

Section 4: Improving How You Procure Goods and Services and Manage Vendor and Service Contracts

You may have identified **customer service problems** that could be the result of either your procurement process or the way you manage your system's service contracts. Contract management, particularly your contract for the actual provision of transit services, can have a profound impact on the service quality enjoyed by your customers. Following is a discussion of the importance of procurement and contracting on your services as well as advice on how these functions might be improved.

How Procurement and Contract Management Affect Customer Service

Transit systems of all sizes buy services from other organizations or providers for a variety of reasons. Another organization may be better able to supply a particular function or service that the transit system does not have the resources or equipment to provide on its own (for example, snow removal, vehicle cleaning, vehicle maintenance). Another organization may provide a specific service more cost effectively (major engine overhauls may be done more cost effectively by a local garage which has a large volume of such work), or help meet state, federal, or other regulations on such issues as privatization and drug and alcohol testing. For similar reasons, transit systems, regardless of size, may also purchase actual day-to-day transit services from another organization, effectively contracting out their service provision.

A smaller transit system may find a particular need to purchase certain services as it may not have the funding, the facility space, or other resources to develop or sustain all of the myriad activities and support services that are necessary to ensure the daily delivery of transit services. The process of purchasing outside services is generally referred to as *procurement*.

While the purchase and use of services supplied by outside organizations may eliminate your need to hire and manage employees to provide those services, you now have several additional responsibilities. Those responsibilities may include overseeing and managing the contract for the purchased services, ensuring that your system receives the best services that it can and that these services contribute towards the provision of high quality transit services for your customers. This essentially is *contract management*.

The procurement and contracting for service provision is the primary focus of this section. When you develop and manage your contracts, you want to ensure that the contracted services contribute towards transit service that is:

Reliable by:

- Developing performance standards for on-time performance, missed trips, accident frequency, and road calls, and communicating these with your operator.
- Considering the incorporation of incentives and penalties in your contract to encourage your operator to meet your service reliability objectives and standards.

- Working with your operator on a continuous basis to monitor and share operating information so that service issues related to reliability can be tackled cooperatively before such issues impact service reliability.

Safe/secure by:

- Ensuring adequate insurance levels are provided for your contracted service.
- Monitoring your contractor's driver training program (initial, on-going, retraining).
- Participating in periodic driver training sessions, safety meetings, or other meetings as appropriate to continuously communicate your commitment to safety.
- Riding your service on a periodic basis to experience daily operations and driver performance.

Comfortable/clean by:

- Including your objectives for vehicle cleaning in your procurement and contract documents to ensure adequate vehicle cleaning.
- Monitoring vehicle cleanliness through periodic spot checks.
- Listening to your riders and community through rider and community surveys concerning vehicle cleanliness and comfort.
- When procuring vehicles, considering your ridership and their characteristics when specifying seating: for example, perimeter seating and its accompanying side-to-side movement may be less comfortable for elderly riders with more limited balance; trolley-style wooden benches are appropriate for tourists or other one-time riders but often too hard and uncomfortable for everyday, repeat riders; traditional bench seating in the rear of vehicles may provide opportunities for misbehaving youth riders to leave their "marks" with pens and other writing implements.

Understandable by:

- When you contract out just a portion of your service, for example, the paratransit portion, ensuring that you provide your contractor and its staff with information about the entire transit system to ensure riders can obtain complete information.
- Communicating to your contractor the importance of clear, accurate information for your riders and community.
- Requesting that driver/staff training include the introduction and review of your rider information materials to help ensure that the contractor's staff are knowledgeable of the system's information and materials.
- When surveying your riders, including questions designed to determine how "easy" or "difficult" your information materials are for the typical transit rider.

Empathetic by:

- Ensuring your contractor provides sensitivity training to its staff.
- Listening to feedback from your riders, social service agencies, and the community at large as to how the contractor's staff relates to the public.

- Recognizing "good deeds" and commendations received by your contractor's staff to reinforce your commitment to an empathetic transit system.

What are Your Objectives When Procuring Goods and Services or Managing Contracts?

The primary objectives for a public transit system for procurement and contract management include:

- Acquiring high quality goods and services in an efficient, timely, cost-effective manner.
- Adhering with all appropriate legal and procedural guidelines.
- Maintaining a written code of standards of conduct that govern the performance of those system staff involved in procurement/contract administration where federal funds are involved.
- Ensuring the timely and proper execution of contract requirements through continuous monitoring of contractor performance.

This section discusses the processes and procedures of contract management in a typical transit operation. Additional resources with information pertaining to contract management are cited in the bibliography.

What Is Involved with Procurement and Management?.....

The process of procuring and managing services under contract begins with your decision to buy outside services and it continues through to the delivery of the specified services, generally with the following steps:

- Deciding to buy
- Determining the procurement method--"how to buy"
- Following the appropriate procurement process
- Selecting the provider and awarding the contract
- Negotiating and executing the contract document
- Managing the contract--ensuring the supply of the contracted services in an effective and efficient manner

Decision to Buy

Deciding to buy goods or services from an outside organization may be a simple decision for certain items. Take fuel, for example. If you are like many smaller transit agencies, you have an arrangement with a local fuel supplier--a local gas station, the municipal yard, the county maintenance facility, or other supplier--to obtain your fuel. Given current environmental regulations and cost-effectiveness considerations, most smaller agencies (less than approximately 10-20 vehicles) do not independently develop their own on-site fuel supply.

For other services, the decision to buy outside items requires more consideration: you need to determine if it is feasible and more effective to provide the service with your own system staff and resources or to buy the services from another organization. In making this decision, you should consider the following:

- Are there any funding constraints, regulations, or legal issues that impact or affect your ability to purchase outside services?
- Does your system have the knowledge or capabilities to provide the service?
- Do you have the staffing, facilities, and equipment to provide the service?
- What is the estimated cost for your system to provide the service, if it is able to do so?
- Can you identify organizations that are able to supply the service?
- What are the estimated costs for another organization to provide the service?
- If the service being considered is actual day-to-day operations, have you determined who will own the vehicles and provide the facilities?

How To Buy - Procurement Methods

Methods for buying outside services will vary by the expected dollar size of the contract, with smaller amounts being relatively simpler and larger amounts more complex. Importantly, there are also federal, state, and, in some cases, local regulations that guide procurement procedures. The applicability of such regulations will depend upon the source or sources of funds that you use for your transit program.

Basic Types of Procurement

Generally, there are three basic types of purchase:

- Small purchases -- these are smaller dollar amounts. The determination of "small" is made by local or state regulations (for example, under \$10,000) or by federal regulations, depending upon the source of funds. Small purchases will have only limited requirements, such as a simple purchase order; price quotes may be needed from an adequate number of vendors.
- Competitive process -- this is used most commonly for larger purchases above the specified level defined as "small." The competitive procurement process for contracted transportation services is the primary focus of this discussion.
- Non-competitive negotiation -- if a particular item or service is necessary and available only from a single supplier, the transit system will generally need to show "negotiation" prior to purchase.

If you are becoming involved in a large procurement for the first time, you may want to contact your state DOT, other operators in your state, or your state transit association for assistance in the procurement process. Often these agencies have been through a similar process and know the rules specific to your state and local areas. 📧

When Federal Funds Are Involved

If federal transit funds are involved, the procurement process used must also comply with the FTA's Third Party Contracting regulations. When a system using federal funds contracts with outside sources under FTA assistance programs, the FTA Third Party Contracting requirements apply. If a transit system receives funds both as a direct grantee and as a subgrantee from a state, the state may allow the transit system to follow the requirements for FTA Third Party Contracting instead of state procurement requirements. The FTA issues its contracting requirements in a "circular," most recently through *FTA Circular 4220.1D*, published in 1996 and revised August 4, 1998.

As of March 1999, the federal regulations define the following methods of procurement:

- Micro purchase: this is a purchase of less than \$2,500 with minimum documentation required.
- Small purchase: relatively simple procurement procedures are needed for purchases of more than \$2,500 but less than the "simplified acquisition threshold" currently set at \$100,000.
- Sealed bid/invitation for bid: public solicitation with a firm, fixed-price contract awarded to the responsible bidder with the lowest price.
- Competitive proposal/request for proposal: public solicitation with a fixed-price or cost reimbursement contract awarded to the responsible firm whose proposal is most advantageous to the system with price and other factors considered.
- Procurement of architectural and engineering services: competitive proposal procedures are to be used.
- Non-competitive proposals/sole source: procurement through solicitation or acceptance of a proposal from only one source, or, after solicitation of a number of sources, competition is determined inadequate.

If your transit system uses federal funds, you need to be aware that the FTA's third-party contracting requirements apply, either directly or through your state. You should work with your state department of transportation or other appropriate state agency or directly with the FTA regional office to ensure that your procurement process meets appropriate regulations.

Competitive Procurement

For larger, competitive purchases, such as the provision of day-to-day service, three basic methods are used: Invitation for Bid (IFB), Qualifications and Prices, and Request for Proposals (RFP).

Invitation for Bid

With this method, you solicit bids and then award the contract to the lowest-priced, responsible bidder whose bid conforms with all material terms and conditions of the solicitation. This method is most common in public works engineering and construction projects where specifications are clear and the system determines that cost is the sole or primary factor in the award decision. Respondents to an IFB generally prepare a written proposal that describes their approach to the project. A formal bid opening and reading of the prices then takes place. The contract must then be awarded to the lowest-priced, reasonable bidder unless the system can show that this respondent is not capable of providing the requested services.

The IFB method is used when you believe that there are a number of equally qualified respondents who can provide the service and the statement of work is given in enough detail that there could be little variation in performance among respondents.

Qualifications and Price

This procurement method is two-phased. In the first phase, respondents demonstrate their experience and qualifications to perform the defined scope of work. From their submittals, you can identify the eligible firms which then submit price bids in the second phase. Since the eligible firms have all been determined qualified in the first phase, the lowest price provider is then awarded the contract in the second phase. This method allows you to limit bidders to those determined to be qualified.

Because low price in the second phase determines the "winning" respondent, to use this process you must require detailed qualifications from proposers in the initial phase and carefully evaluate the submitted qualifications and experience against project requirements. Successful use of this procurement process lies in thorough evaluation of proposers' qualifications.

Request for Proposals

This procurement method is used when price is not the sole or dominant factor in the selection of a provider and is most commonly seen for procuring transportation service providers. You develop a scope of work describing in detail what you are looking for and ask respondents to submit proposals to conduct the work. A scoring system is then typically used to evaluate proposals and select the provider, where the scoring reflects not only price, but also the respondents' qualifications, technical capabilities, and other relevant factors.

The RFP process may include an oral presentation by a subset or "short list" of respondents judged to be most qualified and competitive. Negotiations may also take place with this subset to clarify issues and discuss possible price adjustments, or these respondents may be asked to give a "best and final offer" after negotiations. If this is requested, then the contract is typically awarded to the provider with the lowest price.

Procurement Process

Once you have determined the appropriate method to buy the necessary services, you must follow the process using good procurement principles, including

- Treating all potential providers in the same way--"no favoritism"
- Maximizing open and free competition--although there may be situations where only one provider exists, and there is no competition
- Maintaining an "arm's length" procurement relationship
- Providing a method for bidders to appeal the system's decision

Contract Management and Administration

Once the contract is awarded, you must negotiate a contract agreement with the selected contractor and then oversee the services being provided. The contract agreement must define the

responsibilities of each party while protecting each party's interests. Administration of the contract will require you not only to review contractor activities and maintain accurate records of the contract work, but also to work and communicate with the contractor to ensure that the services meet your expectations and objectives.

There may be circumstances, however, which show a need for a contract change or modification. This may be necessary because of some unforeseen circumstance (e.g., an unexpected fuel cost increase or some other cost category) or the evolution of the service (e.g., an increase in ridership demand may justify adding additional service or a new route). This is why it is important that the contract have provisions for changes. Such contract modifications should be considered carefully and are subject to cost and price analysis, evaluation and negotiation, as appropriate. If you purchase outside services, you need to establish an effective change order process.

Discussion of Critical Elements

Writing the RFP

Considerable effort should be taken in crafting your RFP to ensure you describe your system's objectives for the service and all parameters for its provision. The RFP should include following:

Scope of Work

The scope of work is the critical initial step with any of the three described procurement methods. Particularly when your transit system wants to contract out day-to-day transportation service, you must address all aspects of the service and describe as exactly as possible what you are looking for in the scope of work. A thorough and detailed scope of work allows potential respondents to better understand what you want so they can respond in an effective manner. This will increase the likelihood that you will be satisfied with the actual service.

The scope of work should address:

- Objectives of the transit service: describe the objectives that your system is seeking with its transit service.
- Service span and level: specifically describe the days and hours when service will operate. This information allows respondents to structure staffing requirements for dispatch and supervision. Describe how much service is wanted, in terms of service hours and/or service miles. This information is essential, as it is the basis for developing operating costs.
- Routes and schedules: if the service is fixed route, include route maps and schedules. For paratransit service, include information on peak periods. This will allow respondents to assess peak/base period service requirements that may impact the mix of full and part-time staff that are needed.
- Fare structure and collection process: describe the fare structure and process for its collection and deposit and the security which is to be provided for cash receipts. You may want the fares deposited directly into your system's account or the contractor to keep the fares and deduct them from the invoice for service.

- Service evaluation: include information on your process for evaluating the performance of the transit service and the role that you want the contractor to have. As a transit manager, you know the importance of service monitoring and evaluation, and it can be beneficial to involve the operator in reviewing the performance of the service, such as periodic boarding and alighting counts or on-board passenger surveys. The contractor has an important perspective and can provide useful feedback on the day-to-day performance of your transit program.
- Adjustments and additional services: in order to accommodate changes in level of service (increases or decreases) as well as special events, emergencies, etc., the scope of work should indicate how such changes will take place and how the contractor will be compensated.

Vehicles, Facility and Other Capital Equipment

You must decide whether you will supply the vehicles and facility to the contractor or if the contractor must supply them. Particularly with vehicles, because of their cost and the cost of capital, the ownership issue may determine whether a provider can respond to the procurement. If the provider is required to supply new vehicles, bidders will look for a contract of five years in length when large transit buses are needed and at least three years in length when smaller paratransit vehicles are needed. In both cases, bidders may look for stated buy-out provisions at contract end. This is because there is little value in used transit equipment, and bidders must assume that the total cost of the investment in the vehicles must be returned (amortized) during the period of the contract.

The facility is another issue. Typically the contractor is asked to supply an independent facility to operate the service. This may require the contractor to locate a facility, secure the site through rental, lease or purchase, make necessary improvements to operate the service, and comply with applicable regulations, including environmental. Alternatively, your system may have a facility for use by the contractor or a storage area for the vehicles. The location and development of facilities for transit service have become more complex primarily because of environmental regulations, including those relating to fuel storage, storm water runoff, and previous uses of the site. Similarly to supplying vehicles, a bidder will need to ensure that the costs for improving a location for your transit service can be reasonably returned during the term of the contract.

Your RFP should explain what is required at the facility, particularly with regard to fuel supply and petroleum products. Any need for alternative fuels must also be delineated as this can have major cost implications.

Because of the many issues and costs involved with the location and development of a facility, providers with an existing facility in your area that meets your specifications will have a distinct advantage in responding to your procurement. In fact, the competitive advantage provided by a functioning facility may reduce or eliminate competition for your procurement.

If vehicles or facility improvements are to be provided by the selected service provider, the system should prepare very detailed specifications for procurement. The more specific and detailed you are in your specifications, the more control you have in the selection of the equipment or facility improvements. Where the contractor provides all facilities and equipment, this is termed a "turnkey" project.

Capital equipment needed for the project, including, for example, vehicle radios, fareboxes, shop equipment, computer software and hardware, should be specified in your RFP. Bidders need to know who is to supply and maintain such items.

Staffing For Your Project

In your RFP, describe your expectations for the provider's employees, including the manager, dispatch staff, street supervision, maintenance staffing, and drivers. All specific training requirements should also be described. For maintenance, be sure to include your requirements for vehicle servicing and washing, as this will impact maintenance staffing. Generally, maintenance is an area where public agencies allow the experience of the contractor to determine the number and skill levels of staff necessary to handle maintenance, so it is important to describe your expectations. Pay particular attention to describing any specific requirements for drivers, including any requirements for licensing (e.g., CDL) and background checks. You also need to determine that the provider can establish a drug and alcohol program to meet federal requirements.

Some systems establish a standard for employee (particular drivers) wages and/or benefits. If this is the case for your system, be sure to include this information in your RFP. Also, include information on any existing labor contracts or labor protection issues, such as an FTA 13(c) agreement. This information will allow bidders to more accurately determine staffing costs to operate your service.

Service Functions

In your RFP, ask that the bidders describe thoroughly their approach to the functional areas of transit service provision, including scheduling, dispatch and supervision, employee training, risk management and insurance, vehicle maintenance, accounting, record keeping and data collection. Also, ask about the use of any software products that might be used to assist with, for example, scheduling/dispatch, maintenance, or accounting.

1. **Scheduling:** Ask that bidders describe their process and procedures for scheduling your service, both fixed-route/fixed-schedule and paratransit. For fixed-route service, you should assess the ability to develop driver assignments (run cuts) and to monitor on-time performance of routes. For paratransit service, review the bidder's process and procedures for trip in-take and development of driver trip sheets. Also, assess whether the bidders use any computerized techniques to assist with operations.
2. **Dispatch and Supervision:** Have respondents describe the training necessary for a dispatch or road supervisor and the level of authority these positions have in daily operations. Have respondents identify data reporting used to manage daily operations.
3. **Employee Training:** Ensure that respondents describe their training process and schedule, for both initial training and any on-going training or re-training.
4. **Insurance and Risk Management:** Specify your insurance requirements. Insurance should cover general liability, automobile liability (including personal and property claims), physical damage, and worker's compensation. For most operating projects, an automobile liability limit of \$5 million per occurrence is sufficient. Although limits beyond \$5 million can restrict the number of respondents to your procurement, the nature of the service being provided and

policies of your system may require higher limits. Proposal respondents should indicate their ability to satisfy required coverages and can be asked to provide documentation of coverages. Ask that respondents describe their procedures for processing and investigating claims and accidents, and, in particular, when you will be notified in the event of accidents and incidents.

- a. **Vehicle Maintenance:** Assess respondents' approach to maintenance, including preventive maintenance. Regardless of who supplies the vehicles, you should find out the contractor's familiarity with the specific vehicles that are to be used for service.
- b. **Accounting:** Assess the accounting system to be used and ensure that adequate records are prepared and retained to meet any funding regulations and reporting requirements. Ensure the process for fare collection and reporting meets your system's needs.
- c. **Recordkeeping and Data Reports:** Be very clear as to the reports that you or your funding agencies require, including their schedule and format. It is helpful to include examples of any specific reports that are required. Reporting is important not only to meet the requirements of various funding agencies, but also to help you monitor the performance of your service.
- d. **Other System Requirements:** Where you and your system would like the service provider to provide any additional assistance, be sure to describe what this would be. For example, with a new service, the provider can assist in fine-tuning the service based on early operating experience. Or, you may want the provider to assist in ongoing marketing, for example, stocking brochures or timetables at distribution locations or participating in community marketing events, such as local parades, fairs, or farmers markets.

Writing the Service Contract

The actual contract document for your procurement will reflect the needs and requirements of your situation as well as the requirements of your funding sources. It is advisable to include a copy of your draft contract in the RFP so that prospective bidders can review the actual document and identify any exceptions or questions.

For a contracted transportation service, there are a number of elements that should be included:

- **Standard Compliance Clauses:** When federal funding is involved, you must adhere to FTA requirements and include the applicable FTA compliance clauses. These clauses address, among others, Equal Employment Opportunity, Clean Air and Water, and Disadvantaged Business Enterprise. Your state may also have standard clauses in addition to or in some cases instead of the FTA clauses; again, this will depend on your situation. In addition, there may also be local regulations that govern public procurement requiring you to include certain clauses in the contract.
- **Insurance Requirements:** The RFP document will have detailed the insurance requirements and these would explicitly be included in the contract. Contract terms should require timely submission of certificates of insurance and will usually specify that the sponsor agency be named as an "Additional Insured" on liability insurance policies.

- **Indemnification:** Indemnification language provides the sponsor agency protection from potential future liability. With an indemnification clause, the public agency typically requires that the service provider accepts all the risks of fulfilling the service contract and that the public body and its "agents, officers, and directors" are to be fully protected and excluded from any liability in case of a claim. Such clauses can cause consternation on the part of potential contractors who believe that a more equitable arrangement would have the contractor indemnify the public body from any liability resulting from any actions for which they are responsible and the public body indemnify the contractor from liability resulting from actions for which the public body is responsible. The public agency needs to be aware that the indemnification clause is one that may be debated, and understand the perspective of the contractor when there are suggestions to modify the language.
- **Termination:** While you should enter into a contracting relationship expecting that it will be successful and continue through its entire term, there must be termination clauses in case circumstances change. Two types of termination clauses are typically seen: 1) termination for convenience of the system--this might occur if funding was no longer available, and 2) termination for cause--this would allow the system to end the contract for the contractor's failure to perform or to correct identified problems. When such clauses are included, be sure to clearly define the types of actions that could result in termination as well as the costs that can be recovered in the event of termination. Termination for convenience clauses are fair to the contractor only when you explain how any costs incurred by the contractor in vehicle investment and facility lease will be reimbursed.
- **Bid and Performance Bonds:** By local agency or state policy, service procurements may require a bid bond or performance bond to guarantee the proposer is serious about the proposed work. Such bonds are typical in public construction contracts. A bid bond is a posting by a licensed surety guaranteeing the public agency if the contract is awarded to the bonded proposer, then that proposer will execute the contract and carry out the work. The bond is paid to the public agency as damages if the bonded proposer fails to execute the contract. Your public procurement process may require bid bonds. While not particularly costly, bid bonds are not easily obtained and requirements should permit substitution of a cashier's check in place of a bid bond.

With a performance bond, a licensed surety is guaranteeing that the service contractor will perform the scope of work. If the contractor fails to complete the scope of work, the surety is required to pay the amount of the bond to the public agency as damages. However, unlike a construction project, it is difficult, except for a complete stop to operations, to identify failure, and difficult for a public agency to collect on a performance bond. For potential contractors, the costs and availability of performance bonds can be restrictive. Thus, such performance bonds have generally not been effective for transportation service contracts.

- **Payment Bonds:** some states also require a payment bond if the project is over a specified amount (e.g., \$25,000). A payment bond, similar to bid and performance bonds, is a type of insurance policy. It guarantees payment to subcontractors and the service contractor should the service contractor not pay for those services and eliminates the possibility of liens being placed against vehicles or facilities for payment for subcontractors' services.

- **Penalties and Incentives:** Transit systems are more commonly using performance penalties and sometimes incentives to help ensure quality service. If you decide to use financial penalties or liquidated damages when the service contractor fails to meet specified performance measures, use clearly defined service factors, and make sure that your targets are reasonable. Moreover, when used, experience has shown that it can be more effective to warn a contractor that penalties are coming unless improvements are made than just penalizing your contractor without review and discussion. It may also be appropriate to consider balancing the imposition of penalties with incentives for the contractor when performance exceeds specified objectives.

Evaluating Proposals, Selecting the Provider, and Contract Execution

Before you can begin evaluating proposals received, you should develop a scoring system to provide structure to the evaluation. A sample scoring system could be based on a 100-point scale, with the following categories: project understanding, firm/provider experience, technical approach, management staff, statutory requirements, and price. These may be modified to meet local requirements and objectives as can the number of points per category, though price is generally one of the more important categories. It might also be noted that a brief description of the scoring system should be included in the RFP so bidders understand the important aspects of the public agency's evaluation.

The scoring system is then applied by a selection committee, usually composed of representatives of your system and, in some cases, of related organizations, e.g., the regional planning agency. Each member of the selection committee would read all the proposals and evaluate them according to the scoring system. Scores from each member are collected and totaled. Depending upon the evaluation process, the bidders with the highest scores may be interviewed or the bidder with the highest score may be selected at that point.

Conducting interviews can be useful, in that it provides you with the opportunity to meet with the more highly ranked bidders and particularly their proposed managers for your project. Interviews may also be scored and are then added to the point totals already prepared.

After the scoring and interviews, if conducted, a *best and final offer* is requested if this process is used or the evaluation committee makes a recommendation as to

Real-Life Example

Transition Management

One of the most difficult aspects of contracting for transit service is transitioning from one operator to another. Transition management, developed by the Regional Transit Board, in Minneapolis/St. Paul, Minnesota, helps to ensure a smooth, orderly transition between contractors with no negative impact on customers.

While most small systems will not dedicate a full-time manager to oversee all aspects of a transition, as did the RTB, other parts of the process are worth emulating. Those activities include: developing a detailed plan with both the incumbent and new contractors; determining implementation and start-up staffing needs and ensuring those needs were met; and monitoring the transition to, and start-up of, the new contractor.

Transition management is also useful when implementing any significant change, such as a change of routes, service design, or scheduling software for paratransit, in addition to a change in contract operator.

selection to the governing/policy body of your system (e.g., city council, county board of supervisors, etc.). If a best and final offer is requested, these are generally requested from only the "finalist" proposers and the final costs figures used to determine the final ranking. There are times when the recommendation stage does not go smoothly, for example, a bidder who is not recommended may protest the award. If this happens, it is crucial to have the clearly prescribed evaluation process and to have followed it carefully to reach a recommendation.

Once the governing/policy board approves the recommendation, it will authorize you to negotiate and enter into a contract with the recommended provider. You can then begin negotiations, which are intended to clarify any final issues and finalize the contract language.

Managing the Contract - Develop a Partnership with Your Contractor

Once the procurement process is over and the contract signed, you then begin the partnership stage with your contractor, which will last for the contract period. It is important that you and your contractor become partners to provide the transportation service. This will allow you both to better meet the needs of your riding public and the community.

There are a number of things that you and your contractor can do to ensure the partnership succeeds:

- Monitor the service carefully and continuously.
- Meet with the contractor's manager on a regular and frequent basis, perhaps once a week or at least once every few weeks to discuss ongoing and any special issues.
- Be available to participate in some of the contractor's scheduled training or meetings with the staff (e.g., safety meetings).
- Ride your service on a regular basis to better understand day-to-day operations and issues.
- Be willing to modify original contractual specifications if it this becomes advisable to meet the objectives of the service.
- Be demanding, but fair, in requiring contractor compliance with the contract and scope of work. There is no way that either party can anticipate every contingency.

If the key to a successful relationship between your transit system and your service contractors is to develop a sense of teamwork and partnership, then parties should identify problems and concerns promptly and work out acceptable solutions. The system and the contractor should both be willing to modify the terms and conditions of the contract to meet the overall objectives of the project.

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APPENDIX A: RURAL AND SMALL URBAN TRANSIT TERMINOLOGY

KEY TO CATEGORY SYMBOLS



Facilities



Fares/Finance



General Management



Government Program/Association



Human Resources



Marketing/Outreach



New Technologies



Operations/Vehicles



Risk Management



Service Design/Planning



System Performance/Data

A



ACCESS MODE: A feeder mode to the principal mode of transportation.



ACCESS TIME: The time elapsed on a trip from the moment of leaving the point of origin to the moment of boarding a vehicle.



ACCESSIBILITY: A concept used in transportation planning to describe the ease with which an individual has an opportunity to participate in an activity. The more accessible the activity, the fewer barriers must be overcome to reach the activity.



ACCESSIBLE TRANSIT SYSTEM: A transit system that can transport any mobile person, including persons with disabilities, and in which the vehicles and stops or stations are designed to accommodate patrons with disabilities, including persons who use wheelchairs. Transit accessibility also calls for accessible customer information. In addition to standard print and signage, audio, Braille, large print, pictorial, and tactile formats can make information more accessible to customers with vision, hearing, and cognitive disabilities.



ACCIDENT: An unforeseen, unintended event, caused by an unsafe act, an unsafe condition, or a combination of the two.



ACCIDENT FREQUENCY: The rate of occurrence of accidents -- the number of accidents per hours worked, for example.



ACCIDENT SEVERITY: A measurement of the seriousness of the results of accidents -- the number of days lost as a result of accidents occurring at a certain frequency, for example.



ACTIVE VEHICLE: A transit passenger vehicle licensed and maintained for regular use. This includes spare vehicles and vehicles out of service for maintenance, but excludes vehicles leased to other operators, permanently unavailable or unusable for transit service, and new vehicles not yet prepared for transit service.



ACTUAL CASH VALUE: The sum of money required at the time of a loss to replace the property destroyed.



ADMINISTRATION ON AGING (AOA): Agency within the U.S. Department of Health and Human Services that oversees the implementation of the Older American Act.



ADMINISTRATIVE EXPENSES: Costs of the functions that are necessary to support vehicle operations and maintenance, including supervision, information and referral, billing and program accountability, record keeping, planning and marketing, driver training, and purchasing.



ADOPT-A-BUS/ADOPT-A-VAN PROGRAM: Arrangement in which a business or other organization sponsors a van or bus by providing money or in-kind resources for capital or operating expenses. The business in return receives community recognition and, sometimes, advertising on the inside or outside of the vehicle. This concept is also used for shelters and benches at transit stops.



ADULT CASH FARE: Basic full fare paid by one person for one ride, excluding transfer and zone charges.

-  **ADVANCE-NOTICE SERVICE:** A demand-responsive transportation service by which clients make their trip requests at a designated period, usually at least two hours prior to their actual service need.
-  **ADVISORY COMMITTEE:** An organized group of local people who supply their ideas and input to, for example, a particular transportation study or plan, or a transit or paratransit operation.
-  **AGENDA SETTING:** Phase in public policy process when certain problems come to be viewed as needing attention.
-  **AGENT OF RECORD:** An insurance agent designated by the purchaser to represent a specific insurance company, usually through an "agent of record letter."
-  **AGGREGATE DEMAND MODEL:** A model calibrated by combining observations of travel by individuals into geographic or demographic units that are used to estimate new flows when service attributes or unit size changes.
-  **ALIGHT:** To get off or out of a transportation vehicle.
-  **ALIGNMENT:** The horizontal and vertical ground plan of a roadway, railroad, transit route, or other facility as it would appear in plan and profile.
-  **ALLOCATED CLAIM ADJUSTMENT EXPENSES:** All expenses of an insurance company which can be assigned to a particular claim and are therefore allocated to that claim.
-  **ALLOCATION:** An administrative distribution of funds.
-  **ALLOWANCE TIME:** Time for which an operator is paid even though the hours have not been worked.
-  **ALLOWANCES:** In labor, pay elements (beyond base pay) included in an operator's wages.
-  **ALTERNATIVE FUEL:** Low polluting fuel instead of gasoline or high-sulfur diesel, such as compressed natural gas, propane, methanol, low-sulfur or "clean" diesel and electricity.
-  **ALTERNATIVES ANALYSIS:** A detailed study and assessment of the various options available for the purpose of selecting one for implementation.
-  **AMERICAN ASSOCIATION OF STATE HIGHWAY AND TRANSPORTATION OFFICIALS (AASHTO):** Made up of state and highway officials, along with transportation departments and agencies, and the U.S. Department of Transportation (DOT) to study transportation problems, advise Congress on legislation, and develop standards and policies.
-  **AMERICAN PUBLIC TRANSIT ASSOCIATION (APTA):** A nonprofit international industry which performs a variety of services for the industry, along with promoting transit interests, information exchange, research, and policy development.
-  **AMERICAN PUBLIC WORKS ASSOCIATION (APWA):** Conducts historical research on public works subjects, sponsors research and educational foundations, and operates a computerized local government information network.

-  **AMERICANS WITH DISABILITIES ACT (ADA):** Passed by Congress in 1990, this act mandates equal opportunities for disabled persons in the areas of employment, transportation, housing, and public accommodations. Under this act most transportation providers must purchase lift-equipped vehicles for their fixed-route services. For those people unable to use fixed-route service by virtue of their disability, supplemental paratransit service must be provided.
-  **ANNUAL AGGREGATE DEDUCTIBLE:** An amount of money, set yearly, the insured transportation system must pay before the insurer will begin paying for claims. In a given year, the insured system pays all claims itself until the annual aggregate deductible is reached. After that point, the insurer pays the claims until the next year begins.
-  **ANNUAL ELEMENT:** A list of those transportation improvement projects contained in an area's Transportation Improvement Program (TIP) that are proposed for implementation in the first year of the TIP and that are submitted to the U.S. DOT as part of the required planning process.
-  **APPROPRIATION:** Annual federal, state, or local funding by the respective elected officials, which provides the funding for transportation programs.
-  **AREA AGENCY ON AGING (AAA):** The local entity that plans for services and advocates for the elderly within their communities administering provisions of the Older American Act.
-  **AREA SAMPLING:** A method of sampling that divides a geographical region into smaller areas and uses random selection to determine specific areas or respondents to be interviewed.
-  **ARTERIAL SERVICE:** Transit routes that operate on principal arterial streets.
-  **ARTERIAL STREET:** A major thoroughfare, used primarily for through traffic.
-  **ARTICULATED BUS:** An extra-long, high-capacity bus that has the rear body section or sections flexible, but permanently connected to the forward section.
-  **ATTRITION ARRANGEMENT:** The policy of relying on voluntary resignations, deaths, and retirements instead of layoffs to reduce the labor force of a company or organizations.
-  **AUTOMATIC FARE COLLECTION SYSTEM:** The controls and equipment that automatically admit passengers on insertion of the correct fare in an acceptable form.
-  **AUTOMATIC VEHICLE LOCATION (AVL):** A system that tracks the current location of fleet vehicles determines the geographic location of vehicles having communication equipment to transmit a signal back to a central receiver. It is used to assist in dispatching, maintaining schedules, and reporting vehicle activities.
-  **AUTOMATIC VEHICLE MONITORING SYSTEM:** A system in which signals are sent from the vehicle to a central control facility, locating the vehicle and providing other information about its operations or about its mechanical condition.
-  **AVERAGE EARNINGS:** The arithmetic means of the total earnings of a group of workers.
-  **AVERAGE FARE:** The arithmetic average of all fares paid by all revenue passengers.

B

 **BAD ORDER:** A notice that a transit vehicle needs repair and should be removed from service until such repairs have been completed.

 **BARGAINING UNIT:** The organization that will represent employees in conferring and negotiating various issues.

 **BASE FARE:** The price charged to an adult for regular local service, usually given for a one-way trip.

 **BASE PERIOD:** Also known as off-peak period, the time of day between morning and afternoon peak periods. The **BASE PERIOD FLEET** is the number of vehicles required to maintain base period schedules. **BASE PERIOD HEADWAY** refers to the scheduled time between transit vehicle trips during this period.

 **BASE RUN:** A regular run that has no unpaid breaks and is normally eight hours in duration.

 **BASE YEAR:** The year to which the major portion of the data gathered in a transportation survey relates.

 **BATCH PROCESSING:** Scheduling a number of trip requests at one time on a demand-responsive service.

 **BEHAVIORAL AWARDS:** Incentives used to reward specific behaviors that management wishes to encourage.

 **BEHAVIORAL DATA:** Data based on the way individuals or coherent groups of individuals behave when faced with a set of transportation alternatives.

 **BENCHMARKING:** The practice of setting operating targets for a particular function by selecting the top performance levels, either within or outside a company's own industry. In a broader sense, benchmarking involves searching around the world for new ideas and best practices for the improvement of processes, products, and services.

 **BENEFIT COST RATIO:** The ratio of the dollars of discounted benefits achievable to the given outlay of discounted costs.

 **BICYCLE AMENITIES:** Bicycle racks, storage lockers, and on-bus securement equipment make transit more convenient to cyclists. The most common on-bus securement equipment is a rack mounted on the front of the outside of the vehicle which folds up against the bus when not in use.

 **BID:** To offer a proposal to secure a contract.

 **BIDDER:** An individual, partnership, firm, corporation, or any acceptable combination thereof, or joint venture, that is submitting a bid.

 **BLOCK:** The daily operating schedule of a transit vehicle from pull-out to pull-in, including scheduled and deadhead service. A block may consist of a number of runs.

 **BLOCK GRANTS:** Aid directed at broadly or functionally defined purposes.

 **BODILY INJURY:** Physical injury or death inflicted upon another person.

 **BODY-ON-CHASSIS SMALL BUS:** The chassis and partial cab is obtained from the truck manufacturer, and the specialist body builders place a bus body on the chassis, typically integrating the bus body with the front of the cab retaining the short hood. There are a wide variety of such vehicles, varying in size, body materials, and design, etc. They are available with and without wheelchair lifts and tie-down positions.

 **BOOKED DRIVERS:** Operating employees who have picked regular runs, including relief runs or trippers.

 **BOOKING SHEET:** A list of scheduled runs posted to inform operators of the buses assigned to them and where the buses are parked.

 **BRAINSTORMING:** A technique for quickly gathering ideas on a particular topic from members of a group. A key characteristic of effective brainstorming is that everyone is encouraged to speak up, with no analysis, discussion, or criticism until all ideas have surfaced.

 **BROCHURES:** A written communications tool that offers an effective means of presenting system services, routes, and policies to the public.

 **BROKERAGE:** A method of providing transportation where riders are matched with a variety of transportation providers through use of central dispatching and administrative facilities.

 **BUNCHING:** A situation that occurs when passenger demand is high and dwell times at stops are longer than scheduled, resulting in operating delays. Headways become shorter than scheduled (vehicles "bunch up" as the crowded vehicles with large passenger loads are "caught" by the faster, less crowded vehicles that are following.)

 **BUS:** A self-propelled, rubber-tired road vehicle designed to carry a substantial number of passengers (i.e., ten or more) and typically has enough head room to allow passengers to stand upright after entering. Propulsion may be by gasoline, diesel fuel, natural gas, electricity, or other energy sources.

 **BUS BAY:** A specially designed location that permits buses to stop, without obstructing traffic, while laying over or while passengers board and alight.

 **BUS LANE:** A street lane reserved primarily for buses, either all day or during specified periods.

 **BUS MILE:** One bus operated for one mile.

 **BUS PRIORITY SYSTEM:** A system of traffic controls in which buses are given special treatment over the general vehicular traffic. Also known as transit signal priority.

 **BUSPOOL:** A group of people who share the use and cost of bus transportation between designated origins and destinations on a regular basis.

 **BUSWAY:** A special roadway designed for exclusive use by buses.



BUY AMERICA: Federal transportation law requires that all purchases of vehicles, equipment, or any other manufactured item be U.S. made and assembled components, unless the purchase price is less than the dollar threshold established by the U.S. DOT, or the DOT has given the purchaser a Buy America waiver. The U.S. DOT dollar threshold as of February 1999 was \$100,000.

C



CAB: A taxicab.



CANCELLATIONS: In paratransit systems where advanced reservations are required, cancellations must usually be made up to a certain amount of time (typically two hours) before the scheduled pickup time. If the cancellation is made after this threshold, the trip may be considered a no-show.



CAPITAL COSTS: The costs of a public transit system's long-term assets such as property, buildings, vehicles, and other long lived equipment. Capital costs can be differentiated from operating costs, which refer to recurring expenses to maintain equipment and services.



CAPTIVE TRANSIT RIDER: A person who does not have a private vehicle available or cannot drive and who must use transit to make the desired trip. Compare to choice rider.



CARPOOL: An arrangement where two or more people share the use and cost of privately owned automobiles in traveling to and from prearranged destinations together.



CARPOOL LANE: A lane intended primarily for carpools, vanpools, and other high-occupancy vehicles, either all day or during a specified period. Also known as a High Occupancy Vehicle (HOV) lane.



CARRIER: A person or company in the business of transporting passengers or goods.



CASUALTY INSURANCE: A class of insurance that mainly insures against loss due to legal liability to third parties. Several unrelated types of insurance are also known as casualty insurance, however.



CATALOG OF FEDERAL DOMESTIC ASSISTANCE: A comprehensive listing and description of federal assistance programs administered by different federal departments, agencies, commissions, and councils, published annually by the U.S. Office of Management and Budget.



CENSUS BLOCK: Defined by the Bureau of the Census, a geographic area wholly contained within a Census tract and bounded on all sides either by streets or by a combination of streets, natural features, waterways, railways, transmission lines, or property lines of public and semipublic tracts. Census blocks are grouped into Block Groups.



CENSUS ENUMERATION DISTRICT: Defined by the Bureau of the Census as an area used for data collection activities and as a tabulation area where Census blocks are not present.



CENSUS TRACT: Defined by the Bureau of the Census as a small statistical subdivision of a county.



CENTRAL BUSINESS DISTRICT: Defined by the Bureau of the Census as an area of high land valuation characterized by a high concentration of retail businesses, service businesses, offices, hotels, and theaters, as well as by a high traffic flow.



CENTRAL CITY: As defined by the Bureau of the Census, the largest city, or one of the largest cities within a metropolitan area.

 **CHARTER SERVICE:** Any transportation of a group of persons for a common purpose, under a single contract, at a fixed charge for the vehicle or service. While systems with Section 5310 funding may operate charter services, those with Section 5311 funding may not without approval from local charter operators.

 **CHARTER SERVICE REVENUE:** Revenue earned by operating vehicles under charter contracts.

 **CHECK RIDE:** A ride on which an observer checks the operator's skills, abilities, and compliance with rules and standard operating procedures.

 **CHECKER:** A person who observes and records passenger counts, timing, speeds, vehicle counts, schedule adherence, or other data useful in transit planning and scheduling.

 **CHECKPOINT SERVICES:** This term is commonly used interchangeably with point deviation service. Another definition refers to demand-responsive service when buses make periodic or scheduled stops at a center of activity such as a shopping center or downtown shopping area. Riders are picked up and taken to their own destinations or to transfer points.

 **CHOICE RIDER:** A transit passenger who has at least two modes of travel available and selected transit for that trip. Compare to captive rider.

 **CIRCULATOR SERVICE:** Bus service confined to a specific locale, such as a downtown area or a suburban neighborhood, with connections to major traffic corridors. Also known as shuttle service.

 **CITIZEN ADVISORY COMMITTEE:** An organized group of local people who meet regularly and supply their ideas and input to an organization.

 **CLAIM:** A demand by an individual or corporation to recover for loss covered by an insurance policy. The insurance policy may be either that purchased by the individual filing the claim or by another individual the claimant believes caused the loss.

 **CLAIMANT:** One who makes or presents a claim for a suffered loss.

 **CLEAN AIR ACT:** Federal regulations which detail acceptable levels of airborne pollution and spell out the transit industry's role in maintaining clean air.

 **CLIENT SHEDDING:** Term used to describe when an agency or organization fails to pay for travel for its members, causing these costs to be paid for by another agency or organization (or funding source).

 **CODE OF FEDERAL REGULATIONS (CFR):** An annual publication that contains all federal regulations currently in effect.

 **COEFFICIENT OF DIRECTNESS:** The ratio of the length of a transit trip between two points and the length of the most direct highway route between the two points.

 **COHESION:** Degree to which members of a group are uniformly committed to the group and its goals.⁰

 **COMMERCIAL DRIVER'S LICENSE (CDL):** The standardized driver's license required of bus and heavy truck drivers in every state. CDLs were mandated by the federal government in the Commercial Motor Vehicle Safety Act of 1986.

 **COMMON CARRIER:** A company or agency certified by a regulatory body to carry all passengers who pay the required fare.

 **COMMUNITY OUTREACH:** Activities that promote awareness of your system in your community, such as making presentations to local organizations, clubs, and associations; participating in and providing transportation to community activities like festivals and fairs; and adopting a section of highway for litter cleanup.

 **COMMUNITY TRANSPORTATION ASSISTANCE PROJECT (CTAP):** This project of the U.S. Department of Health and Human Services (DHHS) offers training material, technical assistance, and other support services for community transportation providers across the country.

 **COMMUNITY TRANSPORTATION ASSOCIATION OF AMERICA (CTAA):** A national, professional membership association of organizations and individuals committed to removing barriers to isolation and to improving mobility for all people. CTAA conducts research, provides technical assistance, offers educational programs, and serves as an advocate in order to make coordinated community transportation available, affordable, and accessible. Historically, CTAA has focused on rural, small urban, and human service transportation services.

 **COMMUTE:** Regular travel between home and a fixed location such as work or school.

 **COMMUTER:** A person who travels regularly between home and a fixed location.

 **COMMUTER SERVICE:** Transportation provided on a regularly scheduled basis during peak travel periods for users commuting to work, school, and similar destinations.

 **COMPENSATION:** The entire amount of wages and fringe benefits, both current and deferred, that workers receive for their employment.

 **COMPLAINTS:** The frequency and nature of complaints are important indicators of system performance. Types of complaints include trip reliability/dependability, driver courtesy, pass-ups, vehicle condition/cleanliness, and safety and driving problems.

 **COMPLEMENTARY PARATRANSIT:** Paratransit service that is required as part of the Americans with Disabilities Act (ADA) which complements, or is in addition to, already available fixed-route transit service, and is equivalent to the fixed-route service in terms of service hours and area, fares, and other service characteristics.

 **COMPOSITE NETWORK:** A group of interconnected lines that represents a multimodal combination of existing and proposed transportation facilities and routes.

 **COMPUTER SCHEDULING AND DISPATCHING SOFTWARE:** Software used in demand-response transportation to make reservations for clients, schedule trips on vehicles, provide drivers with lists of riders, and compile and complete billing and performance reports. Semi-automated computer scheduling and dispatching software requires that the scheduler know in what area a rider's trip is

beginning and ending in order to book the trip on a specific vehicle. Fully-automated computer scheduling and dispatching software will book a rider's trip on a specific vehicle by using a Geographic Information System (GIS) system to geocode the rider's beginning and ending points.

 **CONGESTION MITIGATION AND AIR QUALITY PROGRAM (CMAQ):** A flexible funding program administered by the Federal Highway Administration (FHWA) and established by Intermodal Surface Transportation Efficiency Act (ISTEA) that obligates funds to projects and programs that reduce harmful vehicle emissions.

 **CONNECTIVITY:** The ability of a public transportation network to provide service to the maximum number of origin and destination trip pairs through the optimal integration of routes, schedules, fare structures, information systems, and modal transfer facilities.

 **CONNECTOR OR FEEDER SERVICE:** Service in which a transfer to or from another transit system or mode is the focal point.

 **CONSOLIDATED METROPOLITAN STATISTICAL AREA (CMSA):** A metropolitan statistical area that has more than one million population and meets other specified requirements.

 **CONSOLIDATION:** An arrangement in which all of a community's transportation services for human service agency clients are managed by one organization and provided to the core human service agencies in their service area. Consolidation is a transportation coordination alternative.

 **CONTENT APPROACH:** This strategic planning model focuses more on the content of the strategic analysis rather than on the planning process itself. There are two types of content approach: Portfolio models relate to the idea of managing a portfolio of businesses. Competitive analysis analyzes the forces that shape an industry to determine an enterprise's likelihood of success. The five key forces analyzed include the power of customers, the relative power of suppliers, threats of substitute products, threats of new entrants, and the amount of frivolous activity among the players in the industry.

 **CONTINUOUS IMPROVEMENT:** The principle that improvement in an organization's product, service, or processes is ongoing and should be continuously sought. Continuous improvement is not limited to incremental changes, but can include radical and innovative changes.

 **CONTRACTING:** A procedure followed by many organizations to hire private contractors to perform certain parts of the operation, instead of having their own employees perform the work. Also known as privatization.

 **CONVEYANCE:** A means of carrying or transporting goods, people, or both.

 **COORDINATION:** A cooperative arrangement between transportation providers and organizations needing transportation services. Coordination models can range in scope from shared use of facilities, training, or maintenance to integrated transportation brokerages or consolidation of services.

 **CORDON COUNT:** A count of vehicles and people across a designated line to determine the total flow into and out of the study area.

 **CORDON LINE:** An imaginary line circumscribing a specific geographic study area.

 **CORRIDOR:** A broad geographical band that follows a general directional flow or connects major sources of trips.

 **COST:** The outlay or expenditure to achieve an objective.

 **COST ALLOCATION:** Dividing costs among the various purposes or categories involved.

 **COST-BENEFIT ANALYSIS:** Identifying all negative aspects (costs) and positive impacts (benefits) of a proposal, then subtracting one from the other to arrive at a net benefit. Both quantifiable and subjective factors may be identified and evaluated. While subjective factors should not be easily quantified, those factors should be given relative values and evaluated along with quantifiable factors. Both cost and benefit values should be discounted to present values to reflect the time value of money.

 **COST EFFECTIVENESS ANALYSIS:** An analytical technique used to choose the most effective method for achieving a program or policy goal. The analysis of costs is similar to that performed in a cost-benefit analysis.

 **COST EFFICIENCY:** A quantitative measure of efficiency or how well something contributes to the attainment of goals and objectives measured against its cost. For transportation systems, cost efficiency is usually measured as the ratio of the cost of a system to the level of service. Examples of four major unit cost measures that might be used (either separately or together) to determine cost efficiency are total operating cost per vehicle hour, total operating cost per vehicle mile, total operating cost per passenger trip, and total operating cost per passenger mile.

 **COST RECOVERY RATIO:** The ratio of total revenues to total costs.

 **COUNT:** A process that tallies a particular movement of people or vehicles past a given point during a stated time period.

 **COUPON DISTRIBUTION:** A marketing plan wherein businesses pay the transit system to distribute coupons for their products or services on the vehicles over a period of time.

 **COVERAGE AREA:** The geographical area that a transit system is considered to serve, normally based on acceptable walking distances (e.g., 1/4 mile) from loading points.

 **CROSSTOWN SERVICE:** Nonradial transit service that does not enter the central business district.

 **CRUSH LOAD:** The maximum feasible passenger capacity of a vehicle, that is, the capacity at which one more passenger cannot enter without causing serious discomfort to the others.

 **CURB-TO-CURB SERVICE:** A service that picks up and delivers passengers at the curb or roadside, as distinguished from door-to-door service. Passenger assistance is not rendered other than for actual boarding and alighting.

 **CUSTODIAL RESPONSIBILITY:** Refers to the responsibility for extra supervision for certain paratransit riders (e.g., those with developmental disabilities) while riding the transit vehicle and/or when dropping off/picking up at scheduled locations. Such responsibility ensures that riders with cognitive or developmental disabilities are adequately supervised for safe transportation.

 **CUSTOMER:** The recipient or beneficiary of the outputs of your work efforts or the purchase of your products or services. May be either internal or external to the organization, and must be satisfied with the outputs of your work efforts. The customers of a transit system include passengers, the community at large, the local governing board, and funding agencies such as the Federal Transit Administration, state DOT, and contracting human service agencies.

 **CUSTOMER FOCUS:** The principle that decisions should be made based on the effect of those decisions on customers of an organization.

D

 **DASH SIGN:** A large card placed on top of the dashboard and visible through the bus windshield, in addition to or instead of a head sign, usually denoting the type of service or destination.

 **DATABASE:** A collection of information, organized for easy retrieval and analysis. Consists of individual data elements, each of which is called a field. A collection of fields related to one entity, such as a passenger, is called a record. A collection of records is called a file.

 **DEADHEAD TRAVEL TIME AND MILEAGE:** The movement of a transit vehicle when it is not operating revenue service. In fixed-route service, this is before the first stop at which passengers may board and after the last regular fixed stop. In demand-responsive service, deadheading occurs whenever the vehicle is in operation without passengers on board.

 **DEADHEADING PAY:** Payment for being required to report for work at a point removed from the home terminal or to return without passengers after completing a run.

 **DECISION ANALYSIS:** Technique wherein decisions are likely to be made in a sequence and under some degree of uncertainty.

 **DECISION TREE:** Technique that identifies various possible outcomes given the risk associated with each.

 **DEDICATED FUNDING SOURCE:** A source of money which by law is available for use only to support a specific purpose, and cannot be diverted to other uses.

 **DEDUCTIBLE:** A stipulated amount of possible loss in the insuring contract that the insured party agrees to pay. See also annual aggregate deductible and straight deductible.

 **DELAY:** The amount of time by which a transit vehicle in service is delayed from its scheduled time.

 **DEMAND:** The quantity of transportation that will be consumed at a particular price given service characteristics such as frequency, coverage, etc.

 **DEMAND ANALYSIS:** A study of the factors that effect demand, performed by collecting data and using various analytical techniques to understand demand.

 **DEMAND CURVE:** The quantities of a given product or service that people are willing to purchase as a function of its given unit cost.

 **DEMAND FORECASTING:** A technique for estimating the number of potential users of a system and their desired travel times and routes.

 **DEMAND MODEL:** A model that relates the amount of travel to the level and price of the transportation service and the socioeconomic characteristics of the potential traveler.

 **DEMAND-RESPONSIVE SERVICE:** Transit service where individual passengers can request door-to-door or curb-to-curb transportation from a specific location to another specific location at a certain

time. These services may require advance reservations. Also referred to as Dial-a-Ride, Paratransit or Demand-Responsive Transit.

 **DEMOGRAPHIC DATA:** Statistics related to the size, density, distribution, vital statistics, social structure, and related characteristics of human populations.

 **DEPRECIATION:** The loss in service value of the transportation system's capital equipment (for example, buses), accrued over time.

 **DESIGN HOURLY VOLUME:** The amount of traffic a transportation facility (i.e. road) is designed to carry in one hour.

 **DESIGNATED RECIPIENT:** A public body, designated in each urban area, that must have the legal authority to receive and dispense federal funds.

 **DESIRE LINE:** A straight line on a map that connects the origin and destination of a trip and may indicate by its width or density the volume of trips between that origin and destination.

 **DESTINATION:** A place at which a passenger ultimately disembarks from a transit vehicle; the point at which a trip terminates. This term typically refers to places outside of a passenger's home, even though these places become *origins* of a return trip which may be destined to the passenger's home.

 **DESTINATION SIGN:** A sign on a transit vehicle indicating the route or line number, direction, destination of the vehicle, or any combination thereof.

 **DETOUR:** A temporary change in a portion of a transit route.

 **DEVELOPMENT STAFF:** Staff persons with the designated responsibility of increasing local revenue from any and all sources. An individual's salary may be based on revenue generated.

 **DEVIATED FIXED-ROUTE SERVICE:** Fixed-route service that allows deviations from the general route path to provide direct transportation access to passengers who live in the vicinity of the route path.

 **DIFFERENTIAL FARE:** A method of travel pricing that varies fares according to the time of day, direction, distance, or other characteristics of the ride or pertinent circumstances.

 **DIAL-A-RIDE TRANSIT:** See Demand-Responsive Service.

 **DIRECT COSTS:** The costs incurred by the transportation program resulting from vehicle operations and maintenance.

 **DISABILITY:** With respect to an individual, a physical or mental impairment that substantially limits one or more major life activities of the individual.

 **DISADVANTAGED BUSINESS ENTERPRISE (DBE):** Small businesses owned and controlled by economically and socially disadvantaged individuals, including women. All recipients of federal funds are required to establish goals that will contribute to the Department of Transportation's attainment of participation by a DBE in project-sponsored contracts. Currently, any transit system

receiving more than \$250,000 in federal assistance is required to submit a DBE Plan as a condition for the awarding of any federal grants.

 **DISAGGREGATE DEMAND:** A model that is calibrated by using the observations of the travel choice behavior of individuals directly.

 **DISRUPTIVE BEHAVIOR:** Passenger behavior that creates a safety hazard in that it distracts the operator who thus cannot fully attend to the safe operation of the vehicle.

 **DISCOUNT RATE:** In cost-benefit analysis, an interest rate used to reduce the value of benefits or costs accruing in future years back to their current worth.

 **DISCRETIONARY FUNDS:** Funds granted at the discretion of the funding agency in the amount it desires (as opposed to funding levels determined by a mathematical formula).

 **DISINCENTIVE:** Something that discourages people from acting a certain way. For example, high parking fees or tolls are disincentives to automobile use.

 **DISPATCHER:** The individual who assigns buses to runs, makes up work assignments to fill runs, and directs the operators at the start of their assignments.

 **DISPATCHING:** The process of relaying or providing service instructions to vehicle drivers or vehicle operators. Includes assigning customers to vehicles, notifying drivers of assignments, and monitoring the operation of drivers.

 **DONATED SERVICE:** An arrangement with a local business for that business to donate services such as schedule printing to the transit system. Also called in-kind service.

 **DOOR-TO-DOOR:** A service that picks up passengers at the door of their place of origin and delivers them to the door of their destination. This service may necessitate passenger assistance between the vehicle and the doors.

 **DOUBLE-DECKER BUS:** A high-capacity bus that has two levels of seating, one over the other, connected by one or two stairways. Typical passenger seating ranges from 40 to 80 people.

 **DOWNGRADING:** Reassignment of an employee to a task or job that requires lower skill levels and usually has a lower rate of pay.

 **DOWNTIME:** A brief period during which workers are unable to perform their tasks, often due to equipment malfunctions.

 **DRIVER LOG:** A record of vehicle trip information, such as passenger names, trip origin and destination points, and trip mileage, maintained by the driver of each vehicle.

 **DROP-OFF:** Vehicle stop to allow a passenger to disembark.

 **DRUG AND ALCOHOL TESTING REGULATION:** Federal Transit Administration (FTA) regulation that requires drug and alcohol tests for all safety-sensitive employees of agencies receiving Section 5309, 5307, or 5311 funding, including drivers, maintenance workers, dispatchers and supervisors.



DWELL TIME: The time a transit vehicle spends at a station or stop.



DYNAMIC ROUTING: In demand-responsive transportation systems, the process of constantly modifying vehicle routes to accommodate service requests received after the vehicle began operations, as distinguished from predetermined routes assigned to a vehicle.

E



EARNINGS: The pay of a worker or group of workers for services performed during a specific period of time.



ECONOMIC DEVELOPMENT: The improvement of an area's employment, production, or industrial well-being.



EFFECTIVE DEMAND: The number of people or vehicles prepared to travel in a given situation, at a given price.



EFFECTIVE VELOCITY (AVERAGE SPEED): The average velocity at which a vehicle travels which includes dwell times at stops or stations, acceleration, and deceleration.



EFFECTIVENESS: The degree to which the provided level of service meets stated goals and objectives; for example, the percentage of a given service area that is within the desired quarter mile of a transit stop. Effectiveness can also be measured in terms of passengers per mile or passengers per hour.



EFFICIENCY: The ratio of output (level of service provided) to input (cost or resource provided). Providing the desired result with a minimum of effort, expense, and waste. Transit system efficiency is typically measured in terms of cost per mile or cost per hour.



ELASTICITY: In economics, the term refers to the relationship between two associated variables. Price-demand elasticity, the most common elasticity concept, is simply the ratio of a percentage in quantity purchased to a corresponding percentage change in price (e.g., transit fares).



ELIGIBILITY: Qualification to participate in a program or service (such as paratransit or reduced fare) of a transit system that is limited to persons with certain characteristics such as age, disability, or income level. Eligibility for complementary paratransit is specifically defined by the Americans with Disabilities Act and is usually determined through a certification process.



ELDERLY: According to the Older Americans Act, this term describes persons age 60 and older.



ELECTRIC BUS: A bus that is propelled by electric motors. The source of electric power is typically a battery or battery pack located on the vehicle or a connection to a system of wires suspended overhead.



EMPLOYEE RECOGNITION PROGRAM: Incentive program to acknowledge special contributions of certain employees or groups to the organization.



EMPLOYER'S LIABILITY INSURANCE: Protects an employer against claims for damages that arise from the injuries employees sustain in the course of their work. A workers' compensation policy insures the employer against liability under state compensation laws. Employer's liability insurance provides protection in cases not covered by the compensation law.



EMPLOYMENT TRANSPORTATION: Transportation specifically designed to take passengers to and from work or work-related training.

 **ENVIRONMENT:** The physical conditions that exist within a given area that will be affected by a proposed project.

 **ENVIRONMENTAL IMPACT STATEMENT (EIS):** A comprehensive study of likely environmental impacts resulting from major federally-assisted projects; statements are required by the National Environmental Policy Act (NEPA). If impacts are deemed to be severe enough, mitigation is usually required.

 **ENVIRONMENTAL PROTECTION AGENCY (EPA):** Independent federal agency responsible for the development and enforcement of national air quality emission standards.

 **EQUITY:** A normative measure of fairness among transportation users.

 **ESCALATOR CLAUSE:** A provision in a contract that stipulates that wages or prices are to be automatically increased or decreased at specific times according to a schedule that is usually related to changes in the cost of living.

 **EVENING SHIFT:** A shift that ends at or near midnight.

 **EXACT FARE:** Policy that precludes the making of change for passengers.

 **EXCESS INSURANCE:** Insurance purchased to achieve a level of coverage not given by the primary insurance, designed to insure against large but infrequent losses.

 **EXCLUSIVE TRANSIT FACILITIES:** Transportation system infrastructure elements that are set aside for the use of transit vehicles only.

 **EXPANSION FACTOR:** A statistical value used to adjust a sample to represent an entire population, area, or universe.

 **EXPRESS SERVICE:** Service that has fewer stops and a higher operating speed than regular (local) service.

 **EXTRA BOARD:** A roster of open (extra) runs and assignments.

 **EXTRA SECTION:** A second bus added to accompany a regularly scheduled bus, used to handle passenger overloads.

F

 **FACTOR ANALYSIS:** An analytical technique for identifying the major interrelationships between variables, frequently used in transportation demand analysis.

 **FARE:** Fee charged to the general public to ride transportation.

 **FAREBOX:** Device for the collection of fares. Also refers to the total revenue a transportation system obtains from passenger fares and local services.

 **FAREBOX RECOVERY:** Measure of the proportion of operating expenses covered by passenger fares; found by dividing farebox revenue by total operating costs. Also known as fare recovery ratio.

 **FAREBOX REVENUE:** The money or tickets collected as payments for rides. Can be cash, tickets, tokens, transfers, and pass receipts.

 **FARE COLLECTION SYSTEM:** The procedures and devices used to collect fares and to accumulate and account for fares paid.

 **FARE ELASTICITY:** A measure of the change in ridership in response to a change in fare.

 **FARE POLICY:** Policies developed by the transportation agency to regulate fares in accordance with the need for local revenues.

 **FARE STRUCTURE:** The system set up to determine how much is to be paid by various categories of passengers using a transit vehicle at any given time.

 **FAR-SIDE STOP:** A transit stop located beyond an intersection.

 **FEASIBILITY STUDY:** A study to determine the suitability of a proposed action, such as establishment of transit service in a given area.

 **FEDERAL COMMUNICATIONS COMMISSION (FCC):** A U.S. agency whose responsibilities include licensing and regulation of radio communications, including those used in transportation facilities and vehicles.

 **FEDERAL HIGHWAY ADMINISTRATION (FHWA):** A component of the U.S. Department of Transportation (DOT), established to ensure development of an effective national road and highway transportation system.

 **FEDERAL TRANSIT ADMINISTRATION (FTA):** Division of the U.S. DOT that is responsible for administering public transportation funding within local communities. The FTA provides funding for capital costs and operating costs, as well as for training, technical assistance, and research.

 **FEEDER BUS:** A bus service that provides passengers with connections with a major transportation service.

 **FEW-TO-FEW SERVICE:** A service that picks up passengers at a limited number of origins and delivers them to a limited number of destinations.

 **FEW-TO-MANY SERVICE:** A service that picks up passengers at a few preselected origins and delivers them to many destinations.

 **FISCAL YEAR (FY):** The yearly accounting period for a government or business. The Federal fiscal year begins October 1 and ends the following September 30. State and local government fiscal years often begin July 1 and end the following June 30.

 **FIXED COST:** An indirect cost that remains relatively constant, irrespective of the level of operational activity. Compare to variable cost.

 **FIXED-ROUTE SERVICE:** Service provide on a repetitive, fixed schedule basis along a specific route with vehicles stopping to pick up and deliver passengers to specific locations. Each fixed-route trip serves the same origins and destinations, unlike demand-responsive. Typically, fixed-route service is characterized by features such as printed schedules or timetables, designated bus stops where passengers board and disembark and the use of larger transit vehicles.

 **FIXED SHIFT:** A work schedule in which the hours remain the same.

 **FLAG STOP:** A service accessed by a person hailing for the transit vehicle at a point along a regular route which is not designated as a fixed stop.

 **FLAT FARE:** A method of travel pricing that uses a single fare for the entire service area regardless of the trip's distance, time of day, area of travel, or other characteristics.

 **FLEET:** The vehicles in a transit system.

 **FLEET CAPACITY:** The total number of passenger spaces in all vehicles of a transit fleet.

 **FLEXIBLE FUNDING SOURCE:** A source of federal or state money the specific use of which can be determined by the lower level of government that receives it. The Surface Transportation Program (STP) is an example.

 **FLOW MAP:** A map showing the actual transportation system, on which the width of the band depicting a route is in direct proportion to the volume of vehicles or passengers using the route.

 **FORECAST YEAR:** Designates the year in the future for which the improvements embraced in a plan are to be designed.

 **FORECASTING:** The process of determining the future conditions, magnitudes, and patterns within a particular area, such as future population, demographic characteristics, and travel demand.

 **FOREIGN CARRIER:** A term used by a carrier company in making reference to any other carrier.

 **FORMULA FUNDS:** Funds for which the funding levels for individual recipients are determined by a mathematical formula. For transit funding, such formulas are typically based upon population characteristics of the service area as well as annual performance statistics for the transit system. Compare to discretionary funds.

 **FORWARD CONTROL BUS:** This bus is up to 30 feet in length. These vehicles have no hood in front of the driver, but may be based on a commercial vehicle chassis or built as a bus. The engine may be in front, alongside the driver, or in the rear. A wide variety of capacities, costs and life expectancies is available in this category. These vehicles are typically used in fixed-route services.

 **FRANCHISE:** The privilege or right granted a person, group, or organization by a government authority to provide general or specific transportation services.

 **FREE AREA:** A portion of a transportation facility or service area that people are permitted to enter without the payment of a fare. When referring to service area, also known as free-ride or free-fare area.

 **FRINGE AREA:** The portion of a municipality immediately outside the central business district (CBD) or the portion of an urban area outside of a central city or cities (urban fringe) that is characterized by a variety of business, industrial, service, and some residential activity.

 **FRINGE BENEFIT:** An employment-related entitlement provided in addition to a worker's wages or salary that is paid for in part or wholly by the employer.

 **FRINGE PARKING:** A parking facility located immediately outside the CBD.

 **FUEL:** A material or combination of materials that burned with air produces mechanical energy.

 **FULL COVERAGE:** Insurance against the full amount of any loss up to the amount of the insurance deduction.

 **FULL CREW LAW:** A law or regulation that requires a minimum number of workers to be present on particular job assignments.

 **FULLY ALLOCATED COSTS:** Total costs of providing transportation, including services that are purchased through transportation operators or provided through service coordination contracts.

 **FUNDING FORMULA:** A formula based on percentages that is used to calculate the amount of funding provided by each level of government (federal, state, and local).

G

 **GARAGE:** The location in which buses are stored and serviced and where operators report for work and receive supplies and assignments. Can also refer to the building in which transit vehicles are serviced.

 **GENERAL LIABILITY:** The normal liability of an enterprise that results from its operations, facilities, and employees, except that arising from motor vehicle operation, directors' and officers' actions, and professional errors and omissions.

 **GEOCODING:** Coding of spatial information, such as a street address, with geographic coordinate information that unambiguously defines the location in a system to allow determination of distances among points.

 **GEOGRAPHIC INFORMATION SYSTEM (GIS):** An information system capable of processing and displaying geographic descriptions, a map, or nodes and links of a network.

 **GLOBAL POSITIONING SYSTEM (GPS):** A geographic positioning satellite system, which is a constellation of 24 satellites orbiting the Earth. The satellites transmit radio signals containing precise satellite time and position information. A user equipped with a GPS Receiver (a radio receiver capable of receiving the satellite signals) may use four of these signals (which provide distance measurements from each satellite) to compute the location of the receiver's antenna.

 **GOALS:** The general philosophy and desires of the transit organization that are theoretically attainable and provide guidance for future development.

 **GRADUATED FARE:** A fare that is proportional to the distance traveled to complete the trip. Also known as a distance-based fare.

 **GRANT:** An award of government or private funds to an entity. Typically federal funds are awarded either by formula (where a pre-determined process establishes the level of funding available to an entity) or by discretion (where the funding agency is free to determine how much (if any) funding an entity will receive based on the relative merits of the entity's proposal.

 **GRANTOR:** The agency making a grant.

 **GRAPHICAL USER INTERFACE:** Operating system that uses small cartoons called icons to represent documents, programs, or commands; the icons can be clicked with a mouse to initiate actions.

 **GROSS INCOME:** A worker's total earnings, including overtime before taxes and deductions.

 **GROUP TRIP:** A service to bring individuals to one common destination, such as Head Start or sheltered workshop employment, usually on a regularly scheduled basis.

 **GROWTH FACTOR:** A value used to adjust existing data to produce an estimate for some future year.

 **GUARANTEED ANNUAL WAGE PLAN:** A plan whereby employees who meet certain qualifications are assured wage income or employment for a full year or the greater part of a year.

 **GUARANTEED RIDE HOME:** An incentive offered to vanpool and other rideshare program participants. In the event of a family emergency for which an individual cannot wait for their regular carpool, vanpool, or transit trip to return home, this incentive provides an alternate method, such as a loaner car or taxicab ride.

 **GUARANTEED TIME:** The minimum amount of contractually stipulated time employees must be paid for working.

H



HARD DRIVE: A large capacity computer data storage device containing one or more disks driven by a motor contained in a sealed case.



HARDWARE: The physical components of the computer, as opposed to the programs or software.



HARVARD POLICY MODEL: With this strategic planning model, one discerns the best strategy by analyzing the internal strengths and weaknesses of an organization and the values of senior management, then identifying the external threats and opportunities in the environment and the social obligations of the firm. Effective use of the model presumes that agreement is possible among the members of a top management team about the organization's situation and the appropriate strategic response. Further, the model assumes the team has enough authority to enforce its decisions.



HEAD SIGN: A sign indicating the destination of the transit vehicle, usually located above the windshield.



HEAD START: A program of comprehensive services for economically disadvantaged preschool age children.



HEADWAY: Time interval between vehicles moving in the same direction on a fixed-route.



HEADWAY MANAGEMENT: A technique for managing the operation of transit vehicles that focuses on maintaining a certain spacing between units on the same line, instead of on adhering to a timetable.



HEADWAY SHEET: A form that contains the scheduled times that transit vehicles are to reach or depart given time points along a route.



HIGH OCCUPANCY VEHICLE (HOV) LANE: A lane intended primarily for carpools, vanpools, transit, and other high-occupancy vehicles, either all day or during a specified period.



HIGHWAY TRUST FUND: The federal account established by law to hold receipts collected by the government and earmarked for highway programs and a portion of the federal mass transit program.



HOLD-HARMLESS AGREEMENT: A contract under which legal liability of one party for damages is assumed by the other party to the contract. A hold-harmless agreement releases another from legal responsibility for loss or damage caused by one's own acts or negligence.



HUB MILES: Actual logged miles of vehicle operation, usually read from a hubometer or odometer.



HUMAN SERVICE TRANSPORTATION SYSTEM: A transportation system that provides services only to those receiving assistance from human service agencies.



IDLE HOUR: The time when the vehicle is parked during the day and no driver is on duty to transport clients.



IMMEDIATE-RESPONSE SERVICE: A demand-responsive transportation system by which service is provided immediately upon request.



INBOUND TRIP: A trip toward the central urban area.



INCIDENT: An action or occurrence likely to have future ramifications or consequences, especially in the area of damages or liability.



INCREMENTAL COST: The net change in dollar costs that is directly attributable to a given decision or proposal when compared with some other alternative.



INDIVIDUAL TRIP: A one-way vehicle trip providing service to one individual client. Compare to group trip.



INFRASTRUCTURE: All the relevant elements of the environment in which a transportation system operates.



IN-KIND MATCH: Capital or human resources provided by a local transportation system in return for resources provided by another level of government. Allows a local government to substitute labor or equipment rather than cash for transportation services provided by state or federal agencies.



INSURANCE: A contract whereby one party guarantees another against loss by an unpredictable future event.



INTELLIGENT TRANSPORTATION SYSTEMS (ITS): ITS uses new technologies to better manage transportation and provide travel information to the public. By more efficiently using existing roadways and transit systems, ITS can be an alternative to infrastructure expansion. In transit, examples of ITS include computer scheduling and dispatching systems, use of Automatic Vehicle Location, Mobile Data Terminals, and transit signal priority.



INTERCITY BUS: A large bus with luggage space, used primarily for transportation between cities.



INTERCITY TRANSPORTATION: Transportation service provided between cities by certified carriers, usually on a fixed-route with a fixed schedule.



INTERLINE: A term denoting the interchange of passengers between one or more bus lines. Can also refer to overlapping portions of fixed routes.



INTERMODAL: Between or including more than one means or mode of transportation.



INTERMODAL FACILITY: A building that serves more than one form of transportation. For example, an intermodal building might provide facilities for a local transportation system, an intercity bus line, or a passenger rail line.



INTERMODAL INTEGRATION: Service coordination between two or more different transportation modes.



INTERMODAL SURFACE TRANSPORTATION EFFICIENCY ACT (ISTEA): The 1991 law that reauthorized the federal surface transportation program for six years. ISTEA heralded a new era in surface transportation because of the emphasis on "intermodalism," the unprecedented increases in authorized spending for transit, the ability to use some highway funds for transit (and vice versa) and the increased reliance on regional planning agencies to weigh transportation options and make decisions utilizing public participation. In 1998, ISTEA was replaced by the Transportation Equity Act for the 21st Century, known as TEA 21.



INTERNATIONAL TAXICAB ASSOCIATION (ITA): Disseminates information to its members and others concerned with taxicab operations, and conducts research and studies relevant to the problems of the taxi service industry.

J



JITNEY: A privately owned vehicle operated on a fixed-route, but not on a fixed schedule.



JOB DESCRIPTION: A written statement of the elements of a particular job or occupation, such as purpose, duties, equipment used, chain of command, previous training required, physical and mental demands, and working conditions.



JOB POSTING: A notice of available jobs, usually posted on a bulletin board so that applicants may bid for hire, promotion, or transfer.



JOBLINKS: A federal program that funds employment transportation initiatives, and is administered by the Community Transportation Association of America.



JOINT DEVELOPMENT: Coordinated development of an area by the public sector and private enterprise.



JOINT POWERS AGREEMENT: A voluntary association of government entities formed into a special purpose agency to deal with a common problem or problems, carry out a specific project, or provide a specific service, for example, the operation of a regional transit system.



JOINT USE ARRANGEMENT: A form of coordination where one or more of the resources belonging to one participant are available to other participants according to agreed upon terms and conditions.



JOURNEY TIME (OPERATOR'S TRAVEL TIME): A time allowance for being required to report for work at a point removed from the home terminal or to return without passengers after completing a run.



JUNCTION: A location at which transit routes or lines converge or diverge.

K



KISS AND RIDE: An access mode to transit in which commuters are driven and dropped off at a transit station or stop in a private vehicle and left to board a public transportation vehicle. Compare to park-and-ride.



KNEELING BUS: A bus which is equipped with a "kneeling" feature. This feature enables the passenger entrance to be lowered closer to the ground for easier boarding by customers with mobility disabilities.

L



LABOR TURNOVER: The movement of workers into and out of employment.



LAND USE: The purpose for which land or the structure on the land is being is used.



LATENT TRAVEL DEMAND: The number of trips that would probably be made during a defined period of time by vehicles or passengers along a particular route under specified conditions.



LAYOFF: The involuntary separation of a worker from employment, usually for a temporary or indefinite period, without prejudice toward the worker.



LAYOVER TIME (RECOVERY TIME): Time built into a fixed schedule between arrival at the end of a route and the departure for the return trip, used for the recovery of delays and preparation for the return trip.



LEVEL OF SERVICE: Set of characteristics that indicate the quality and quantity of transportation service provided.



LIABILITY: The state of being bound or obliged in law or equity; a responsibility. A liability, in other words, is any obligation, and the word usually refers to obligations that are specifically financial.



LIABILITY INSURANCE: Insurance against loss due to liability, this type of insurance covers both damages and expenses connected with alleged or actual liability. *Bodily injury liability insurance* is insurance against loss due to claims or damages resulting from bodily injury (including death) to persons who are not employees of the insured party. *Comprehensive general liability insurance* is insurance against loss due to all claims against the insured for damages arising from the insured's business operations or premises, except those having to do with motor vehicles away from the premises and other stated exclusions. *Property damage liability insurance* is insurance against loss due to claims for damage resulting from damage to others' property that the insured party is alleged to have caused.



LIFE CYCLE COSTING: Method of evaluation of alternative choices on the basis of comparative total costs for purchase and operations over the expected useful life of the asset.



LIMIT OF LIABILITY: The maximum amount of damages that the insurance carrier will pay on behalf of the insured, or the maximum amount payable in case of a loss.



LIMITED SERVICE: Transportation service that operates only during a certain period of the day, or that serves only specific stops or in a specified area.



LIMOUSINE SERVICE: Demand-responsive public transportation service on an exclusive basis.



LINE: A transit service operated over a specified route or combination of routes.



LINE HAUL SERVICE: Transportation service along a single corridor, without branches, with stops along the way.

-  **LINE MILES:** The sum of the actual physical length of all streets, highways, or rights-of-way traversed by a transportation system.
-  **LINKED TRIP:** A trip from the point of origin to the final destination, regardless of the number of vehicles used or transfers made.
-  **LOAD FACTOR:** The ratio of passengers actually carried versus the total passenger capacity of a vehicle.
-  **LOADING ISLAND:** Also known as a pedestrian island. A protected spot for the loading and unloading of passengers.
-  **LOAD SHEDDING:** Reducing the need for a particular transportation service by encouraging passengers to use other operators.
-  **LOCAL ACCESS:** A street that provides access for pedestrians and vehicles, but is not intended for through traffic.
-  **LOCAL SERVICE:** Transit service in a city or its immediate vicinity, typically with frequent stops. Compare to Express Service.
-  **LOGO:** A distinctive emblem, symbol, or trademark that identifies a product or service, designed to call attention to the product or service and present it to the public in a positive manner.
-  **LONG-RANGE ELEMENT:** Part of a transportation plan provides for the long-range transportation needs of the urbanized area and identifies new transportation policies and facilities or major changes in existing facilities.
-  **LOOP:** A transit route layout that is of a closed continuous form, such as a circle. May be operated in one or both directions.
-  **LOSS:** The basis for a claim for indemnity or damages under the terms of an insurance policy. A loss is any unintentional diminution of quantity, quality, or value of property. With references to policies of indemnity, this term is used to mean a valid claim for recovery under those policies.
-  **LOSS CONTROL:** Revising and organizing the patterns of preventive, productive, and administrative activities to minimize loss.
-  **LOW BID PROCUREMENT:** A form of competitive procurement in which the contract is awarded on the basis of the lowest price bid for the services or goods rendered.
-  **LOW FLOOR BUS:** A bus with low floor and ramps allowing wheelchair access (usually a smaller bus) without the need for a lift.

- M**
-  **MAINTENANCE:** The functions that are related to taking care of the vehicles and keeping them in proper condition, including storage, routine and preventive maintenance, major repairs, and maintenance-related parts purchasing.
 -  **MAJOR ACTIVITY CENTER TRANSIT SYSTEM:** Also known as a centers-based system, provides service for short trips within small, densely populated major activity centers.
 -  **MANAGEMENT BY OBJECTIVES:** Participatory planning approach to establish clear and measurable objectives throughout the entire organization.
 -  **MANAGEMENT INFORMATION SYSTEM (MIS):** A systematic approach to providing transportation decision makers with relevant financial and operating data on a continuing basis.
 -  **MANIFEST:** A form on which all transportation services for a day are recorded.
 -  **MANY-TO-FEW:** A service that picks up passengers at many different origins and delivers them to a few destinations.
 -  **MANY-TO-MANY:** A service that picks up passengers at many different origins and delivers them to many different destinations within the service area.
 -  **MANY-TO-ONE (GATHER SERVICE):** A service that collects passengers from many origins and delivers them to a specific point.
 -  **MARGINAL COST:** The cost of producing one more unit of output.
 -  **MARKET:** The potential riders of a transportation system.
 -  **MARKET ANALYSIS:** Measurement of the extent of present transportation needs, the determination of their characteristics, and the projection of future trends.
 -  **MARKET POTENTIAL:** A calculation of the maximum possible number of users of a transportation service.
 -  **MARKET PROFILE:** A description of the characteristics of people that constitute the market for a transportation service.
 -  **MARKETING:** A process of attracting greater usage of transportation services.
 -  **MARKETING MANAGEMENT:** The planning, organizing, direction, and control of the entire marketing activity of a transportation service.
 -  **MARKETING PLANNING:** The process of setting up objectives for marketing activity.
 -  **MASS TRANSPORTATION:** Transportation either publicly or privately owned, that provides general or special service to the public on a regular and continuing basis (not including school bus, charter, or sightseeing service).

 **MATCH:** State and or local funds required by the federal government to complement federal funds for a project. A match may also be required by states in funding projects which are joint state/local efforts.

 **MAXIMUM LOAD POINT:** The point on a transit line or route that carries the highest total number of passengers for that line or route and direction.

 **MAXIMUM LOAD SECTION:** The section of a transit line or route that carries the highest total number of passengers for that line or route and direction.

 **MAXIMUM SPREAD TIME:** The largest permissible spread time for an operator.

 **MEDICAID:** A health care program for the elderly, persons with disabilities, and the poor. The Medicaid program pays for non-emergency transportation for medical purposes for recipients. Also known as Title XIX (19).

 **MENU-DRIVEN:** Computer programs that are operated by selecting from menus of commands.

 **MERIT PAY:** Increases in salary and wages that are tied to actual quality of work performed.

 **METROPOLITAN PLANNING ORGANIZATION (MPO):** The organization that is charged with planning a metropolitan area's mass transportation program and comprehensive highway program. An MPO is recognized by the Federal Transit Administration and the Federal Highway Administration for transportation planning programs in metropolitan areas with populations of 50,000 or more.

 **METROPOLITAN STATISTICAL AREA (MSA):** Consists of the central county or counties containing a city or an urbanized area with a population of at least 50,000 and the adjacent or outlying counties that have close economic and social relationships with the central counties, with a total metropolitan population of at least 100,000.

 **MIDBLOCK STOP:** A transit stop located at a point away from intersections.

 **MINIBUS:** A small bus, typically capable of carrying 20 passengers or fewer.

 **MINIMUM PATH:** The route of travel between two points that has the least accumulation of time, distance, or other impedance measure.

 **MINIVAN:** Refers to the smaller van size offered by the U.S. auto industry, with varying lengths between 113 and 119 inches. All manufacturers offer unit-body vehicles with front models. These vehicles vary in costs and capacity, but can be used in fixed-route, demand-responsive, or even intercity/commuter services.

 **MINORITY BUSINESS ENTERPRISE (MBE):** A business owned by one or more individuals who are defined as minorities under the U.S. Department of Transportation regulations for federally financed projects or by the appropriate state agency for state financed projects.

 **MISS-OUT:** A situation in which an operating employee fails to report for work on time without notifying the employer.

 **MOBILE DATA TERMINAL (MDT):** An in-vehicle piece of equipment that receives and sends digital messages and displays the messages on a screen.

 **MOBILITY MANAGERS:** Transit systems which expand their role to include services and approaches beyond traditional public transportation to include carpools or vanpools, high occupancy vehicle programs, public education on transit's benefits and integration of land-use, air-quality, and transportation decisions. Advanced technologies are often used to manage expanded roles efficiently.

 **MODAL SPLIT:** A term which describes how many people use alternative forms of transportation. Frequently used to describe the percentage of people using private automobiles as opposed to the percentage using public transportation.

 **MODE:** A particular form of travel.

 **MODEL:** A mathematical or conceptual presentation of relationships and actions within a system.

 **MODEM:** Modulator-demodulator; a device that translates computer data into signals to be sent over a telephone line and converts incoming signals back into a form understood by the computer.

 **MONTHLY PASS:** A pass valid for unlimited riding within certain designated zones for a one month period.

 **MULTIMODAL:** Involving more than one transportation mode.

 **MUTUAL AID CHANNEL:** This is a shared radio frequency for public safety officials to share information and coordinate emergency response, particularly for interjurisdictional emergency response coordination.

N



NATIONAL PERSONAL TRANSPORTATION STUDY (NPTS): Conducted by the Bureau of Census, and is the primary source of national data on travel patterns and frequency, transit use for all purposes, and the characteristics of transit users versus all travelers.



NATIONAL TRANSIT DATABASE (NTD-FORMERLY SECTION 15): Reports presenting statistical information about the financing and operations of public transportation systems providing service in urbanized areas over 50,000 in population. Annual reporting of such data is required by the Federal Transit Administration (FTA) as a condition of receiving Federal transit funds.



NATIONAL TRANSPORTATION SAFETY BOARD (NTSB): An independent agency of the federal government whose responsibilities include conducting transportation studies and making recommendations on transportation safety measures and practices to government agencies, the transportation industry, and others.



NEAR-SIDE STOP: A transit stop located on the approach side of an intersection.



NEEDS ASSESSMENT: Estimation of services and facilities needed to satisfy the potential demand for transportation service.



NEGLIGENCE: Negligence is the tort of omission and exposes the insured party to the risk of liability. Negligence torts are assumed to be unintentional and are considered to arise from the failure on the part of the insured party to act as would a reasonably prudent person.



NETWORK CODING: The process of abstracting details of a real transportation network and recording them in a form suitable for computer processing.



NIGHT SHIFT (GRAVEYARD SHIFT): A shift that starts at or near midnight.



NO-ACTION ALTERNATIVE: An option of leaving the situation as it already exists.



NODE: A point that represents an intersection of two or more transit lines or routes.



NOMINAL GROUP TECHNIQUE: A group strategic planning technique for ranking ideas or items. Often used in conjunction with brainstorming to rank ideas that have been generated.



NON-AMBULATORY: Refers to a condition of a person with disability who is unable to move about without assistance of a wheelchair or scooter.



NON-RIDER PROFILE: The demographic characteristics of non-transit system users, and their awareness of and attitude toward transportation services.



NON-TRANSPORTATION REVENUE: Revenue earned by activities not associated with the provision of the system's transit service, such as lease of advertising space on a vehicle.



NO-SHOW: A passenger scheduled for a demand-responsive trip does not appear at the designated pickup point and time and does not cancel the trip in advance.

O



OBJECTIVE: A specific step toward the attainment of a goal.



OFF BOOK: A list of transit operators who have asked to be excused from work on a specific day.



OFF-LINE STATION: A station at which a transit vehicle stops outside of the travel lane so that other transit vehicles can pass while passengers board and alight.



OFF-PEAK HOURS: Hours when passenger demand and vehicle use is low, usually in the middle of the day and in the evening.



OLDER AMERICANS ACT (OAA): Federal legislation providing for the provision of supportive services, including transportation and nutrition, to serve the needs of persons 60 years of age and older. It is administered at the federal level by the Administration on Aging, which works through state and local public and private agencies to provide these services.



ONE-PIECE RUN: An operator's daily work schedule for which the operator stays on the same transit vehicle without relief.



ONE-TO-MANY: A service that picks up passengers at one point of origin and delivers them to many destinations.



ONE-ZONE RIDE: A transit ride within the limits of one fare zone.



ON-LINE STATION: A station at which a transit vehicle stops on the travel lane.



ON-TIME PERFORMANCE: The percentage of the trips on which a transit system adheres to its published schedule times within stated tolerances.



OPEN-DOOR SERVICE: Transportation service available to the general public, as opposed to service restricted to certain persons, or restricted in other ways.



OPEN RUN: A run that is put into effect after other runs have been assigned.



OPERATING COSTS: Refers to all recurring costs associated with operating and maintaining a transit system, including facility and equipment rental, labor, fuel, and maintenance. Operating costs can be differentiated from capital costs, which refer to one-time expenses to purchase equipment or facilities.



OPERATING DEFICIT: The sum of all operating costs minus operating revenues.



OPERATING EMPLOYEES: Employees whose major function is operating the service, including drivers (operators) and dispatchers.



OPERATING RATIO: The ratio of operating expenses to operating revenue.



OPERATING REVENUE: Receipts derived from or for the provision of transit service, include fare box revenue, revenue from advertising, interest, charter service, and operating assistance from governments.

 **OPERATING SYSTEM:** A master software program that allows the computer to run software applications and controls the flow of data within the computer and between the computer and its peripherals. Examples are DOS, UNIX, Mac OS, and Windows 95.

 **OPERATOR:** An employee of a transit system whose work day is spent in the operation of a transit vehicle.

 **OPERATORS' OFF-DAY BOARD:** A list of operators indicating the days off they have picked.

 **ORGANIZATIONAL CULTURE:** Basic patterns of attitudes, beliefs and values that underlie an organization's operation.

 **ORIGIN:** The point at which a trip begins.

 **ORIGIN-TO-DESTINATION:** Service in which the transportation vehicle will not stop along the way to pick up additional passengers.

 **OUTBOUND TRIP:** A trip away from the central urban area.

 **OUTLYING BUSINESS DISTRICT:** The portion of an urban area that is normally separated from the central business district and fringe area, but that supports considerable business activity.

 **OVERALL TRAVEL TIME:** The duration of a linked trip.

 **OVERALL TRIP SPEED:** The average speed achieved per round trip, including layover time, but excluding deadheading time.

 **OVERTIME:** Time worked in excess of the basic workday or workweek.

 **OWL BONUS:** A premium paid employees for working runs late at night, such as midnight to between 4:00 a.m. and 6:00 a.m.

 **OWL SERVICE:** Transit service that operates during the late night through early morning hours.

P

 **PACKAGE DELIVERY SERVICE:** Prepaid packages are picked up at a central location or from local businesses and delivered as the driver transports passengers, usually during off-peak hours.

 **PAD TIME (MAKE-UP TIME):** Time for which an operator is paid to meet a guaranteed minimum.

 **PADDLE BOARD:** The headway sheets (time schedule) made up for each run that list all the pieces of work on that run for the operator.

 **PARAMETER:** A measurable fixed characteristic of a sample or population.

 **PARATRANSIT:** Passenger transportation that, on a regular basis, provides a more flexible service than fixed-route service, but is more structured than the use of private automobiles. Paratransit includes demand-response transportation services, subscription service, shared-ride taxis, carpools, and vanpools.

 **PARK-AND-RIDE:** A means to access transit in which patrons drive private automobiles or ride bicycles to a transit station, stop, or carpool/vanpool waiting area and park the vehicle in the area provided for that purpose (e.g., park-and-ride lot). They then ride the transit system or a parking shuttle, or take a carpool or vanpool to their destination.

 **PARKING SHUTTLE:** A parking shuttle is a shuttle service which links a parking lot(s) or a destination(s) such as a shopping mall, tourist attraction, or medical center.

 **PARKING SUPPLY:** The total number of parking spaces within a given area or facility.

 **PARKING TURNOVER:** The ratio of the total number of parked vehicles accommodated during a given period in a specified area to the total number of parking spaces in that area.

 **PART TRIP:** A run added to the beginning or end of a regular run.

 **PARTIAL LOSS:** A loss of less than the full value of a property, or a loss to the insurer of less than the full value of the insurance contract.

 **PART-TIME EMPLOYEE:** An employee expected to perform work on less than a 40 hour, full-time employee workweek basis. Such an employee's wages, benefits, and duration of work are typically different from those of full-time employees.

 **PASS:** A means of transit prepayment, usually a card, that a transit passenger displays to the operator when boarding. Passes typically provide for an unlimited number of passenger trips during a designated period of time (such as a day, week, or month).

 **PASSENGER TRIP:** One passenger making a one-way trip from origin to destination.

 **PASSENGER COUNT:** A count of the passengers on a vehicle or boarding at a bus stop.

 **PASSENGER LOAD:** The number of passengers on board a transit vehicle at a particular point in time or along a route.

 **PASSENGER MILES:** The total number of miles traveled by passengers on transit vehicles; determined by multiplying the number of passenger trips times the average length of their trips.

 **PASSENGER SATISFACTION:** Determined by looking at passengers' evaluation of current service and suggestions for improvements or changes.

 **PASSENGER VOLUME:** The total number of passengers carried on a transit line during a given period.

 **PASSENGERS PER HOUR (OR REVENUE HOUR):** Total passengers divided by total hours (or revenue hours) of service provided.

 **PASSENGERS PER MILE (OR REVENUE MILE):** Total passengers divided by total miles (or revenue miles) of service provided.

 **PAY GUARANTEE:** A minimum level of pay for workers, usually per day or per week, that is stipulated by written contract.

 **PAYROLL SPEED:** A factor used in payroll calculations that is derived by dividing the number of revenue miles operated by the pay hours of the appropriate employee classification, usually bus operators.

 **PDCA CYCLE:** Plan-Do-Check-Act cycle. PDCA is a description of how changes should be made in a quality organization. It includes not only the obvious steps of planning and implementing a change, but also of checking to see that the changes produced the desired or expected improvement, and acting to adjust, correct, or further improve based on the checking step.

 **PEAK DEMAND REQUIREMENTS:** Maximum number of vehicles required to provide transportation service during peak hours, usually in the early morning and late afternoon.

 **PEAK HOURS:** The hours of highest demand for service, usually in the early morning and late afternoon.

 **PEAK/BASE RATIO:** The ratio between the number of vehicles operating in passenger service during the peak hours and that during the base period.

 **PEAK-HOUR FACTOR:** The ratio of the volume during the peak hour to the maximum rate of flow during a selected period within the peak hour.

 **PEAK-HOUR PRICING:** Charging higher prices for peak-period service than for off-peak service.

 **PENALTY RATE:** An extra rate of pay for particularly hazardous or onerous work.

 **PENALTY TIME:** The amount of time by which a run exceeds its stipulated length and for which special allowances must be paid.

 **PERFORMANCE APPRAISAL:** Specific evaluation with respect to an individual's progress in completing specified tasks.

 **PERFORMANCE AUDIT:** A comprehensive evaluation of a transit system's efficiency and effectiveness.

 **PERFORMANCE BONUS:** One-time monetary award based on superior performance on the job or in a particular task.

 **PERFORMANCE BUDGET:** Budget format organized around programs or activities, including various performance measurements that indicate the relationship between work actually done and its cost.

 **PERFORMANCE INDICATOR:** Relating a measure of service output or use to a measure of service input or cost.

 **PERIL:** The physical or practical means whereby a hazard is transformed into a loss. For example, old paper records stored next to a heater represent a hazard, which can cause a fire -- the peril -- causing damage to a building -- the loss.

 **PICK-OUT SHEET (PICKING SHEET):** A form that gives the out and in times for each scheduled bus on a route.

 **PICKUP:** Vehicle stop to allow a passenger to board.

 **PIECE OF WORK:** For a transit operator, a unit of work of any size from part of a trip to a full day's run of round trips.

 **PLATFORM TIME:** The time a transit vehicle is in revenue service. Also known as revenue hours.

 **POINT DEVIATION:** A routing pattern in which the vehicle passes through pre-specified points in accordance with a prearranged schedule, but is not given a specific route to follow between these points. It may offer door-to-door or curb-to-curb service.

 **POINT OF CONVERGENCE:** The location at which two transit routes meet and then continue on the same alignment.

 **POINT OF DIVERGENCE:** The point at which two transit routes separate after operating over the same alignment.

 **POINT OF EXTENSION:** The point at which one transit route is lengthened from an existing route.

 **POINT OF INTERSECTION:** The point at which one transit route crosses or abuts another route.

 **POLICY:** A course selected from among alternatives to guide and determine public decisions on transportation issues. Prescribes the limits within which effort toward goal achievement must stay.

 **POLICY HEADWAY:** The maximum permissible headway as established by the transit agency or the policy board, usually for off-peak.

 **POPULATION:** Each and every member of some group of interest for the purposes of statistical description or inference.



POSITION CLASSIFICATION: Analyzing and organizing jobs on the basis of duties, responsibilities, knowledge, and skills required to perform them.



PRE-AWARD/POST-DELIVERY AUDIT REQUIREMENTS: The requirement from the Federal Transit Administration (FTA) for all recipients of Sections 5309, 5307, 5310, and 5311 to carry out audits of vehicles and other rolling stock purchased with FTA funds.



PREFERENTIAL TREATMENT: Giving special privileges to a specific mode of transportation.



PREFERRED ALTERNATIVE: The alternative favored for implementation over the others studied.



PREMIUM: The sum paid for an insurance policy.



PREMIUM PAY: Compensation at a rate higher than the regular rate as a result of overtime, shift differentials, or other contractual arrangement.



PREPARATION AND STORAGE TIME: The time in minutes paid to an operator to prepare or store the transit vehicle when pulling out and in.



PRESCHEDULED SERVICE: As general category of advance notice trip scheduling. The term implies service that is regularly scheduled and whose demand is known well in advance.



PRETEST: A test of the procedures to be used in conducting a travel or other survey.



PRE-TRIP INSPECTION: A inspection conducted by a driver of the vehicle he or she will operate that day, in which the functionality and condition of the vehicle are inspected and tested to ensure that it is roadworthy. Also know as circle check or walk-around.



PREVENTIVE MAINTENANCE: Routine servicing and maintenance procedures required to ensure the continued operation of a vehicle.



PRICING: The strategy of determining the appropriate charges for services in order to attain ridership and revenue goals.



PRIMARY INSURANCE: The insurance which first applies in a given situation, judged by policy dollar amounts. Excess insurance covers amounts above the primary level.



PRIVATE TRANSPORTATION: Owned or operated by an individual or group, not by a governmental entity, for his or its own purposes or benefit.



PRIVATIZATION: Use of nongovernmental agencies to provide goods and services previously provided by government.



PROBABILISTIC MODEL: In transportation modeling, a model whose basic premise is that travel flows cannot be predicted with certainty and uses probabilities in its algorithm, as part of its output statement.



PROCESS MANAGEMENT: (1) The principle that changes can be made most effectively by identifying and modifying processes, not by focusing narrowly on inputs or outputs. (2) Activities

which operate, analyze, change, improve, or change processes. Process management or process improvement are also processes themselves.



PROCESS STRATEGIES: There are three process strategy approaches to strategic planning. *Strategic negotiation* requires strategies to be developed to address specific contextual issues within an organization. *Logical incrementalism* approaches view strategy as a loosely linked group of decisions that are handed down as incremental parts. Decisions are handled individually below the corporate level because such decentralization is politically expedient -- corporate leaders should reserve their political clout for crucial decisions. *Strategic planning as a framework for innovation* emphasizes the need to exercise control across functions and levels and, equally important, the need for organizations to design systems that promote creativity and entrepreneurship.



PRODUCTIVITY: The ratio of units of transportation output to units of input (for example, passenger boardings per revenue hour).



PROGRAM MANAGERS: Persons ranging from the executive level to the supervisory level who are in charge of particular government programs.



PROPERTY: A public transit agency or a private transit company with responsibility for transportation service such as bus service.



PROVIDER-SIDE SUBSIDY: A sum paid directly to operators of transportation services for supplying services. The subsidy is usually calculated by subtracting farebox revenue from total costs.



PUBLIC ADMINISTRATION: The management of public programs.



PUBLIC OFFICIAL'S POLICY: Insurance coverage for the governing board of a governmental agency.



PUBLIC TRANSPORTATION: Transportation service to the public on a regular basis using vehicles that transport more than one person for compensation.



PUBLIC UTILITIES COMMISSION (PUC): A state agency responsible for the regulation of for-hire carriers of passengers and goods within a state. May also be known as a Public Service Commission or have other names.



PUBLICLY OWNED TRANSIT SYSTEM: A transit system owned by any municipality, county, regional authority, state, or other governmental agency, including a system operated or managed by a private company under contract to the government agency owner.



PULL-IN: A deadhead trip from the point at which the transit vehicle ends an in-service trip to the garage.



PULL-OUT: A deadhead trip from the garage to the point at which the transit vehicle begins an in service trip. Also, a space alongside the road for a bus to pull out of the travel lane to stop, usually at a bus stop.



PULSE SYSTEM: A fixed-route system (usually involving a radial network) in which all routes arrive at and depart from the *central transfer point* at the same times. This timing facilitates transferring, but necessitates a transfer facility where all buses can simultaneously drop off passengers safely, wait, and passengers can easily and safely get to the bus to which they are transferring.



PURCHASE OF SERVICE AGREEMENT: A legal contract between a public transportation agency and a private firm for the firm to operate public transit services.

Q



QUALITY CIRCLES: A planning process in which a small group of people who do similar or connected work meet regularly to identify, analyze, and solve work-process problems.



QUALITY CONTROL: The system of collection, analysis, and interpretation of measurements and other data for determining the degree of conformance with specified requirements.

R

 **RADIAL NETWORK:** A service pattern in which most routes converge into and diverge from a central hub or activity center.

 **RANDOM SAMPLING:** A form of probability sampling in which each unit of the universe has an equal chance of selection.

 **REAL-TIME SCHEDULING:** Refers to scheduling methods where users call for trips at the actual time they wish to be picked up and the actual pickup is made as close as possible to the requested time without advance reservations.

 **RECALL:** The process of bringing laid-off employees back to work.

 **REDUCED FARE:** A special fare for children, students, persons with disabilities, senior citizens, or others that is less than the regular fare.

 **REENGINEERING:** Change or improvement which involves major, radical rethinking of how an organization does its business, including whether certain activities should be done at all. Quality management includes both radical (reengineering) changes, and smaller incremental changes, even though proponents of reengineering often argue that their approach is not covered by the principles of quality management.

 **REGIONAL PLANNING AGENCY (RPA):** A nonprofit, quasi-public organization which makes recommendations related to land use, the environment, human resources, housing, and transportation for a specific region.

 **REGIONAL TRANSIT:** Primarily serves long trips within metropolitan regions, crossing jurisdictional boundaries.

 **REHABILITATION:** The reconstructing or rebuilding of a high-mileage vehicle in order to extend the vehicle's useful life.

 **RELIEF PERSON:** An operator who replaces another operator at the completion of the relieved operator's assigned run or portion of run.

 **RELIEF POINT:** A designated time point at which operators may take a lunch period or rest break.

 **RELIEF RUN:** For a bus operator, a week's work composed of a combination of other operators' scheduled days off from regular runs.

 **REMOTE PARKING:** A parking facility located a more significant distance from the central business district than fringe parking.

 **REQUEST FOR PROPOSAL (RFP):** A document used to notify private firms of the opportunity to bid to provide professional or operational services for a public transportation system. An RFP may be used to notify bidders for services such as operations, drug testing, maintenance, planning, facilities design and construction, Americans with Disabilities Act (ADA) certification, and computer software.

 **REROUTE:** To divert to a route other than the scheduled route.

 **RESPONSE TIME:** In demand-responsive operations, the time between a passenger's request for service and the passenger pickup.

 **RESPONSIBLE AGENCY:** A public agency that proposes carrying out a project but is not necessarily the lead agency for the project.

 **RESTORATION OF SERVICE:** The resumption of service according to schedule after it has been interrupted or operated off schedule.

 **RETROACTIVE PAY:** Current wage payments that are the result of wage increases that were determined to have become effective as of an earlier date.

 **REVENUE HOURS:** The number of hours operated by vehicles which are available for passenger boardings; does not include deadhead time.

 **REVENUE MILES:** Miles operated by vehicles available for passenger boardings; does not include deadhead miles. Also known as revenue vehicle miles.

 **REVENUE PASSENGER:** A passenger from whom a fare is collected, either by cash or through a passenger's sponsoring agency.

 **REVENUE PASSENGER MILES:** The movement of one passenger over one mile.

 **REVENUE RECOVERY:** The amount of money that is recovered in the form of fares and/or contract revenues towards off-setting the costs of operating transportation service.

 **REVENUE SEAT MILE:** The movement of one transit passenger seat over one mile. The ratio of revenue passenger miles to revenue seat miles is the load factor.

 **REVENUE SERVICE:** A vehicle is in revenue service when it is operating along a route at which passengers may board, or when passengers are on board. Compare to deadhead service.

 **REVENUE VEHICLE:** A vehicle used to provide passenger transit service for which remuneration is normally required.

 **REVENUE VEHICLE MILES:** The distance in miles that a revenue vehicle is operated while it is available for passenger service.

 **REVERSE COMMUTE:** A commute in the direction opposite to the main flow of traffic, for example, from the central city to a suburb during the morning peak.

 **RIDE QUALITY:** A measure of the comfort level experienced by a passenger in a moving vehicle.

 **RIDER PROFILE:** The demographic characteristics, transit system use characteristics and relative transit dependency of your current customers.

 **RIDERS GROUP:** Riders who have a common origin and destination or some demographic variable in common and travel together in the same vehicle.

 **RIDERSHIP:** The number of passenger boardings on a transit system within any given period.

 **RIDERSHIP SURVEY:** In transportation studies, data collected from individuals concerning their judgments, views, and perceptions of existing and proposed transportation services and other transportation issues. A ridership survey can also be a tally of boardings and alightings along a route on a stop-by-stop basis, used to determine productivity of route segments and individual stops, as well as to determine passenger miles.

 **RIDESHARING:** A form of transportation, other than public transportation, in which more than one person shares in the use of the vehicle. Carpooling, vanpooling, shared-ride taxi, and transit are all ridesharing modes.

 **RIDING FREQUENCY COEFFICIENT:** The number of passenger trips during a designated time period divided by the resident population of the area served.

 **RISK:** A person or thing insured, or uncertainty about the outcome of an event when two or more possibilities exist.

 **RISK ASSUMPTION:** The knowledgeable willingness to take upon oneself the financial implications of experiencing a loss.

 **RISK MANAGEMENT:** The process of planning, organizing, directing, and controlling the resources and activities of an organization to minimize the adverse effect of accidental losses on that organization and keep those losses to the least possible cost.

 **RISK RETENTION POOL:** An organization of transit systems or other businesses through which particular types of risk of the participants are jointly financed.

 **ROAD CALL:** a mechanical failure of a bus in revenue service that necessitates removing the bus from service until repairs are made.

 **ROLE AMBIGUITY:** Occurs when the rights and responsibilities of the job are not clearly understood.

 **ROTATING SHIFT:** A work schedule in which workers change their hours at periodic intervals.

 **ROUND TRIP:** The movement of a person or a vehicle from a point of origin to a destination and then back to the same point of origin. One round trip is composed of two one-way trips.

 **ROUTE:** Fixed path traversed by a transit vehicle in accordance with a predetermined schedule.

 **ROUTE DEVIATION:** Transportation service that operates along a public way on a fixed-route, but which may deviate from the route occasionally in response to take a passenger to a destination or pick one up from an origin, after which it returns to its route. It is a form of paratransit.

 **ROUTE STRUCTURE:** The pattern of transit routes. Examples are radial routes, loops, grids, or a centers-based network.

 **ROUTING AND SCHEDULING:** The process by which trips are assigned to specific vehicles such that routes and time schedules can be developed in advance of service delivery.

 **RULE CONFLICT:** Occurs when one faces two different and incompatible sets of demands.

 **RULE MAKING:** Administrative establishment of general guidelines for application to a class of people or a class of actions at some future time.

 **RULE OF THREE:** Provision of most merit systems that requires at least the top three applicants' names to be forwarded to the hiring official to allow some flexibility in selection.

 **RUN:** An operator's assignment of trips for a day of operation, also known as a work run. Also sometimes used to refer to a single bus trip along a route.

 **RUN CUTTING:** The process of organizing all scheduled trips operated by the transit system into runs for the assignment of operating personnel and vehicles.

 **RUNNING SPEED (OPERATING SPEED):** The highest safest speed at which a vehicle is normally operated under prevailing traffic and environmental conditions.

 **RUNNING TIME:** The actual time required for a transit vehicle to move from one point to another, excluding time for stops.

 **RURAL AREA:** An area, village, town, or community that is not part of a designated urban area. An area that has a population of less than 50,000.

 **RURAL TRANSIT:** Transportation services operated in rural areas. Typical paratransit, rather than fixed-route transit, is more appropriate to operate in rural areas due to the low population density.

 **RURAL TRANSIT ASSISTANCE PROGRAM (RTAP):** This program of the Federal Transit Administration (FTA) offers training materials, technical assistance, and other support services for rural transit systems across the country.

S

-  **SAFETY:** A system characteristic concerned with the system's ability to prevent or minimize occurrence of property damage and/or injuries or fatalities to people who are interacting with the system in some manner, whether they be passengers, employers, bystanders, or the general public.
-  **SAME-DAY SERVICE:** Demand-responsive system that responds to a request for service within the same service day, but not as quickly as immediate service. For example, a system that responds in two to four hours.
-  **SAMPLE:** A part of a statistical population that is studied to gain information about the whole.
-  **SAMPLING:** The process or technique of selecting a suitable sample.
-  **SCHEDULE:** A published table of departure and arrival times for arranged service over a transit route.
-  **SCHEDULE SPEED:** The one-way distance between the origin and the destination divided by the scheduled travel time between that origin and destination.
-  **SCHEDULING:** Preparing an operating schedule for transit vehicles on the basis of passenger demand, level of service, and other operating elements such as travel times or equipment availability.
-  **SCHOOL BUS:** A vehicle operated by a public or private school or by a private contractor for the purpose of transporting children (through grade 12) to and from school or to and from other school-sponsored activities. Most states require that school buses be equipped with special safety equipment and signs.
-  **SEATING CAPACITY:** The number of passenger seats in a vehicle.
-  **SECTION 504:** Refers to the Rehabilitation Act of 1973 in which people with disabilities cannot be discriminated against in any federal or federally assisted program.
-  **SECTION 5307 (Formerly Section 9):** Refers to the section of the federal transportation legislation that authorizes grants to public transit systems in urban areas. Funds authorized through Section 5307 are awarded to states to provide capital and operation assistance to transit systems in urban areas with populations between 50,000 and 200,000. Transit systems in urban areas with populations greater than 200,000 receive their Section 5307 funds directly from the Federal Transit Administration.
-  **SECTION 5309 (Formerly Section 3):** Refers to the section of the federal transportation legislation that authorizes discretionary grants to public transit agencies for capital projects such as buses and bus facilities.
-  **SECTION 5310 (Formerly Section 16):** Refers to the section of the federal transportation legislation that authorizes capital assistance to states in both rural and urban settings that serve the elderly and disabled persons.

-  **SECTION 5311 (formerly Section 18):** Refers to the section of the federal transportation legislation that authorizes grants to public transit systems in non-urban areas. Through the states, Section 5311 offers both capital and operating assistance.
-  **SECTION 5333(B) (FORMERLY SECTION 13(C)):** Refers to the section of the federal transportation legislation in which as a condition of any assistance under the act, fair and equitable arrangements must be made to protect the interests of employees affected by such assistance.
-  **SELF-CERTIFICATION:** A procedure by which a local agency assures the federal agency that all the federal rules and regulations have been followed and adhered to.
-  **SELF-INSURANCE:** The insuring of oneself by the establishment of cash reserves. High deductibles form a kind of self-insurance.
-  **SELF-INSURED RETENTION:** An arrangement whereby the insured party assumes a reasonable limit of losses and pays the insurance company a percentage above losses for the administration of the policy.
-  **SELF-SERVICE, BARRIER-FREE FARE COLLECTION SYSTEM:** A fare collection system that has no paid areas or fare-registering turnstiles. This system requires that the passengers be able to display proof of payment while on board the transit vehicle. Passengers pay their fare at a self-service machine, and receive a ticket or receipt as proof of fare payment. This type of fare collection system is typically used for light rail systems.
-  **SENIORITY:** The status of an employee, as measured by the length of employment in relation to other employees.
-  **SERVICE ANIMAL:** The Americans with Disabilities Act (ADA) defines a service animal as any guide dog, signal dog, or other animal individually trained to work or perform tasks for an individual with a disability, including, but not limited to, guiding individuals with impaired vision, alerting individuals with impaired hearing to intruders or sounds, providing minimal protection or rescue work, pulling a wheelchair, or fetching dropped items.
-  **SERVICE AREA:** The geographic region in which a transit system provides service or that a transit system is required to serve. Under the requirements of the ADA, the service area for complementary paratransit includes a three quarter mile radius from the fixed-route service.
-  **SERVICE ATTRIBUTES:** Those aspects of a transportation system that affect potential customers' travel decisions about its use, such as travel time, reliability, comfort, cost, ease of use, and safety.
-  **SERVICE FREQUENCY:** The number of transit vehicles on a given route that passes a given stop within a specified interval of time. Peak service has a higher service frequency than off-peak service.
-  **SERVICE PROVIDER:** An agency that provides all or part of the transportation service under contract by the transportation system.
-  **SERVICE QUALITY:** The conditions of cleanliness of vehicles, on-time performance, response time, route and schedule convenience, the size of the service area, the courtesy of the drivers, and the availability of information for passengers.

 **SERVICE ROUTE:** They are routes which are tailored to meet the needs of a specific market segment (such as elderly or disabled passengers) in a community, often evolving out of a pattern of demand-responsive travel within a community. Characteristics of a service route include stops at high-density residential complexes or group homes, shopping areas, medical facilities, and destinations specific to the target population such as senior centers or sheltered work sites. Stops are usually positioned near an accessible entrance of a building instead of on the street, and the ride times are typically longer than on a "conventional" fixed-route covering the same general area.

 **SERVICE VOLUME:** Maximum number of vehicles that can pass a given point during a specified period while a specified level of service is maintained.

 **SEVERANCE:** Monetary allowance paid by an employer to displace employees.

 **SHARED-RIDE TAXI:** A type of demand-responsive service in which taxis are allowed by the regulating authorities to carry at any one time several unrelated passengers with different origins and destinations.

 **SHEET ASSIGNMENT:** A listing that includes both the vehicles needed by time of day for each division and how many operators are needed.

 **SHIFT:** A part of the daily working schedule of a transit system or its employees.

 **SHIFT DIFFERENTIAL (SHIFT PREMIUM):** Additional compensation paid to workers employed at other than regular daytime hours.

 **SHOPPERS' SPECIAL:** Service provided during off-peak hours that is designed to carry passengers to or from shopping areas, often targeted at senior citizens.

 **SHORT-HAUL TRANSIT:** Service for circulation within small areas that usually have high travel density, such as central business districts, campuses, airports, and other major activity centers.

 **SHUTTLE:** A public or private vehicle that travels back and forth over a particular route, especially a short route or one that provides connections between transportation systems, employment centers, etc.

 **SIGN-UP:** The procedure of operators selecting their regular assignment for the upcoming week.

 **SIMULTANEOUS MODEL:** A demand-forecasting model that is based on the assumption that travelers choose a level of trip frequency, time of day, destination, mode, and path as a single decision and that in making this decision, travelers consider the alternatives for each of these choices simultaneously.

 **SKETCH PLANNING:** A transportation analysis procedure that is simpler, faster, and cheaper than using a full procedure and that typically requires less detailed input and provides less specific output.

 **SKIP-STOP:** Service in which alternate transit vehicles stop at alternate sets of stations on the same route.

 **SMART CARD:** A type of fare media on which an available balance and other data are stored. Upon boarding (or alighting) the vehicle, the card is read electronically and the appropriate fare is deducted for the trip.

 **SOFTWARE:** Programs and languages used to communicate to computer hardware the tasks to be performed.

 **SPARE RATIO:** The number of buses in excess of peak demand requirements.

 **SPLIT RUN:** Two operating assignments separated by a period of time during which the operating employee is unassigned and not paid.

 **SPLIT SHIFT:** A daily shift that is divided into parts separated by periods during which the employee is unassigned and, sometimes, not paid.

 **SPREAD TIME:** Total elapsed time from beginning to the end of a day's assignment, including all breaks, time between runs, travel time, and deadhead time.

 **SPREAD TIME PREMIUM:** Extra compensation paid for work performed in excess of a specified spread time.

 **SPREADSHEET:** A computer program used to set up, manipulate, and perform computation on numbers in large tables (matrices) of numeric and alphabetic information.

 **STAFF MANAGERS:** Persons who support the work of program managers through budgeting and financial management, personnel and labor relations, and purchasing and procurement.

 **STAKEHOLDER:** Any group or individual who is affected by or who can affect the future of the organization. Includes customers, employees, suppliers, owners, governments, funding institutions, and critics.

 **STAKEHOLDER MANAGEMENT:** This strategic planning model focuses on building consensus among a broad variety of stakeholders. This is in contrast to traditional private-sector strategies, which have focused only on economic actors.

 **STANDARD URBAN BUS:** A motor bus designed for a maximum number of seated and standing passengers in short ride, frequent stop service. Typically 33 to 40 feet long.

 **STANDING CAPACITY:** The number of standing passengers that can be accommodated in a vehicle under specified comfort standards.

 **STATEWIDE TRANSPORTATION IMPROVEMENT PROGRAM (STIP):** The statewide compilation of local Transportation Improvement Programs (TIP).

 **STATION:** An off-street facility where passengers wait for, board, alight, or transfer between transit vehicles. Transit stations are often multimodal and may include facilities for parking, kiss and ride, bicycle securement, taxi standing, and paratransit operations.

 **STOPPED TIME:** Time on a trip spent stationary because of the stoppage of other traffic.

 **STRAIGHT DEDUCTIBLE:** A stated dollar amount of loss which, for each occurrence of that amount of loss, will be paid by the insured party. For example, a transportation system with a \$5,000 deductible would pay the first \$5,000 of every claim made against it. See also annual aggregate deductible.

 **STRAIGHT RUN:** A run that has no unpaid breaks in it.

 **STRAIGHT TIME EARNINGS:** A worker's earnings, excluding overtime payments, and any other extra monetary payments.

 **STRATEGIC ISSUE MANAGEMENT:** This strategic planning approach focuses attention on the recognition and resolution of strategic issues, that is, developments either inside or outside the organization that are likely to affect the organization's ability to meet its goals.

 **STRATEGIC PLANNING:** Matching organizational objectives and capabilities to the anticipated demands of the environment to produce a plan of action that will ensure achievement of objectives.

 **STRATEGIC PLANNING SYSTEMS:** This strategic planning model focuses on the need to make, implement and control important decisions across functions and levels of the organization. The process is organized around answering four key questions: (1) Where are we going (mission)? (2) How do we get there (strategies)? (3) What is our blueprint for action (budgets)? (4) How do we know if we are on track (control)?

 **STRATUM:** A group of people or households with the same or similar socioeconomic characteristics.

 **STRUCTURED INTERVIEW:** That in which a previously developed set of questions is used with each applicant for a job.

 **SUBCONTRACT:** A secondary contract undertaking some or all of the obligations of the primary contract.

 **SUBSCRIPTION SERVICE:** A service in which routes and schedules are pre-arranged to meet the travel needs of riders who sign up for the service in advance.

 **SUBSIDY:** In transportation, a grant, usually provided by a government agency, that makes up all or part of the difference between the cost of providing a transportation service and the revenues generated by the service.

 **SUBURBAN TRANSIT BUS:** a motor bus designed for a seated passenger load and longer journey times. Typically it has high-back, forward-facing seats, and a single door at the front.

 **SUPPORT COSTS:** Those costs incurred by a transportation program that do not result from vehicle maintenance or operations, including administrative salaries or office rentals. Also known as administrative or overhead costs.

 **SWING SHIFT:** The fourth or rotating shift used on continuous seven day or round-the-clock operations.

 **SYNTHETIC FUEL:** Usually refers to liquified or gaseous fuels derived from mineral feedstocks.

 **SYSTEM PLANNING:** A procedure for developing an integrated means of providing adequate facilities for the movement of people, involving regional analysis.

 **SYSTEMS APPROACH:** Viewing public (or other) organizations in the same general way as biological or physical systems.

 **SYSTEMS THEORY:** A theory of the interactions of various internal and external elements that affect an organization's operations.



T

-  **TARGET MARKET:** A specified segment of the potential or actual transportation market, for whom specific services or marketing efforts are targeted.
-  **TASK FORCE:** Group brought together to work on a specific organizational problem or project.
-  **TAXI:** Demand-responsive public transportation on an exclusive basis, in a vehicle licensed to render that service, usually operated by a private for-profit company. Fares are usually charged on a per mile or per hour (or both) basis on top of a base fare charged for all trips. Passengers may call the dispatcher to request a trip (*real time scheduling*) or hail a passing unoccupied taxi (usually only in urban areas).
-  **TECHNICAL ASSISTANCE:** Hands-on assistance to transit system for purposes of problem-solving, planning, development, expansion, training, or refinement of services.
-  **TECHNICAL SUBSYSTEM:** Concerned with effective performance of an organization's actual work.
-  **TELEPHONE SURVEY:** A survey in which data are collected by telephone.
-  **TERMINAL STOP:** A transit stop located at either end of a transit route.
-  **THIRD PARTY:** In insurance, a person other than the insured party and the insurer.
-  **THIRD-PARTY CONTRACT:** A contract between the local transportation agency and a private firm for products or services.
-  **THROUGHPUT:** The volume of vehicles passing a point during a given period.
-  **THROUGH ROUTING:** The joining of the ends of radial transit routes to travel through downtown instead of having each route turn back in the downtown and return to its origin.
-  **TIME-BASED FARE:** A fare that varies by time of day. It is usually higher during peak travel periods and lower during nonpeak travel periods.
-  **TIME OFF:** The clock time recorded when an operator's duties are completed.
-  **TIME ON:** The clock time recorded when an operator actually reports, before pull-out time.
-  **TIME SHARING:** A mode of transportation in which a vehicle's time is shared by two or more agencies. Each agency utilizes the amount of service it requires, allowing its unutilized vehicle time to be purchased by another agency. This system reduces the service costs incurred by unutilized vehicles.
-  **TIMETABLE:** A listing of the times at which transit vehicles are due at specified time points.
-  **TORT:** A wrongful act or omission, arising out of social relationships other than contracts, that violates a person's legal rights. The law provides a remedy for torts in the form of action for damages.

-  **TOTAL OPERATING REVENUE:** The sum of regular passenger revenue, charter revenue, and other miscellaneous revenues, such as those from advertising or concessions.
-  **TOTAL PROJECT COST:** Total administration expenses and operating expenses.
-  **TOTAL QUALITY MANAGEMENT (TQM):** Management theory in which every decision made by an organization is analyzed by the employees making the decision for its impact on the quality of the product and service delivered to customers. In TQM, quality and management techniques, concepts, and beliefs are integrated into the organization's culture and methodology to bring about continuous improvement through the empowerment of employees to make decisions regarding quality. The objective of a TQM strategy is to consistently meet customer expectations through first-time delivery of quality products and service.
-  **TOTAL TRAVEL DEMAND:** The potential number of trips that would probably be made during a defined period of time, including current and latent demand by people who do not now travel because of inconvenience, unawareness, inaccessibility, or unavailability of present service or the inability to use them.
-  **TOTAL TRAVEL DISTANCE (LINKED TRIP DISTANCE):** The distance from the point of origin to the final destination, including the walking distance at trip ends and at transfer points.
-  **TRANSFER:** Service provided on a second transportation route to a passenger who has already paid a fare for transportation on an initial route. Transferring usually involves a change of vehicles, and may be free or incur an additional (typically small) charge.
-  **TRANSFER PASSENGER:** A passenger who changes from one route or line to another route or line.
-  **TRANSFER TIME:** The time required to effect a change of mode or to transfer between routes.
-  **TRANSIT CENTER:** A transit stop or station at the meeting point of several routes.
-  **TRANSIT COOPERATIVE RESEARCH PROGRAM (TCRP):** Established under FTA in 1992 and as a part of the Intermodal Surface Transportation Efficiency Act (ISTEA), serves as one of the principal means by which the transit industry can develop innovative solutions to meet demands placed on it. It is administered by the Transportation Research Board for the Federal Transit Administration..
-  **TRANSIT DEPENDENT:** A person who must rely on transit services instead of the private automobile to meet his or her travel needs due to an inability to drive or lack of access to an auto.
-  **TRANSIT DISTRICT:** A geographically-based political jurisdiction division created specifically for the single purpose of providing transportation services. It is a separate legal entity and usually possesses the authority to impose a property tax.
-  **TRANSIT MODE:** Examples include regular fixed-route bus service, express bus service, light rail transit, rail rapid transit, and commuter rail.
-  **TRANSIT SHELTER:** A structure constructed at a transit stop which provides shelter from inclement weather.

 **TRANSIT STOP:** An area where passengers wait for, board, and alight from transit vehicles.

 **TRANSIT SYSTEM:** The organization, facilities, equipment, personnel, and procedures needed to provide and maintain public transit service.

 **TRANSIT UNIT:** A single transportation vehicle. Compare to fleet.

 **TRANSPORTATION ADVERTISING:** Advertising on transit vehicles (inside or outside) or in transit facilities. Systems can either contract with a local sales agent or allow system employees to sell space and earn a commission. Advertising space can also be used to promote the system itself.

 **TRANSPORTATION BROKERAGE:** Coordination of transportation services provided by multiple agencies in a defined area. The transportation broker often centralizes vehicle reservations and provides some dispatch and record keeping under contractual agreement with agencies, municipalities, and service providers. The broker may or may not be providing service directly and the agencies and municipalities who provide the system with riders may also be providing service through the brokerage. The broker provides a single point of access (information and trip reservations) for all customers.

 **TRANSPORTATION COORDINATION:** A cooperative arrangement among human service agencies providing transportation, and public/private transit operators aimed at realizing increased transportation benefits through the joint operation of one or more transportation functions.

 **TRANSPORTATION DEMAND MANAGEMENT (TDM):** A program designed to maximize the people-moving capability of a transportation system (including private autos, public transit, and other modes) by increasing the number of persons in a vehicle or by changing the time of, or need to, travel. TDM systems typically rely on incentives to businesses and individuals to encourage them to change their behavior. For example, tax deductions might be given to businesses which stagger their workers' hours to relieve congestion during peak hours.

 **TRANSPORTATION DEVELOPMENT PLAN (TDP):** A plan that identifies an area's transportation goals and objectives, the current status of its transportation services, and the proper course to implement those objectives in the short-range future, typically 3-5 years. Also may be known as a short-range transit plan, or by other similar names.

 **TRANSPORTATION DISADVANTAGED:** People whose range of transportation alternatives is limited.

 **TRANSPORTATION EQUITY ACT FOR THE 21ST CENTURY (TEA 21):** The ISTEA reauthorization act for Fiscal Years (FY) 1998-2003. TEA 21 authorizes \$42 billion for transit and at least \$175 billion in highway money.

 **TRANSPORTATION IMPROVEMENT PROGRAM (TIP):** A prioritized program of transportation projects to be implemented in appropriate stages over several years, and is usually a required condition for a locality to receive federal transit and highway grants.

 **TRANSPORTATION RESEARCH BOARD (TRB):** A unit of the National Research Council responsible for advancing knowledge concerning the nature and performance of transportation systems by stimulating research and disseminating the information derived therefrom.

 **TRANSPORTATION RESEARCH INFORMATION SERVICES (TRIS):** A national network of transportation research information services developed by the Transportation Research Board

 **TRANSPORTATION SYSTEM:** A system that provides for the movement of people.

 **TRANSPORTATION SYSTEM MANAGEMENT (TSM):** That part of the urban transportation planning process undertaken to improve the efficiency of the existing transportation system.

 **TRAVEL TRAINING:** Instruction in how to use a transit system, covering such aspects as trip planning, getting to and from bus stops, boarding, and alighting. This type of training can improve the accessibility of a transit system for persons with disabilities.

 **TRIP:** A one-way movement of a person or vehicle between two points. Many transit statistics are based on unlinked passenger trips, usually counted as passenger boardings.

 **TRIP GENERATOR:** A land use from which creates a need or demand for travel, such as a dwelling unit, a store, a factory, or an office.

 **TRIP PURPOSE:** The primary reason for making a trip, such as work, shopping, or medical purposes.

 **TRIP TABLE:** A table that represents the number of trips between zones, classified by mode, purpose, time period, type of vehicle, or other category.

 **TRIPPER:** A transit service that operates on only a portion of a route.

 **TURN-IN TIME:** The time at the end of a run that allows the operators to clear their responsibilities and prepare their vehicles for storage.

 **TURNOVER POINT:** A point along a transit route at which a large proportion of passengers leave and board a transit vehicle.

U

 **UNAVOIDABLE COSTS:** Those agency transportation costs that cannot be transferred to a coordination project and will therefore continue to be borne by the agency.

 **UNIFIED PLANNING WORK PROGRAM (UPWP):** An annual document describing all transportation related planning activities that will be carried out during the next year.

 **UNION (LABOR UNION):** An organization of wage earners for mutual aid and protection and for dealing collectively with employers in advancing the members' economic interests and general working conditions.

 **UNLINKED PASSENGER TRIP:** A one-way trip made by an individual rider in a single vehicle. A person who leaves home on one vehicle, transfers to a second vehicle to arrive at a destination, leaves the destination and has to transfer to yet another vehicle to complete the journey home has made four unlinked passenger trips.

 **UNLINKED TRIP TIME:** The time duration of an unlinked trip, one made on a single vehicle.

 **UNUTILIZED VEHICLE HOURS:** The hours when vehicles are not carrying passengers, but a driver is on duty.

 **URBAN MASS TRANSPORTATION ACT OF 1964:** Refers to the establishment of the Federal Mass Transportation Program in 1964.

 **URBAN TRANSPORTATION MODELING SYSTEM:** A system of models used in transportation planning as an approach to urban travel demand modeling.

 **URBAN TRANSPORTATION PLANNING PROCESS:** Federally required planning process for urbanized areas that is aimed at developing programs to meet a region's transportation needs.

 **URBANIZED AREA:** As defined by the Bureau of the Census, a population concentration of at least 50,000 inhabitants.

 **U.S. DEPARTMENT OF ENERGY (DOE):** Federal agency whose responsibilities include improving the energy efficiency of transportation.

 **U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES (DHHS):** Federal agency that provides funds for many specialized transportation services in urbanized and rural areas as part of its social service programs.

 **U.S. DEPARTMENT OF LABOR (DOL):** Federal agency responsible for waivers of the labor protection provisions of Section 13© of the Urban Mass Transportation Act of 1964, as amended.

 **U.S. DEPARTMENT OF TRANSPORTATION (DOT):** Federal agency responsible for transportation.

 **USEFUL LIFE:** The total productive time span of a piece of equipment, usually used with reference to vehicles.

 **USER INFORMATION (SERVICE INFORMATION):** Information on routes, fares, stopping places, schedules, and other aspects of service essential to the efficient use of public transit.

 **USER SIDE SUBSIDY:** A subsidy in the form of a sum or a discount paid or applied directly to riders of a transportation system. For example, riders purchase taxi vouchers at a reduced cost from an entity which has purchased them at full value from a taxi system, and redeem the vouchers for full face value with the taxi system.

V



VALUE-ADDED ACTIVITY: Activity which adds value to the product or service as perceived by a customer or customers.



VANS (RAISED-ROOF): These vans are a version of the standard van, in which the original roof is removed and replaced by a raised-roof with a taller door unit, and modified seating. Such vehicles are usually equipped with a wheelchair lift, either side or rear entry. The tall roof and door permit easier access.



VANS (STANDARD): These vans are larger vans seating up to 14 ambulatory passengers. They are front-engine, rear-drive vehicles, with the driver's seat and front passenger seat alongside the engine, resulting in a short hood. Most have a separate body and frame and they are built onto chassis intended for commercial use. They can be equipped with a lift or ramp for wheelchair access, but typically the roof is then too low to permit easy access.



VANPOOL: A prearranged ridesharing service in which a number of people travel together on a regular basis (typically to and from work) in a van and share operating expenses and sometimes the driving role. Vanpools may be publicly operated, employer operated, individually owned, or leased.



VARIABLE COST: A cost that varies in some relation to the level of output or operational activity. Compare to fixed cost.



VEHICLE CAPACITY: The maximum number of passengers that the vehicle is designed to accommodate comfortably, seated and standing, including wheelchair spaces.



VEHICLE HOUR: The operation of a vehicle for a period of one hour.



VEHICLE MILE: The movement of one vehicle over a distance of one mile.



VEHICLE MILES TRAVELED (VMT): The total number of miles traveled by transit vehicles in a given period of time.



VEHICLE OCCUPANCY: The number of people aboard a vehicle at a given time.



VEHICLE PHYSICAL DAMAGE: Collision and comprehensive coverage for vehicles.



VEHICLE SERVICE HOURS: The number of hours that each vehicle is available and ready to respond to trip requests, including layover time.



VELOCITY (SPEED): The distance passed per unit of time, usually measured in miles per hour.



VISION PLANNING: A long-range planning process that is not constrained by probable resources.



VOLUME: The number of vehicles that pass a point on a transportation facility during a specified interval of time, usually one hour.



VOLUNTEER NETWORK: A volunteer network matches requests for transportation with a volunteer driver who is typically reimbursed on a per mile basis for providing the trip. Persons requesting service call the network; the network calls the driver and schedules the trip. Volunteer networks are frequently used in rural areas where resources are scarce, persons needing transportation may live in remote areas, and a sense of community is not uncommon.

W



WHEELCHAIR-ACCESSIBLE VEHICLE: A vehicle that a person using a wheelchair can enter, either using an on-board retractable lift or ramp or directly from a station platform.



WHEELCHAIR LIFT: A device used to raise and lower a platform that facilitates transit vehicle accessibility for wheelchair users and other handicapped individuals.



WOMEN'S BUSINESS ENTERPRISE (WBE): A business owned and controlled by one or more women, and requires certification by the appropriate agency to receive preferential treatment for state or federal projects.



WORK HOURS: A fixed number of hours that are required to be worked each day.



WORK RUN: The daily assignment of an operator.



WORK SHARING: The process in which available work during slack periods is spread as evenly or as equitably as possible among the regular employees by reducing each worker's daily or weekly hours or by establishing a week-on, week-off work schedule.



WORKERS' COMPENSATION: Insurance, prescribed by statute in most states, that protects an employer against an employee's job-connected injury or death. The law stipulates the amount of the settlement with scheduled benefits to be paid out.

X

Y

Z

 **ZERO-BASE BUDGETING:** Budget format that presents information about the efficiency and effectiveness of existing programs and highlights possibilities for eliminating or reducing programs.

 **ZONE:** A defined geographic area. Zones are used in demand-responsive service for dispatching purposes and in fixed-route and demand-responsive service for fare determination. In *zonal demand-responsive service*, each vehicle travels only within a particular zone. Trips which originate in one zone and end in another involve a transfer at the zone boundary or a central transfer point. In a *zonal fare structure*, the service area is divided into zones, and the fare is determined according to the number of zones traveled (the higher the number of zones, the higher the fare). *Zone* can also be used to refer to the area in which a bus stops to serve a bus stop.

 **ZONE FARE:** A method of pricing that is based on the geographical partitioning of the service area. Typically, an additional charge is incurred for each zone traveled.

 **ZONING:** The division of an area into districts, and the public regulation of the character and density of use of the land and improvements within each district.