunities that allow employees to maintain and expand their capabilities to be high quality performers;

-Creating programs that provide the knowledge and skills to prepare employees for advancement;

-Encouraging employees to suggest innovative methods to accomplish their job responsibilities;

-Creating a process that will allow for more employee input into decision making;

-Providing new employees with diversity training;

-Increasing recruiting efforts at colleges and universities with diverse student bodies; and conducting recruitment activities through job fairs, providing information on the web site, and University Transportation Centers (UTC) visits;

-Implementing actions to address internal customer service improvements;

-Establishing feedback mechanisms for internal customers;

-Continuing to survey external customers, update customer service standards and evaluate FTA's performance in meeting customer service standards;

-Maintaining and expanding mechanisms for receiving feedback from external customers and stakeholders;
-Implementing actions to address external customer service improvements; and
-Continuing efforts to streamline processes, reduce red tape and provide common sense approaches to serving our customers.

APPENDIX

APPENDIX A

OUTREACH/CONSULTATION ON THE FTA STRATEGIC PLAN

The Federal Transit Administration (FTA) utilized information from a variety of outreach efforts in developing its Strategic Plan. We utilized feedback from outreach programs conducted for Department of Transportation initiatives, as well as, outreach activities sponsored by FTA itself. The feedback received from these outreach efforts came from: congressional leaders, other Federal agencies, State and local decision makers, transit planners, transit providers and operators, transit manufacturers, transit interest groups, universities and colleges, business and labor leaders, safety advocates, environmentalists, transit riders, and ordinary citizens. We also established a process to ensure that FTA employees were major participants in the development of the Strategic Plan.

Department of Transportation (DOT) Outreach Activities

There were a variety of Department-level outreach efforts conducted across the nation as we developed our proposal for reauthorization of the Intermodal Surface Transportation Efficiency Act. These efforts provided feedback from FTA stakeholders and customers, as well as those of other modal administrations within DOT. As part of the Department-wide effort to ensure that the largest number of people had an opportunity to review and comment on the DOT Strategic Plan, FTA solicited comments directly from its customers and other stakeholders. Much of the feedback received related to the role of transit in the DOT Strategic Plan. FTA considered those comments in the development of its Strategic Plan.

FTA Outreach

FTA sponsored or participated in a variety of outreach forums to receive feedback from our stakeholders. Some of the outreach efforts that provided information considered in the development of the strategic plan included: Bus Industry Summit conferences, Construction Round Tables, Flexible and Innovative Funding Workshops, the Paratransit Forum, Livable Communities Workshops, DOT/HHS Coordinating Council Regional Meetings, regional meetings on Welfare to Work, and a Strategic Plan Update Meeting. FTA also used feedback from workshops held as part of transit industry conferences such as the APTA and AASHTO meetings. Surveys conducted to determine areas of focus for improving customer service was another outreach effort. Consultations with the transit industry on the development of the FTA five-year Research & Technology Plan was also a source of information. Finally, we considered comments we received from congressional staff on proposed performance measures.

Employee Participation

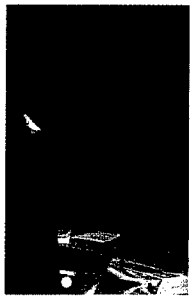
The FTA Strategic Plan was developed with the active participation of our own employees. The process established had three primary objectives. We wanted to be sure that all employees had an opportunity to contribute to the strategic plan, realizing that FTA employees have an invaluable understanding of the interests of the customers and stakeholders they interact with daily, and

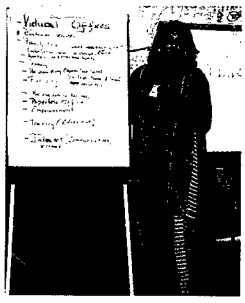
unique knowledge and experiences with the programs and processes. We wanted the employees to know what is in the FTA Strategic Plan, and how the goals and strategies relate to their functions and their roles. Finally, we wanted FTA employees to be able to relate FTA's Strategic Plan to the DOT Strategic Plan.

With these objectives in mind, each FTA employee was given an opportunity to review and comment on the draft DOT Strategic Plan. A copy of the draft DOT Strategic Plan was electronically sent to each FTA employee, and a special e-mail address was established for responses. FTA employees could also provide comments through the DOT Website. Each FTA executive staff member and office director was given a copy of the published DOT Strategic Plan.

FTA employees drafted the Federal Transit Administration's Strategic Plan utilizing information on trends, feedback from outreach activities, and knowledge of the content of the DOT Strategic Plan and the development process. Two teams were established to develop the basic elements of the FTA Strategic Plan. A strategic planning Executive Team was composed of Regional Administrators, Associate Administrators and Deputy Administrators. A staff level Strategic Planning Team was composed of fifty-two FTA employees representing regional and headquarters' offices, and providing cross-cutting representation of FTA's programs and functions.

The Executive Team developed the Agency's draft Mission and Vision statement, as well as the Strategic Goals. The products from this group were passed on to the Strategic Planning Team which developed the first draft of the outcome goals, performance goals, suggested measures and activities. The products of these two teams were combined and became the basis for several more meetings of the Strategic Planning Executive Team, with input from other staff. The next draft of the Strategic Plan was distributed to each regional and headquarters office for review and comment. The feedback received was incorporated into the draft final Strategic Plan. Each FTA Office will be developing an office level strategic plan to implement the FTA Strategic Plan.





APPENDIX B

COORDINATION OF CROSS-CUTTING FUNCTIONS

Department/ Agency	Safety	Mobility	Economic Growth and Trade	Human and Natural Environment
U.S. Department of Agriculture			Welfare-to-Work	
U.S. Department of Commerce			Welfare-to-Work	Livable Communities
U.S. Department of Defense				Brownfields, NEPA Process
U.S. Department of Education	Promote safe behavior and practices for children and adults		Welfare-to-Work	
Environmental Protection Agency				Livable Communities, Environmental Justice, ISTEA transportation planning, Clean Air, Brownfields
Federal Emergency Management Administration		Restoration of transit following natural disasters		
General Services Administration		Transit Benefit Program		
U.S. Department of Health and Human Services	Safe practices for children and adults	Increase intermodal interconnectivity of service and Implementation of ADA requirements	Coordinating Council-Access to Jobs, Rural services, services for the elderly and persons with disabilities , and Welfare-to-Work	
U.S. Department of Housing and Urban Development		Intermodal Planning Group	Welfare-to-Work	Livable Communities, Brownfields
U.S. Department of Interior				National Environment Protection Act
U.S. Department of Justice		ADA		
U.S. Department of Labor			Welfare-to-Work	
Office of Personnel Management			Welfare-to-Work	

APPENDIX C

TRENDS

The following external factors and trends have influenced the development of performance goals and activities. At the same time, many of the external factors discussed in the next sections may also be factors that hamper FTA's ability to realize performance goals.

A. POPULATION GROWTH

Trends

- Population is projected to reach 275 million by the year 2000--a growth of 12 million or 4.5 percent since 1995. The increase continues at decennial rates of 8.5 percent (347 million people by 2030).
- Currently, the transportation rate is going up faster than the population rate for all modes of transportation, except transit, in which the number of trips remains constant, but miles are increasing.
- Dimensions of population growth are reflected in issues related to: work and family, migration and shifts in employment, persons with disabilities, the aging, immigration, and racial and ethnic diversity.

B. AGING POPULATION

Trends

- The older adult population is projected to grow 108 percent by 2030 to 70 million, and will account for one in five Americans compared to one in 10 today.
- Older adults numbered 33.5 million in 1995, 12 percent of the population, and this number will grow to 36.2 million by 2005 and 53.2 million by 2020, 16.5 percent of the population.
- This is due to reduced mortality rates, improved survival at the end of the age spectrum, lower birth rates, and the aging of the baby boomers (those born between 1946 and 1964).
- The minimum age of eligibility for Social Security is currently 62, and over one-half of those eligible retire at this age. Beginning in 2003, the eligibility age will gradually increase, meaning that people will be working at older ages.
- The majority of Americans retire in the area where they resided prior to retiring.

C. DISABILITY

Trends

- People with disabilities cross all racial, gender, educational, socioeconomic, and organizational lines.
- The percentage of persons with a disability increases with age: five percent of the population less than age 18; 13.6 percent of those 18-44, 29.2 percent of those 45-64, and 84.2 percent of those age 85 have a disability. Therefore, as the baby boom generation advances in age, the number of people with disabilities will also increase.

D. MIGRATION AND SHIFTS IN EMPLOYMENT

Trends

- Over the last three decades, the United States has experienced large shifts in employment and population.
- In general, people (and jobs) have been moving from higher-density industrial cites to lower-density service-oriented cities.
- Since 1970, 86 percent of total U.S. population growth has gone to suburban areas. Metropolitan growth in the last decade has been four times that of non-metropolitan or rural areas. This has resulted in the rapid suburbanization of both population and employment, as well as the concentration of poverty in central cities. At the same time, local land use regulations have interacted with these factors to continue the expansion of single purpose neighborhoods and low-density communities.

E. WORK AND FAMILY

Trends

- Changes in family structures are increasing the need to balance work and family.
- Women will continue to work outside the home with increasing reliance on child/elder care, and children will increasingly be transported to locations outside the home. In 1995, 44.6 percent of women were in the workforce (almost double the figure from 1960) including 24.7 percent of women with children 17 or younger.
- Home computers, other new technologies, and changes in family structures will bring more flexible work patterns such as telecommuting, running home-based businesses, and variable full-time and part-time work schedules.
- Telecommuting is now practiced by approximately two million workers and could reach 7.5 to 15 million within a decade.

F. RACIAL AND ETHNIC DIVERSITY

Trends

- The U.S. population is becoming more diverse by race and ethnic origin. The Census Bureau projects non-whites will represent close to half of the U.S. population by 2050.
- About 6.8 million people use transit each weekday and 54 percent of trips are for work: 31 percent of users are African American, 18 percent are Hispanic, 6 percent are Asian or Native American. These percentages are more than twice these groups' representation in the total population.
- The African American population is currently the largest minority group, but the Hispanic and Asian populations are growing at a much faster rate, largely due to immigration.

G. ENVIRONMENT

1. GENERAL ENVIRONMENTAL ISSUES

- There is an increasing recognition that multiple sets of regulatory requirements discourage conduct which protects the environment. This awareness is leading to increased coordination and information sharing between government agencies interested in a consistent approach to protection efforts across all pollution sources, including all transportation modes.
- Environmental and consumer organizations continue to press the Administration for better environmental protection guarantees and access to the decision process.
- Environmental laws and regulations will continue to be a priority with the Administration and the American public.
- Given this focus on environmental issues, there is a need for continued involvement in the review of changing legislative requirements and their impact on DOT's internal environmental and recycling policies, as well as the impact on DOT's externally regulated customers.

2. AIR POLLUTION

Trends

- Air pollution causes harm to the health of humans, defoliation of plants, decreased crop yields, acid rain, and decreased visibility. Over the past twenty years total national emissions of most air pollutants from transportation sources have decreased due to gains from technology, even with the increases in transportation activity occurring during that time. However, these gains are expected to be overtaken by traffic growth in the next few years.

- The Clean Air Act established air quality standards to protect the public health and welfare from known or anticipated effects of air pollutants. In addition, in December 1996, EPA proposed revisions to the ozone and particulate matter standards.

3. NOISE POLLUTION

Trends

- The transportation system is a pervasive source of sound in the U.S., especially for those living near busy streets, highways, airports, or other transportation centers.
- Intrusive noise is a form of pollution that can degrade the quality of life for those exposed.

H. ENERGY SUPPLY AND DEMAND

Trends

- Transportation energy consumption is at its highest level ever and its dependence on imports the greatest since 1977.
- Competitive pressures from electricity deregulation will drive operations, economies and supply practices in oil and gas transportation.
- Improved efficiency, reduced pollution, and increased use of alternative fuels are vital to meeting environmental goals.

I. THREATS OF TERRORISM, OTHER MAN MADE DISASTERS AND NATURAL DISASTERS

Trends

- While the domestic threat of terrorism remains low, it is both changing and increasing.
- According to the National Intelligence Community Incident Review Panel (IRP), 440 international terrorist attacks and 1627 indigenous terrorist attacks were committed in 1995, of which 398 were against transportation and the transportation infrastructure. The relative distribution of attacks by mode was:
  ---buses 20 percent;
  ---highways, bridges, and tunnels 19 percent;
  ---pipelines 16 percent;
  ---trains 15 percent;
  ---subways 8 percent;
  ---aviation 5 percent; and
  ---maritime (ports and vessels) 1 percent.

- Accountability to public expectations of a safe, reliable and economically sound infrastructure will likely lead to increased expectations of Federal readiness and responsive capabilities to terrorist attacks and other national emergencies and disasters, such as earthquakes, floods, hurricanes and fires.
- There have been several natural disasters over the last seven years which have had significant impacts on the mobility of the American public and required FTA assistance (in conjunction with other DOT modes and FEMA). Some of these include:

Hurricane Andrew, Florida--8/92	Los Angeles Earthquake--4/94
Hurricane in Kauai--9/92	Hurricane Alberto, Georgia--7/94
Missouri and Iowa floods--7/93	Hurricane Opel, Florida--10/95
Nebraska Flood--7/93	Flood in Oregon--2/96
Kansas Flood--7/93	Hurricane Fran, North Carolina--9/96

J. WELFARE-TO-WORK

- In August 1996, President Clinton signed into law the Personal Responsibility and Work Opportunity Reconciliation Act , a comprehensive bipartisan welfare reform bill that establishes the Temporary Assistance for Needy Families program. A new system of block grants to States was created, changing the nature and provision of Federal welfare benefits in America. The legislation provides a limit on the amount of time an individual can receive welfare benefits and, with limited exceptions, welfare recipients are expected to engage in work activities to move from welfare to permanent employment.
- The new Balanced Budget Act of 1997, signed by the President on August 5, 1997, provides additional resources to achieve this goal by authorizing the Department of Labor to provide Welfare-to-Work (WtW) grants to States and local communities for transitional employment assistance to move hard-to-employ recipients with significant employment barriers into unsubsidized jobs offering long-term employment opportunities. These grants will provide many welfare recipients with the job placement services, transitional employment, and job retention and support services they need to make the successful progression into long-term unsubsidized employment and economic self-sufficiency.

K. TECHNOLOGY

Trends

- Information and Communications. The application of advanced electronics, information systems, and control systems to transportation has accelerated. Over the next five years, these information-related technologies will enable the collection, management, integration and distribution of more transportation-related information in less time, with better fidelity, and for broader applications. The nation's transportation system will enter the information age, and these areas of innovation will be key to U.S. success in the global economy.
- Materials. Stronger, lighter, and environmentally friendly advanced composites and materials will revolutionize the construction, maintenance, and repair of transportation guideways, vehicles, and systems.
- Energy and Environmental Technologies. New power systems, combined with lighter-weight structures, will improve the energy efficiency and environmental compatibility of transportation vehicles and the first "sustainable" transportation systems will begin to emerge.
- Human Factors. Increasing knowledge and acceptance of "human-centered" system design and technology integration concepts will promote safer and more user-friendly transportation services, which will be more accessible to all users, including those who are traditionally mobility limited.
- Modeling, Simulation and Industrial Design. Advanced three-dimensional models and simulations will foster new vehicle design concepts, container designs, terminal management approaches and improved traffic management to promote intermodal operations and facilitate transfers among the modal elements of the transportation systems.

1827 Horse-drawn omnibus begins service along Broadway in New York City.

1832 First streetcar in America; horse-drawn rail cars begin service along the Bowery in New York City.

1863 *First subway in the world; trains hauled by steam engines begin service in London, England.*

1873 First cable car in the world runs up Clay Street in San Francisco.

1875 First national civil rights bill enacted in America; guarantees blacks equal treatment in public places and transport ... gives rise to the phrase and practice "separate, but equal."

1888 First successful electric street railway (Richmond, Virginia).

1897 America's first subway (Boston, Massachusetts).

1904 New York's first subway.

1905 First gasoline-powered buses in America begin running on New York's Fifth Avenue.

1909 San Francisco voters pass bond issue that leads to first publicly-owned and publicly-operated street railway in America.

1926 Except for the years of the Second Word War, transit patronage in America reaches its all-time high of 17.3 billion riders.

1936 Large scale federal assistance for mass transit begins under the aegis of the U.S. Public Works Administration.

1941 Bus companies in New York agree to hire black drivers; four-week boycott led by Adam Clayton Powell, Jr., is successful.

1946 U.S. Supreme Court bans racial segregation in interstate transportation; "separate but equal" no longer acceptable.

1946 With war-related travel conditions still prevailing, U.S. transit patronage reaches 23.5 billion riders, its absolute all-time high.

1947 Congress of Racial Equality (CORE) dispatches first Freedom Riders to determine if 1946 Supreme Court ruling is being enforced.

1955 Rosa Parks arrested in Montgomery, Alabama, for not giving up her seat to a white passenger; Montgomery Bus Boycott begins on December 5.

1958 Passage of federal legislation removes any state role in allowing private railroads to discontinue commuter passenger service and vests all such authority with the ICC; enactment of this law widely regarded as single most important development leading to the current program of federal transit assistance.

1960 Bill to provide broad federal assistance for mass transportation introduced in Senate; never gets out of committee.

1962 President Kennedy sends transportation message to Congress calling for $500 million in capital assistance for mass transit over three years; proposal dies in House Rules Committee.

"To conserve and enhance values in existing urban areas is essential. But as least as important are steps to promote economic efficiency and livability in areas of future development. Our national welfare therefore requires the provision of good urban transportation, with the properly balanced use of private vehicles and modern mass transport to help shape as well as serve urban growth."

President John F. Kennedy

1962 Citizens of San Francisco Bay Area vote to tax themselves to build a new regional rapid transit system that opened in 1972 and is known as the BART System.

1964 President Lyndon Johnson signs the Urban Mass Transportation Act of 1964 that provides $375 million in transit capital assistance over three years. Measure passed in the House 212-to-129, 52-41 in the Senate. New program to be administered by Housing and Home Finance Agency, which itself was incorporated into the Department of Housing and Urban Development in 1965.

1964 Civil Rights Act of 1964.

1966 First re-authorization of transit assistance program; dollar levels raised and a research component added.

1968 Agency managing transit assistance program now called Urban Mass Transportation Administration (UMTA); is transferred to the U.S. Department of Transportation.

1970 Ten-year re-authorization enacted that sees the most substantial growth in program's history.

1972 A decline in transit patronage that has continued, war years excepted, since 1926 continues; annual coast-to-coast transit patronage falls to 6.567 billion annual riders, the lowest since 1905.

1973 War years excepted, for the first time since 1926 more people ride mass transit than the year before; patronage gains continue for next two decades.

1973 First "billion dollar year" for federal mass transit assistance program.

1973 Interstate Transfer enacted as part of a re-authorization of the federal highway program.

1974 Federal transit assistance program re-authorized; new formula-apportioned program established to complement earlier discretionary program; portion of formula program made eligible to subsidize transit operating costs.

1976 First "two billion dollar year" for transit assistance program.

1976 First link in Washington (DC) Metrorail system opens for service

1978 First "three billion dollar year" for transit assistance program.

1981 First "four billion dollar year" for transit assistance program.

1982	Federal transit assistance program re-authorized and given its own "penny" from a five-cent increase in the federal motor fuel tax; initial use of highway trust fund money for mass transit.
1987	Federal transit assistance program re-authorized over the veto of President Reagan.
1990	Americans with Disabilities Act (ADA) signed into law - July 26.
1992	Federal transit and highway programs jointly re-authorized with passage of the Intermodal Surface Transportation Assistance Act of 1991 (ISTEA); UMTA renamed Federal Transit Administration; local officials given broad new flexibility to shift money between highway and transit programs.
1993-1998	Major streamlining of program under aegis of "reinventing government;" more multi-year grants awarded to build new rail transit systems than during any comparable period in the history of the federal transit assistance program.

Federal Transit Administration

People Moving People into America's Future