

U. S. Department of Transportation



**Strategic Plan
1999 - 2002**



INTRODUCTION

The Strategic Plan for Region III builds upon the existing FTA Strategic Plan. It establishes a performance plan of action for the region that it will pursue for the period 1999 through 2002. The Plan is time-consistent with the FTA Plan and implements the Vision Statement, *People Moving People Into America's Future*, at a regional level.

In order to develop the Region III Strategic Plan, all 21 staff members joined one of five working groups established to coincide with the five FTA strategic goals listed below. Prior to the commencement of work by the teams, a strategic plan training session was conducted. Following the training each team began working on its specific strategic goal. Over a period of weeks the teams met regularly to develop performance goals and performance measures for each outcome goal. The teams deliberated until a consensus was reached. What is presented herein is the successful culmination of that effort.

The staff of Region III is very proud of their strategic plan. It represents a coming together of ideas, purpose and action from a diverse group of individuals, who decided, among themselves, what was needed and how it was to get done. There is a renewed spirit that exists throughout the office because all have participated, voiced their opinions and reached a common understanding. This is their Plan.

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.



VISION

People Moving People Into America's Future

FTA 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.

REGION III MISSION

We represent FTA, provide financial assistance, manage approved grants, and provide technical assistance, oversight and information. We perform these actions for our internal and external customers and other parties interested in mass transportation. We do so in support of the vision and mission of the agency.



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:

- ❖ Promote an environment that respects diversity.*
- ❖ Support a family friendly work environment through policies and practices.*
- ❖ Treat each other with respect and courtesy.*
- ❖ Maximize every employee's potential.*
- ❖ Create an environment free of prejudice and discrimination.*
- ❖ Engender trust among co-workers and offices, and encourage sharing of information and resources.*
- ❖ Enthusiastically embrace the information age.*
- ❖ Be vigilant.*
- ❖ Spend Federal funds wisely.*
- ❖ Practice common sense government.*
- ❖ Provide quality service to our customers.*
- ❖ Listen to, learn from, and partner with our customers.*
- ❖ Act and speak as one FTA while respecting the diversity of offices and people within the agency.*
- ❖ Work closely and collaboratively with all modal administrations to achieve an effective national transportation system.*
- ❖ Exemplify the highest standards of integrity and ethical behavior.*

**FEDERAL TRANSIT ADMINISTRATION
REGION III STRATEGIC PLAN**

**STRATEGIC GOAL 1:
SAFETY AND SECURITY**

<u>OUTCOME GOAL</u>	<u>PERFORMANCE GOAL</u>	<u>PERFORMANCE MEASURE</u>
<p>A. Reduce the number of transit-related fatalities, injuries and incidents.</p>	<ol style="list-style-type: none"> 1. Reduce the number of fatalities, injuries and incidents per 100 million transit passenger miles. 2. Improving the quality of the state transit safety oversight program by monitoring and ensuring that State Safety Oversight reviews are conducted and recommendations are implemented. 3. Participating in intermodal safety group meetings such as “moving kids safely” and grade crossing safety initiations. 4. Encouraging transit officials by providing information to participate in FTA sponsored transit safety programs. 5. Providing support in formulating appropriate FTA policy in transporting school children safety. 6. Encouraging grantees to consider safety concerns in designing new and in upgrading old transit facilities. 	<ol style="list-style-type: none"> 1. Number of transit fatalities, injuries and incidents per 100 million transit passenger miles. 2. At least one state safety oversight review is completed. 3. Attending one meeting each on “moving kids safety” and grade crossing safety initiations. 4. Publish information in the Region quarterly newsletter. 5. Hold at least one discussing with Office of Safety in HQ. 6. Discuss in project management oversight meetings with major grantees regarding safety concerns in design.

<p>B. Reduce the vulnerability of transit systems from the consequences of intentional harm to the system, its employees and its users.</p>	<ol style="list-style-type: none"> 1. Reduce the number of transit crimes against patrons, employees and transit property. 2. In urbanized areas over 200,000, increase the number of transit properties with security plans. 3. Work with HQ to help the transit industry: <ol style="list-style-type: none"> (a) Improve communications with customers; (b) Promote safe behavior and practices through education; (c) Emphasize drug-free workplace programs; (d) Mitigate youth violence and take action with the problem of graffiti; and (e) Develop programs for the older adult population (drivers and pedestrians). 4. Encouraging Transit Authorities to undergo voluntary Security Audits. 5. Encouraging Transit Authorities to consider security concerns in designing new or in upgrading old transit facilities. 	<ol style="list-style-type: none"> 1. Number of transit crimes against patrons, transit employees and property. 2. Number of transit properties in urbanized area over 200,000 with transit security plans. 3. Publish all HQ provided information in regional newsletter on these subjects. 4. At least one Security Audit is completed. 5. Discuss Security concerns in PMO meeting with major grantees.
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**STRATEGIC GOAL 2:
MOBILITY AND ACCESSIBILITY**

<u>OUTCOME GOAL</u>	<u>PERFORMANCE GOAL</u>	<u>PERFORMANCE MEASURE</u>
<p>A. Maintain, improve and expand the nation's transit infrastructure, and balance new physical capacity with operational efficiency.</p>	<p>1. Improve the condition of the grantees transit fleets and system infrastructure by:</p> <ul style="list-style-type: none"> (a) Making grants in a timely manner; (b) Ensuring that grantees carry out the grant program expeditiously; (c) Ensuring that preventive maintenance is performed in a timely manner; and (d) Ensuring that transit authorities develop and implement fleet management plans. 	<ul style="list-style-type: none"> (a) Percent of available grant dollars awarded; (b) Percent of unencumbered funds; (c) Number of oversight review findings related to preventive maintenance; (d) Number of grantees with acceptable bus and rail fleet management plans.
<p>B. Increase intermodal physical, informational, and service connectivity.</p>	<ul style="list-style-type: none"> 1. Improve transit connectivity with air and rail terminals by advocating connectivity through the planning process. 2. Increase the number of deployed Intelligent Transportation Systems (ITS). 	<ul style="list-style-type: none"> 1. The number of air and rail connection projects in the planning or implementation phases. 2. The number of ITS projects that relate to connectivity.
<p>C. Ensure that all Americans have access to transit to meet basic mobility needs.</p>	<ul style="list-style-type: none"> 1. Increase the availability of transit services in urban and rural environments by increasing the number of metropolitan transportation plans that address the effects of population and land use shifts on transit service areas. 2. Increase the amount of transit service by reaching out with traditional and innovative programs. 	<ul style="list-style-type: none"> 1. Percentage of urban population within ¾ mile of transit. 2. 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 that have emergency management plans.	1. The number of transit properties in urbanized areas that have emergency management plans.
E. Ensure that all transit systems are accessible.	<ol style="list-style-type: none"> 1. 100% of key rail stations in Region III are ADA accessible by the date specified in voluntary compliance agreements or approved time extensions. 2. 100% accessible bus fleet (lift or wheel chair ramp equipped) by 2002. 	<ol style="list-style-type: none"> 1. Number of accessible key stations. 2. Percent of fixed-route buses that are accessible.
F. The nation's transit systems employ the latest technology to meet the increased needs of mobility and accessibility.	1. Improve transit service through deployment of Intelligent Transportation Systems.	1. The number of Intelligent Transportation Systems components deployed.
G. Safeguard the Federal investment in the nation's public transit systems through effective Federal oversight.	<ol style="list-style-type: none"> 1. Decrease the number of outstanding findings in oversight reviews. 2. Increase construction savings due to value engineering on major capital projects. 3. Early problem identification enabling corrective action on 90% of major investment projects. 4. Oversight of grantees' development of effective project management plans during Preliminary Engineering (PE) for all FTA-funded major capital investments. 5. Improve the responsiveness of the planning processes to local planning needs in Transportation Management Areas (TMA). 	<ol style="list-style-type: none"> 1. Number of past due oversight review findings. 2. Dollar savings estimate due to value engineering. 3. Number of major projects completed on-time and within budget. 4. Number of plans that address critical elements of Project Management Oversight (PMO) regulations. 5. Number of planning certification review findings.

	<ul style="list-style-type: none">6. Improve the responsiveness of the planning processes to local planning needs in non-TMAs.7. Disseminate information on planning processes in ways that are accessible simultaneously to TMAs, states and grantees.	<ul style="list-style-type: none">6. Number of areas with improved planning processes.7. Number of mass mailouts and newsletters distributed that contain planning information.
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**STRATEGIC GOAL 3:
ECONOMIC GROWTH AND TRADE**

<u>OUTCOME GOAL</u>	<u>PERFORMANCE GOAL</u>	<u>PERFORMANCE MEASURE</u>
A. Reduce the true economic cost of transportation, taking into account the quality of transit services.	1. Making funds available to grantees sooner by improving the efficiency of grant-making.	1. The development of a standard internal review process.
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 cost-effectiveness of infrastructure investment.	1. Increase the grantees' knowledge of the available advanced new technology, improved equipment and innovative systems operations.	1. Increase the grantees' knowledge of the available advanced new technology, improved equipment and innovative systems operations.
C. Reduce the travel time in the delivery of people, goods, and services to their destinations.	1. Encourage inclusion of Intelligent Transportation Systems (ITS) in planning and project development.	1. The number of outreach activities and grantee contacts in which ITS was promoted.
D. Improve the reliability of the delivery of people, goods and services to their destinations.	1. Award grants that assist transit operators in maintaining and improving service.	1. Number of grants.
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. Does not pertain to the regional office.	
F. Encourage regional and local economic development through joint development.	1. Promote the inclusion of joint development in transit projects.	1. The number of outreach activities and grantee contacts in which joint development was promoted.

<p>G. Build professional capacity and promote the education of individuals in transportation-related fields.</p>	<ol style="list-style-type: none"> 1. Improve the efficiency of the grantees' internal systems through better compliance with FTA's program requirements. 2. Support Garrett A. Morgan Program Initiatives. 	<ol style="list-style-type: none"> 1. Reduce number of findings in oversight reviews. 2. Increase Garrett A. Morgan Program outreach activities.
<p>H. Expand opportunities and promote economic growth for all businesses, by encouraging and assisting small, women-owned, and disadvantaged business to participate in FTA and FTA-assisted contracts and grants.</p>	<ol style="list-style-type: none"> 1. Promote grantee education of the small, women-owned and disadvantaged business community on contracting opportunities in transit. 	<ol style="list-style-type: none"> 1. Number of outreach opportunities and sessions where this is promoted.

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**STRATEGIC GOAL 4:
HUMAN AND NATURAL ENVIRONMENT**

<u>OUTCOME GOAL</u>	<u>PERFORMANCE GOAL</u>	<u>PERFORMANCE MEASURE</u>
A. Improve the sustainability and livability of communities through investments in transportation facilities.	<ol style="list-style-type: none"> 1. Coordinate/implement new Job Access & Reverse Commute Program. 2. Encourage use of joint development around transit facilities. 3. Improve and implement environmental justice and Title VI program. 	<ol style="list-style-type: none"> 1. Number of grants Approved. 2. Number of grants with joint development elements. 3. EJ & Title VI issues identified in NEPA process.
B. Reduce the amount of transportation-related pollutants released into the environment.	<ol style="list-style-type: none"> 1. Implement new clean fuels program. 2. Fund more intermodal transfer systems. 	<ol style="list-style-type: none"> 1. Number of AFI vehicles. Amount of funds spent for AFI. 2. More intermodal facilities.

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**STRATEGIC GOAL 5:
QUALITY ORGANIZATION**

<u>OUTCOME GOAL</u>	<u>PERFORMANCE GOAL</u>	<u>PERFORMANCE MEASURE</u>
<p>A. A diverse and quality workforce.</p>	<ol style="list-style-type: none"> 1. Implement intra-office cross training. 2. Continue to encourage use of AWS 3. Work toward enhancing regional telecommuting program. 4. Enhance learning and development of regional staff by improving staff knowledge of transit industry and departmental programs and/or meet IDP needs. 5. Explore training possibilities in the following areas; e.g. first aid, CPR, voice mail, respect in the workplace, violence in the workplace, team building. 	<ol style="list-style-type: none"> 1. Number of cross training requests approved and/or increased participation in cross training activities. 2. Number of staff eligible to participate in the program. 3. Number of people able to telecommute more than once per pay period. 4. Number of employees who participate in developmental programs that prepare them for advancement. Number of learning and development opportunities that meet IDP needs. Number of office wide and individual training opportunities provided. Number of rotational assignments and IPA's considered. Number of staff participating in task forces. Number of One DOT meetings held. Number of on-site visits to grantees. 5. Number and type of training opportunities accomplished.

	<p>6. Increase staff knowledge of FTA standard software and internet accessibility.</p> <p>7. Promote the use of monetary and non-monetary awards.</p> <p>8. 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.</p> <p>9. Empower employees.</p> <p>10. Improve the method of delegating assignments such as briefing papers, highlight writing, special assignments, etc.</p> <p>11. Continue to initiate actions to projects that we developed during the Challenge for Change session.</p> <p>12. Provide computer system services (installation, maintenance, training and assistance).</p>	<p>6. Training provided on the internet for all staff.</p> <p>Number of TEAM training sessions held for regional and/or grantee staff.</p> <p>Number of off site training sessions provided to increase computer skills.</p> <p>7. Number of on the spot cash awards given.</p> <p>Number and type of other awards given.</p> <p>8. Number of requests where the needs of employees were accommodated.</p> <p>9. Type of lower level delegations of authority implemented, (e.g. allocation of travel funds within the division, signature authority on division activities.)</p> <p>Number of requests for improvement in the exchange of information through meetings, conference calls, and electronic correspondence.</p> <p>10. Number of complaints regarding balance of work assignments within the office.</p> <p>11. Number of employee development and internal communication sessions held.</p> <p>12. Number and type of services provided.</p>
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<p>B. Deliver the results to customers through an agency that works better, is more practical and costs less.</p>	<ol style="list-style-type: none"> 1. Interoffice coordination for the benefit of the customers. 2. Encourage team meetings, five minute meetings, issue meetings, in order to resolve problems. 3. Work with grantees on use of electronic grants system. 4. Provide timely services to coworkers who depend on your input to complete a work assignment. 5. Timely processing of grant applications and grant management activities. 6. Provide technical assistance to external customers. 	<ol style="list-style-type: none"> 1. Number of responses to grantee and HQ requests that include input from all appropriate staff. Maintain or improve internal dissemination of information such as status reports, briefing papers, etc. 2. Number of meetings held that include all staff participation. 3. Number of additional users in TEAM. 4. Number of interoffice complaints. 5. Complete grant applications processed within 90 days of receipt. Complete grant management activities (financial status reports, progress reports reviewed and budget revisions approved) within 30 days of receipt. 6. Number of regional newsletters published. Number of mass mailouts processed. Number of review meetings held with grantees. Number of regional conferences held. Number of responses to incoming correspondence that were made in a timely fashion.
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	<p>7. Provide timely services for the office to function effectively.</p> <p>8. Clarify vision, expectation and assignments for employees by setting office direction in writing.</p>	<p>7. Number of days that mail is distributed on a timely basis.</p> <p>Number of complaints regarding office supplies.</p> <p>Number of times office machines are inoperable.</p> <p>Number of complaints relative to filing, time and attendance and travel processing.</p> <p>Number of phone related complaints.</p> <p>Number of complaints regarding distribution of travel funds.</p> <p>8. Number of staff meetings held.</p> <p>Number of problems caused by unclear delegations.</p> <p>Number of times Regional Administrator is not kept abreast of outstanding issues.</p> <p>Number of problems caused by unclear assignments or responsibilities</p>
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We, the staff members of Region III office, accept ownership of the Strategic Plan we have collectively developed, and by our signatures demonstrate that we are committed to its fulfillment.

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Herman Shipman

Deborah Brown

Nancy Greene

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