



American Public Transportation Association

# Member Handbook

## Dear Members:

Welcome to the American Public Transportation Association (APTA). You are now part of North America's premier membership organization for meeting the needs and interests of public transportation systems, as well as their supplier, consultant and contractor business partners. Over ninety percent of those riding public transit in the United States and Canada are served by APTA members.

In this Member Handbook, you will find a handy guide to the breadth of services and resources available to you. You also will discover how to take advantage of the unlimited networking, research, educational and professional development opportunities that are available to you as a member of APTA. Please take a few minutes to familiarize yourself with these benefits so you can use them to the fullest. We look forward to serving you!

Sincerely yours,



William W. Millar  
President

**VISION** Be the leading force in advancing public transportation.

**MISSION** To strengthen and improve public transportation, APTA serves and leads its diverse membership through advocacy, innovation and information sharing.

**POLICY ON DIVERSITY** APTA recognizes the importance of diversity for conference topics and speakers and is committed to increasing the awareness of its membership on diversity issues. APTA welcomes ideas and suggestions on how to strengthen its efforts to meet these important diversity objectives.

PAGE 03  
**Section 1:**  
Welcome to APTA

PAGE 05  
**Section 2:**  
Advocacy &  
Awareness

PAGE 08  
**Section 3:**  
Business &  
Professional  
Development  
Opportunities

PAGE 12  
**Section 4:**  
Resources for  
Information,  
Communication  
& Technology

PAGE 17  
**Section 5:**  
Your Association,  
Working for You



# 1 Welcome to APTA

Your Guiding Force in the Transit Industry...  
APTA—Serving our Members,  
the Public, and the Industry

## APTA is your connection to the information, contacts

and services you need to succeed in the transit industry. Here are some of the diverse services and benefits APTA provides:

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### Advocacy

- **Your Voice in Washington** – monitoring issues, representing your interests and providing frequent regulatory and legislative updates

### Communications

- **Media and Public Relations** – promoting industry issues
- **Awards and Recognition** – recognizing achievement
- **Industry Publications** – providing timely news and information

### Technology

- **APTA's Web Site [www.apta.com](http://www.apta.com)** – Providing industry facts and figures, plus links to the world's transit community
- **MyAPTA** – password protected web portal providing members access to valuable resources including the Member Directory, conference registration lists and committee rosters; non-members can access their personal information and make purchases from the Bookstore
- **Valuable Research and Data Dissemination** – offering vital resource and reference tools

## Business Opportunities

- **Conferences and Seminars** – focusing on relevant industry issues, keeping you up-to-date on the newest technologies, showcasing your products and services, providing information and training crucial to career advancement and professional development
- **International Public Transportation Expo** – a triennial transit event displaying the newest technologies of the global marketplace and linking you to that marketplace
- **International Trade Missions** – U.S. providers of transit equipment products and services gain access to key decision-makers in other countries. Mission members learn of upcoming industry projects and present their capabilities to senior decision-makers.
- **International Transit Study Missions** – offer the opportunity to explore international transit operations in-depth and meet with key leaders of these organizations. Missions are often focused on a specific topic (i.e. fare collection, high speed rail, customer service) and explore best practices in transit from around the world.

## Standards Development

### APTA is a recognized Standards Development Organization (SDO)

- **Consensus based Standards** – improve safety of operations and services; achieve operational efficiencies and cost improvements; promotes the sharing of best practices
- **The standards programs include** – Accessibility Standards, Bus Standards

Program, PRESS Standards Program, Procurement Standards Program to name a few. Visit the standards web site on [www.apta.com](http://www.apta.com) by clicking on the “Standards” link to learn more.

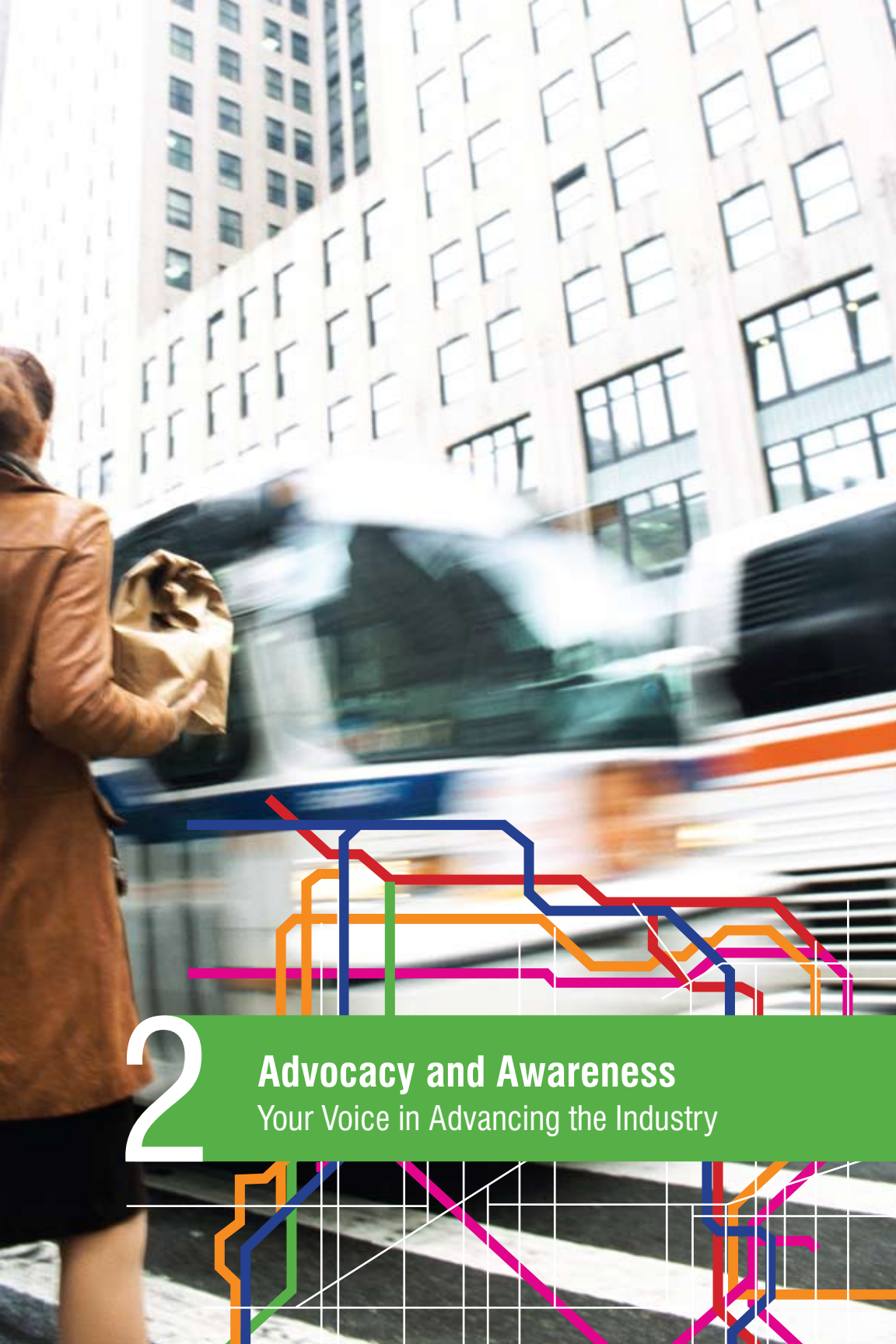
## Partnerships

- **Committee Activities** – for sharing ideas, discussing common challenges and seeking solutions
- **Safety and Peer Reviews** – providing independent assessments in critical operational areas

## Networking and Professional Development

- **Professional Development Opportunities** – keeping you up-to-date on the latest issues, trends and advancements
- **Networking Opportunities** – providing the contacts needed to share information, further your business and stay competitive
- **Member Services Ambassador Mentoring Program** – promotes good will, identifies member needs, imparts knowledge and skills unique to the industry, educates members about APTA resources and, establishes strong relationships among members.
- **Education and Learning Opportunities** – learn from industry leaders, experts and peers; address workforce development needs through innovative programs, new networks and shared best practices; experience and contribute to e-learning opportunities and communities of practice.





2

## Advocacy and Awareness

Your Voice in Advancing the Industry

## One of APTA's main priorities is to advocate for the issues

and causes that affect the transit industry as a whole. We also are an excellent resource for information on federal laws and programs pertaining to transit, railroads, federal financial assistance and other useful information. Our staff of dedicated professionals is here to represent your interests in Washington and to promote public transportation in the media, as well as in your state and local community.

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### **Representing The Issues That Concern You Most**

Whenever the federal government addresses an issue that concerns public transit, APTA is there to represent your interests. Our officers and staff serve as your industry watchdog and advocate on matters pertaining to federal assistance, regulations, compliance, policy and legislation. APTA plays a leadership role in mobilizing its members and building national and state coalitions to make certain transit's voice is heard. We keep our members informed on issues that affect transit and the outcome of federal actions through regular and timely reports such as Legislative Alerts sent directly to your office whenever Congress is in session, as well as through detailed Legislative Reports sent to you during Congressional recesses.

As an APTA member, you are invited to share your thoughts on the issues that affect our industry most. Or you can play a larger, more active role and help shape the industry policy through your participation in APTA's Legislative Committee and/or by taking a leadership role through elected office by serving on the APTA Board.

However you choose to participate, APTA is here to serve you.


### **Promoting Professionalism, Goodwill and Awareness**

APTA serves as your industry spokesperson, keeping the public informed of progress and activities within the transit field. As the industry's largest storehouse of information, we are often the first resource consulted by reporters and writers who are covering transit issues and their effects on the general public. As a result, we are in a unique position to help focus the media's viewpoint on all industry related stories. Any time the industry needs to speak with a single voice, APTA's experienced officers, committee representatives and staff are there to present the industry's point of view.

In addition to functioning as a liaison between the industry and the press, APTA also has a number of programs in place to benefit the industry and promote goodwill and awareness of public transit throughout the world. Included are:

- **The Research Communications and Advocacy Program (RCA).**

APTA's ongoing nationwide education and advocacy program designed



to strengthen support for public transportation among the public and local, state and federal officials in order to help the American public appreciate the full value and broad range of advantages and gain broader support for increased investment in public transportation. As its name suggests, the RCA program has three major components: research, communication, and advocacy.

- **Awards and Recognition.** APTA has a number of recognition programs in place to promote excellence and achievement among our membership. We challenge individuals and organizations to excel, and we applaud their efforts at a Grand Awards Ceremony during our Annual Meeting. Included are the Distinguished Service Award; Safety Awards; Adwheel Advertising Awards; Public Transportation System Outstanding Achievement Awards; Innovation Award; Outstanding Public Transportation Board Member; Outstanding Public Transportation Business Member; Outstanding Business Executive of the year; the APTA Hall of Fame and many others representing major contributions to excellence in transit.
- **Scholarships.** As part of APTA's mission to benefit the industry, we have established the American Public Transportation Foundation (APTF). The Foundation's mission is to increase and retain the number of young professionals entering the public transportation field as a career in order to sustain growth and improvement throughout the industry.

At least 7 new scholarships are awarded each year.

- **Promoting Public Transportation.** APTA is your partner in promoting the community benefits of public transportation. Each year, APTA organizes Dump the Pump, a day dedicated to raising awareness that public transportation helps improve the environment and conserve fuel. We will supply you with a toolkit and materials needed to localize the program in your community.
- **International Bus Roadeo.** This popular yearly event pits bus operators from North American transit systems against each other in tests of their driving skills and expertise. Likewise, bus maintenance technicians compete in troubleshooting defects in the engine, transmission, brake system and complete vehicle. Awards are given for the high scores in both driving and troubleshooting. Overall team awards are given to the team that achieves the best combined scores.
- **International Rail Rodeo.** Like the Bus Roadeo, the Rail Rodeo pits North American rail personnel head-to-head in competitions designed to establish the year's best rail operators and maintainer teams. Mechanical, electrical and safety problems are identified by the maintainers while the operators run a fixed rail course. Awards are given for the high scores in both operating and troubleshooting. Overall team awards are given to the team that achieves the best combined score.



# Business & Professional Development Opportunities

Your Resource for Business Advancement

# 3



## You will find a wide range of opportunities throughout

the year to make business contacts, gain exposure and focus your potential customers on your special products and services. APTA's conferences, seminars and workshops provide the perfect arena for members to exchange ideas, problem solve and explore issues of mutual concern. The value that can be obtained by these interactions is beyond measure. But that is not all that you will find at our meetings. You also will find superior opportunities for education and training so you can make the most of your job, your career and important business opportunities. Business members can showcase their products and services at our major spring conferences and selected workshops throughout the year as well as at APTA's premier triennial event, the International Public Transportation Expo.

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### Offering Unique Opportunities At APTA Conferences

APTA hosts a number of conferences that deal with both specific and general areas of interest to the transit industry. These conferences are your best opportunities to interact with large numbers of leaders and peers from every aspect of the transit industry. The people, products and information you need are all in one place for the solutions to your challenges and the answers to your questions.

In addition, APTA's abstracts' review process, used for the Bus and Paratransit and Rail Transit Conferences, gives members an opportunity to share their expertise. Papers selected become eligible for publication in the appropriate conference proceedings, distributed to all conference registrants and added to APTA's Information Center for future reference and retrieval.

Here is a sample of APTA's annual conference programs:

- **Legislative Conference.** Held every March in Washington, this conference examines vital legislative issues and developments. You will hear key Congressional speakers and Administration officials address budget, funding and regulatory issues that impact the transit industry and your organization.
- **Bus and Paratransit Conference.** Held each spring, this event offers technical and managerial sessions on all elements of bus operations, as well as focusing attention on the management and marketing of all segments of the transit industry. Includes a products/services showcase.
- **Rail Transit Conference.** This springtime conference brings together professionals from all fixed guideway transit modes to discuss technical, management, planning, and operations issues. Specifically

structured to allow both in-depth investigation and broad overviews, this conference is the opportunity for all segments of the industry to interact, network and learn. Includes a products/services showcase.

- **Annual Meeting.** Held each fall, this meeting is where APTA members can network and gain information and an understanding of key industry issues by participating in a variety of general sessions and special forums.
- **International Public Transportation Expo.** This triennial transit trade show is the world's largest, attracting decision-makers from around the globe. It showcases the newest advancements in technology within the transit marketplace.

## Providing Skill-Enhancing Programs At Specialized Seminars

APTA members are encouraged to hone their skills at various management and technical seminars and workshops throughout the year. You will benefit from focused professional development and be kept up-to-date on information you can use on the job to improve your business and enhance your career. Included are:

- **Transit CEOs Seminar.** This seminar is specially designed for transit CEOs and their deputy CEOs to explore the challenges they face in the day-to-day management of a transit system from the executive perspective.
- **Transit Board Members Seminar & Board Support Employee Development Workshop.** Each summer, transit board members gather to gain insight and knowledge

pertaining to their decision-making agendas and their role as transit policy makers; board support staff can strengthen their skills, network and identify new resources.

- **Leadership APTA.** This professional development program is designed to identify and develop the next generation of transit leaders, both for APTA and the industry as a whole. Candidates apply for the program and, if chosen, participate in a series of seminars that address the work of APTA, its organization, interaction with the FTA and other groups, legislation and the lobbying process. Qualities of leadership and other issues touching upon leadership development also are included in this important program.

## Offering Focused Workshops

You also can take part in a variety of other APTA workshops that provide an opportunity for focused discussion on specialized areas, including:

- **Fare Collection Workshop** detailing fare collection, enforcement, policing issues, equipment maintenance and fare-structure concepts.
- **Bus Technical, Maintenance, and Procurement Workshop** explores current technologies and new bus equipment, as well as addresses procurement issues and materials management techniques.
- **Intermodal Operations Planning Workshop** stresses efficient, economical use of transit mode facilities and design.

- **Legal Affairs Seminar** examines legal issues unique to the transit industry and provides an opportunity for continuing legal education units for industry lawyers in their area of law.
- **System Safety Seminars** focus on current issues in safety, provide an excellent opportunity for sharing best practices and acquiring new knowledge for industry professionals responsible for safety management.
- **TransITech** offers hands-on workshops focusing on information technology, change management, e-commerce and ITS issues affecting the transportation industry.
- **Marketing and Communications Workshop**
- **Risk Management Seminar**
- **State Transit Public Partnerships Conference**
- **Webinar Industry Expert Series**



These are a sampling of the specialized workshops. You will be notified automatically of additional opportunities throughout the year.

- **Business Networking.** Active involvement in APTA offers private sector members with outstanding venues to network with both potential customers and potential business partners. The Business Member Board of Governors, which meets four times a year, works to create and support opportunities for business members to learn about upcoming procurements, public sector agency product and services needs, and to understand the unique procurement procedures of the public sector members of APTA.

At the Annual Meeting and Bus and Rail Conferences a business member resource room is conveniently located to provide business members with a location where they can not only meet with their customers, but also meet with other private sector members who are potential business partners. Other networking opportunities are provided at receptions and other social events held during APTA conferences and meetings. Through active participation in APTA committees and the standards program, business members have the opportunity to work on association issues with the public agency staff members who are potential customers and private sector representatives who are potential business partners.



## Resources for Information, Communication and Technology

Your Resource for Information  
and Industry Developments

As an APTA member, you are entitled to full use of our resources for information and problem solving. From our Information Center, web site and publications to participation in the committees and audit programs, you have a wealth of options available to maximize your job and your career.

### **Accessing Resources That Help You Do Business In The Industry**

Some of the most popular reference tools for APTA members are offered free to members while others are available at low member rates. You will find over 80 indispensable publications you will consult daily to assist you in your job

and business – all covering the entire industry from government affairs and communications to statistics, wages and technical research on every facet of public transit.

Included are:

- **Membership Directory** includes names, addresses and contact information on all APTA members. Also

includes information and rosters for APTA's numerous committees. Access the on-line Membership Directory from our web site via the "MyAPTA" link and your secure password.

- **Catalog of Member Products and Services (COMPS)**, including names, addresses, contacts, phone numbers and emails of business members providing transit products and services in more than 200 categories. COMPS is available through APTA's web site and the Information Center.
- **Passenger Transport**, the only national, bi-weekly newspaper devoted solely to public transportation. Not only do our members find it a time-saving way to keep up with the industry, many purchase extra subscriptions to use as a public-relations device with public officials and community leaders. One free print subscription is provided to the APTA member correspondent. Electronic subscriptions are available free to members' staff. Subscribers will also receive an alternate bi-weekly e-letter highlighting pertinent public transportation issues.
- **Public Transportation Fact Book** provides statistical data covering all aspects of the transit industry in the United States and Canada. Published annually.
- **APTA web site – [www.apta.com](http://www.apta.com)** with access to press releases, Congressional and legislative information, statistics, facts, industry links and other resources – including a complete listing of APTA publications – all available by key word search! We are

continually enhancing our web site to include new technologies. Electronic forums are accessible by member password and forums include Access for the Disabled, Fare Collection, Financial Management, Legal Affairs and Marketing, just to name a few. Additional online services include meetings' registration and rosters, electronic news service and procurement links.

## Delivering The Information You Need

APTA's Information Center is a clearing-house of facts and figures for and about the transit industry. You can consult APTA's web site, make an inquiry by phone or email, have information faxed to you, visit the center by appointment or take out materials on loan – most everything you will need to perform your job to the fullest is available through the center. Our job is to help you get your job done. Some of the key resources available to you include:

- **Publications from all over the country** and the world such as federal, state and local reports, periodicals, newsletters, news clippings, biographies, annual reports and technical papers.
- **Historical Data** on transit systems, including Transit Fact Books dating back to 1942.
- **Research and Statistics** on every aspect of public transit derived from the Transit Cooperative Research Program (TCRP), Transportation Research Board (TRB), Federal Transit Administration (FTA) and APTA publications. Some popular titles



published by APTA include: *Transit Vehicle Data Book*; *Public Transportation and The Nation's Economy*; *Commuter Rail New Start Handbook*; *Handbook for Transit Board Members*; and *Proceedings of the APTA Rail Transit and Bus and Paratransit Conference*. Many other titles on a variety of subjects are available through the center.

- **Daily News Service** that delivers articles on transit from major U.S. and international newspapers to members over the APTA web site.
- **Computer Databases** that lead you to other research available beyond the center.
- **Resource Kits** on CD-ROM that contain documents from transit systems on critical topics such as strategic planning, emergency preparedness and accessible transportation.

### **Involving You In The Industry Through APTA Committees**

There is no better opportunity for problem solving and networking than participation in APTA's committees. You are encouraged to join the committee(s) of your choice to help devise strategies, plans and programs aimed at facilitating the industry's information exchange and problem-solving network. APTA committees sponsor many activities to add to the professional development and education of all APTA members. These events reflect the work of the committees and serve to communicate the latest information and experience on a wide range of subject matters.

Committee members deal with the issues and challenges affecting their areas of expertise, and participation results in a rich environment of interaction among peers. Committee membership is encouraged and is open to all APTA member organizations and companies both operating and business. Committee disciplines cover specific areas within all aspects of transit. Please refer to APTA's Committee Roster for a complete list of standing committees.

### **Strengthening Your Organization through Safety, Security and Emergency Management Programs**

#### **Safety**

APTA and its members affirm that "Safety is our first consideration in our delivery of service and in our work environments." To support this commitment to safety, APTA offers our industry specialized services to assist you in creating even safer environments for your riders and employees. The APTA Rail, Bus and Commuter Rail Safety Management Programs establish the industry standard to enable transit systems to build effective and efficient safety management programs and to demonstrate safety diligence and through evaluation by APTA's professional safety audit team. The benefits of APTA's Safety Management Programs are recognized and endorsed both in the U.S. and internationally, and they will assist you in keeping pace with the best safety practices in the transit industry.

APTA has long-standing committee initiatives pertaining to safety, security and emergency preparedness. Active

committees include the Rail Safety Committee, Commuter Rail Safety Committee and Bus Safety Committee.

## Security

The Committee On Public Safety (focusing on operational security), and the Security Affairs Steering Committee provides policy-level interface with the federal government and serves as the “Mass Transit Sector Security Coordinating Council.”

Services supporting security and managed through APTA also include the Public Transit Information Sharing Analysis Center (ISAC) which is a free, 24-hour security intelligence service available to all transit agencies and the Public Transit Homeland Security Information Network that offers a secure web site for various security-related support documents and resources.

## Peer Reviews

For many years APTA has provided Peer Reviews to assist transit agencies in addressing issues through subject matter experts within our industry. This highly regarded program has, over the past years, assisted transit agencies with focused reviews on literally all aspects of public transit functions, services and critical events. Peer Reviews are provided on a confidential basis and draw upon the expertise of experienced transit industry professionals.

## Emergency Management

APTA’s Emergency Response and Preparedness Program (ERPP) is a voluntary industry “Mutual Aid Program Plan.” This service is a database of approved inventory available to fellow



transit systems and other industry entities, should an emergency evacuation and/or temporary transit operational need arise from hurricanes and other emergencies. The ERPP was developed by an APTA task force as a direct response to the catastrophic events of Hurricane Katrina in 2005. The Federal Transit Administration (FTA) has partnered with APTA in support of the ongoing administration of this service.

## Keeping You In Touch With Your Peers and With Emerging Trends Overseas

APTA’s emphasis on international outreach keeps members abreast of global transportation trends that are likely to impact the industry. The achievements and challenges of public transit transcend national boundaries and create opportunities to learn from each other’s successes and to network among peers facing similar challenges.

APTA promotes a professional dialogue among members on six continents through its international outreach in the

form of overseas study and trade missions and through its dissemination of international best practices at conferences and workshops.

Collaborative agreements are maintained with counterpart associations including the Canadian Urban Transit Association, the International Association of Public Transport in Brussels, the Latin American Association of Metros and Subways, China Urban Public Transportation Association, ASSTRA: The Italian Public Transportation Association and the National Association of Public Transport in Brazil. These agreements have created an environment to deal with common issues and maximize the contribution of public transit to sustainable economic development throughout the world.

### **Staying Abreast Of Developments In R&T**

APTA keeps you abreast of the latest research and technical developments and helps you access the broad spectrum of transit systems, businesses and government agencies that are actively involved in such activities as Intelligent Transportation Systems (ITS), 511 deployment and the implementation of advanced technology and innovative practices. Members can:

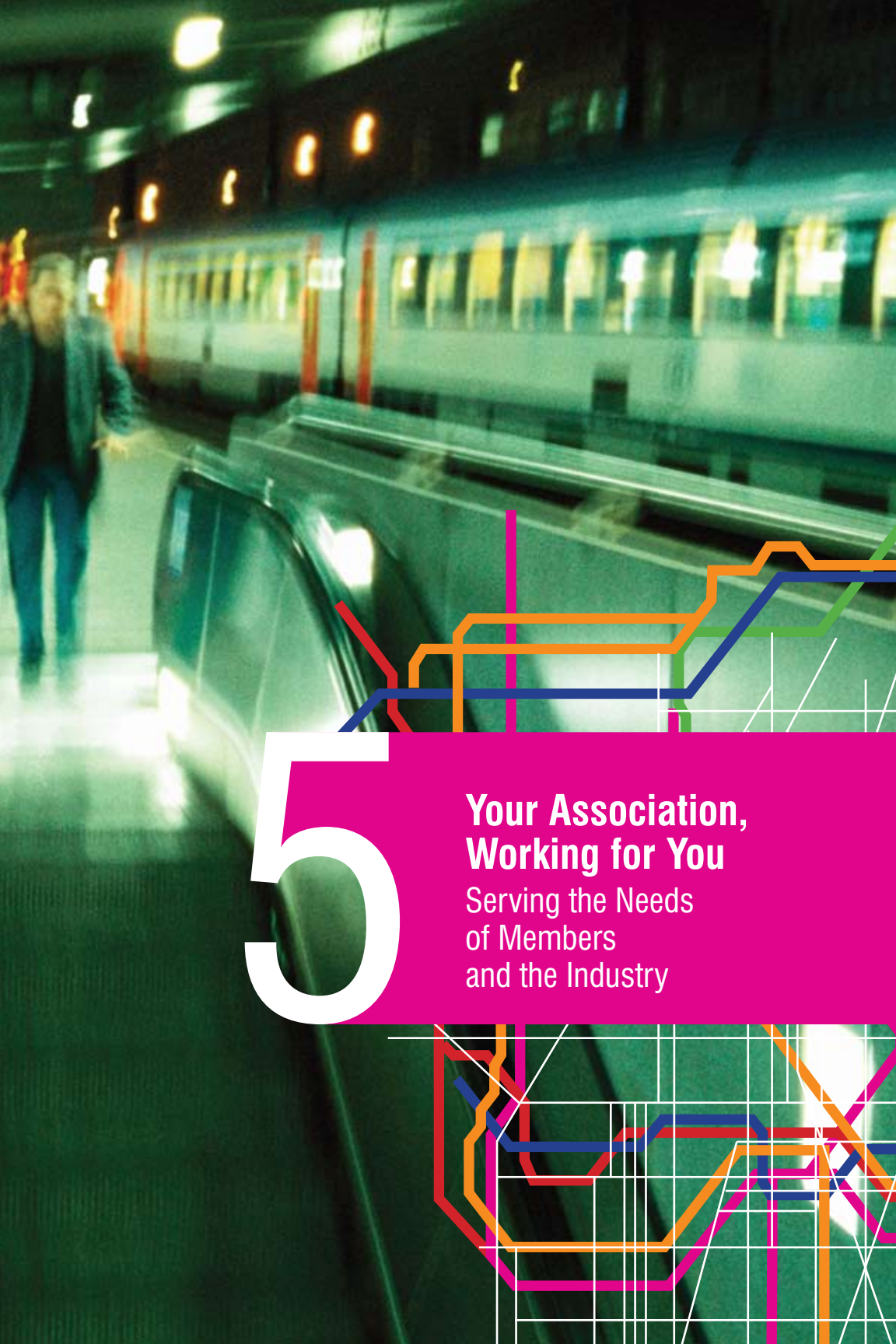
- Tap into transit research
- Participate in the Transit Cooperative Research Program (TCRP); serve on TCRP project panels, submit problem statements and implement research
- Contribute to R&T strategic planning
- Help develop and deploy industry standards: Transit Communications Interface Profiles (TCIP), rail vehicle

safety design standards, bus procurement guidelines and others

- Work with industry partners to coordinate the evolving technology and systems applications through the APTA Information Technology and Research & Technology Committees
- Foster communications with the Federal Transit Administration and U.S. DOT Joint Programs Office through committee participation
- Visit APTA's R&T Committee at [www.apta.com](http://www.apta.com)

### **Standards Development Program**

APTA is a recognized Standards Development Organization (SDO). Standards programs being developed and managed include: Passenger Rail Equipment Safety Standards (PRESS); Rail Transit Standards; Bus Transit Standards; Universal Transit Farecard Standards (UTFS); Security Standards; Procurement Standards; IT Standards; Sustainability and Urban Design Standards; Waterborne Transit Standards and Accessibility Standards. The comprehensive programs currently underway are aimed at developing and adopting voluntary standards through a consensus process involving more than 1,000 industry professionals working through more than 30 committees. The standards improve safety, increase productivity and efficiency, reduce costs and eliminate unnecessary government regulation. Visit the standards web site on [www.apta.com](http://www.apta.com) by clicking on the "Standards" link.



5

**Your Association,  
Working for You**

Serving the Needs  
of Members  
and the Industry

## As an APTA member, you are part of a vast organization

made up of transit systems, government agencies, manufacturers and suppliers, consulting firms, contractors and other business partners. Since the founding of the American Street Railway Association in 1882, APTA's predecessor organization, APTA has continually worked to help members maximize their potential and stay ahead of breaking advances.

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All our services and personnel are available to you and your employees whenever needed. APTA is governed by the Board of Directors and the Executive Committee. Our objectives are to serve you by:

- Representing your interests, policies, requirements and purposes
- Representing the public interest by improving public transit
- Providing the means for informational and professional exchange
- Promoting research and investigation for the good of public transit
- Offering aid to members dealing with special issues
- Encouraging cooperation between member organizations and the public
- Stressing compliance with equal opportunity principles
- Collecting and disseminating transit data
- Assisting in the education and training of transit professionals
- Engaging in activities that advance public transit

### Defining APTA's Operating Departments

APTA is organized into six basic departments with specific goals and responsibilities to ensure the best service and resources for your use.

These departments include:

- **Government Affairs** – leads the way in advocacy for transit; monitors the activities of federal agencies on all transit matters; and engages in coalition building and member mobilization to assure that issues are addressed.
- **Communications and Marketing** – serves the industry through publication of Passenger Transport, APTA's Annual Report, informative brochures and marketing materials designed to support public transportation; administers annual awards programs to recognize excellence in the industry; and provides outreach to the news media to promote a positive image of public transportation.
- **Member Services** – functions to promote talent and leadership within the industry; produces informative reports and publications; maintains member support and involvement; hosts conferences, seminars and





workshops; fosters research and development; explores emerging technologies; facilitates electronic information resources; and develops programs to better serve our members, including Safety Management Audit Programs and an International Outreach Program.

- **Policy** - provides the policy research and analysis used to energize APTA's legislative, planning, intergovernmental, and coalition building activities. The department serves as the statistical resource for the public transportation industry, surveys the transit industry on special and recurring issues, serves as the liaison with the Federal Transit Administration and other federal agencies on policy and planning matters, and helps direct the transit industry toward its longer-term goals.
- **Program Management and Educational Services** – serves APTA's members through a comprehensive and diverse program of management and educational services programs including producing major conferences; web-based educational services; organizing several key workshops; managing several select committees; managing key education-oriented projects, including the American Public Transportation Foundation and Leadership APTA; and other profes-

sional development training and workforce development programs.

- **Finance and Administration** – supports APTA's other departments in carrying out APTA's vision and mission and directs its resources on financial objectives, the development and management of the association's information technology systems, internal human resource matters and the day-to-day operations of the association's office space.

### **Providing Easy Access To The Information You Need**

This guide was developed to make you aware of the variety of services available to all APTA members. Along the way we have given you partial lists of conferences, publications and the like to give you a taste of what we have to offer. For more information on the complete listing of APTA services, you can consult our web site at [www.apta.com](http://www.apta.com). Further information also is available in your Publications and Services Catalog. We encourage you to communicate directly with the staff at APTA for specific information and service. Please feel free to call us anytime between 8:30 a.m. and 5:00 p.m. Eastern Time for any questions you may have.

# Important APTA Phone Numbers

## Telephone Numbers:

General Information **202.496.4800**  
Communications & Marketing **202.496.4826**  
Finance & Administration **202.496.4843**  
Government Affairs **202.496.4811**  
Member Services **202.496.4830**  
Policy **202.496.4814**  
Program Management & Educational Services **202.496.4803**  
Office of the President **202.496.4820**

## Fax Numbers:

Administration **202.496.4323**  
Communications & Advertising **202.496.4321**  
Finance & Administration **202.496.4327**  
Government Affairs **202.496.4322**  
Information Center **202.496.4326**  
Member Services **202.496.4331**  
Operations & Technology **202.496.4335**  
Policy **202.496.4322**  
Program Management & Educational Services **202.496.4323**  
Statistics **202.496.4326**



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