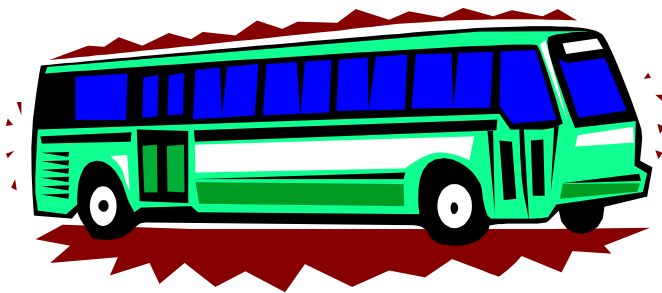




OPERATOR



TRAINING

MANUAL

April, 2002



This manual was the brainchild of, and was originally prepared by, Dave Kilmer of Red Rose Transit Authority as part of the PennSCORE program. The manual is designed to be used by transit systems in PA for training new bus operators. It is also designed as a tool for PennSCORE graduates to use in training.

This manual is generic, which means that the material contained herein can be used in many different transit environments. Information specific to a particular system, such as route descriptions, needs to be added in the appropriate sections. These sections contain notes suggesting the addition of system-specific information. Places where other training resources might be appropriate are also noted. These resources are typically videos, many of which were used in the PennSCORE program—all are available from PennTRAIN

Comments and suggestions from Jim Parks and Dennis Fuge, Cambria County Transit Authority (CamTRAN), are greatly appreciated. They took the generic manual and added system-specific material for use at CamTRAN. A copy of their version is also available from PennTRAIN as an example of how this manual can be adapted for local use.

Copies of this manual are available from PennTRAIN. For more information contact Cindy Conaway at 800-847-0333, cconaway@penntain.net.

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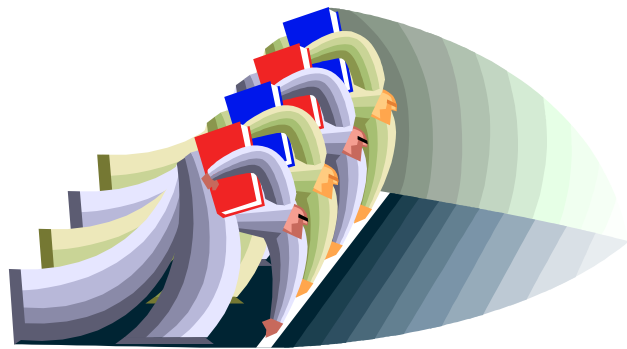
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1. INTRODUCTION



1.1 What is PennScore?

PennScore is a comprehensive operator hiring and training program developed through the cooperative efforts of the Pennsylvania Public Transportation Association (PPTA), the Pennsylvania Transportation Institute at Penn State University (PennTrain), and the Pennsylvania Department of Transportation. The PennSCORE Program provides a 100 hour training and certification to transit professionals whose responsibility it is to hire and train new bus operators.

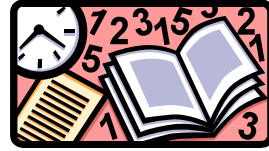
You were hired and will be trained using the PennSCORE principles of :

Safety
Courtesy
On-time
Reliability
Excellent



When your training is completed, you will have the tools to become a true Professional Operator and a valued member of the *System Name* team.

1.2 History of System Name (insert brief History)



1.3 Training Outline

NEW DRIVER ORIENTATION

AND TRAINING

DAY #1

Completion of driver's file	Approximately. 90 minutes
Drug and alcohol training	Approximately. 90 minutes
Tour of Facility (time permitting)	
LUNCH	
Disability Awareness Training	
Passenger Relations	Approximately. 240 minutes

DAY #2

National Safety Council Defensive Driving Course DDC- 8	All Day
---	---------

DAY #3

Coaching the Transit Driver (Fill in with Farebox, Radio, Schedule, Routes, Emergency Procedures, &Time Card Prep.)	All Day
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DAY #4

89 Orion Training (Bus Orientation & on the road training)	240 minutes (A.M.)
90 Orion Training (Bus Orientation & on the road training)	240 Minutes (P.M.)

DAY #5

91 Gillig Training (Bus Orientation &	
---	--

on the road training) 240 Minutes (A.M.)

TMC Bus Training
(Bus Orientation &
on the road training) 240 Minutes (P.M.)

DAY# 6

92&94 Orion CNG
(Bus Orientation &
on the road training.) 240 Minutes (A.M.)

96 New Flyer CNG
(Bus Orientation &
on the road training.) 240 Minutes (P.M.)

DAY # 7

98 Orion CNG
(Bus Orientation &
on the road training) 240 Minutes (A.M.)

All Trolleys
(Trolley Orientation &
on the road training.) 240 Minutes (P.M.)

DAYS #8 THRU #10

Catch up on any segments missed.
Reiterate on any training that may
need extra time spent on it. On route
training with Supervisor.

DAYS #11 THRU #20

On route training with various
drivers on **every route**. Driver/Supervisor
will fill out an analysis sheet on new
driver, anonymously. New driver **MUST**
meet with Manager of Safety on a daily
basis, to discuss progress.

2. REPORTING FOR WORK

2.1 Reporting to Work



The importance of meeting both your report and pull-out times can not be overstated. Your customers (passengers) are buying your product (transportation services) based upon your employer's promise to deliver safe, on-time performance. Your promptness will ensure a good pre-trip vehicle inspection and a timely pull-out.

You must check-in at the proper report time. (If there is any question in your mind whether or not you have "missed" by being late, check the clock in the dispatchers office immediately so that you definitely agree on the time, and thereby settle any questions then and there. It is your responsibility to obtain an accurate watch or timepiece and to keep it set according to this clock.) Operators who miss frequently and/or fail to report for work for one day or more without calling in, will be subject to disciplinary action.

Operators must report to the Dispatcher before the scheduled mark-on time unless relieving operator on route. Failure to do so may result in loss of run or guarantee for the day. Operators on the Extra Board must report at such time as ordered, or as shown on the Extra Board Assignment Sheet. After reporting for duty, they must not leave the area without permission from the Dispatcher.

If you are ill, you must notify the Dispatcher as soon as possible and at least 60 minutes prior to your report time. If you expect to be late, also notify the Dispatcher, telling him when to expect you and then be there at that time.

2.2 Appearance

The wearing of proper attire, and a clean, neat, well-groomed appearance is vital to your effectiveness and acceptance by the public as a professional transit operator. The following is the dress code expected of all operators while on duty.



Dress Code For Operators

Item/Description of Code

Slacks/Trousers: Operators shall wear the uniform slacks provided by *SYSTEM NAME* at all times.

Shirts/Blouses: Operators shall wear the uniform shirts provided by *SYSTEM NAME* at all times. It is also determined that rolled up shirt sleeves do not present a neat and acceptable appearance.

Shoes: Dark colored shoes (or dress boots) may be worn. Clogs, sandals or high heeled shoes may not be worn. In periods of extreme cold or snow conditions, boots of a dark color may be worn provided they do not interfere with the ability to operate a bus safely.

Sweaters: Solid color sweaters and sweater vests may be worn over the shirt and shall be of open, crew, or V-neck style. Turtle neck sweaters and sweaters with designs or stripes are not permitted.

Hats: If any hat is worn, it shall be a standard round uniform cap with brim and of dark blue.

Jackets: The *SYSTEM NAME* issued jacket shall be worn if any jacket is worn while on duty. From November 1 through March 31, solid color quilted vests may also be worn underneath or in lieu of the jacket; however if worn in lieu of, the *SYSTEM NAME* jacket must be with the operator. Such vests shall be dark blue in color and provide for a neat and acceptable appearance.

Ties: Operators are required to wear the tie issued by *SYSTEM NAME* from September 15 to May 15. During the remainder of the year ties are optional.

General: The dress code for operators is established in cooperation with the Union in order to provide a better understanding of acceptable dress when reporting for work and while on duty. In all cases, it is the intent that a neat and presentable appearance be maintained. In the event the issued uniform becomes worn or damaged, *SYSTEM NAME* will replace the item as needed.

It is recognized that the established code may not cover all specific instances of attire. Where clarifications or questions arise, they will be handled through the Transportation Department.

Special Note: During training and until your uniforms are received, all operators are expected wear blue shirts and blue slacks (no blue jeans).

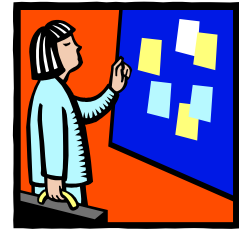
2.3 Supplies and Equipment

When reporting, be sure to obtain all necessary supplies and equipment (i.e., timetables, transfers, trip sheets, punches, instruction sheet (if any), time points for the route to be operated, etc.). Supplies are furnished to each new operator during or upon completion of the training program and may be replenished from the Dispatcher.

[Place examples of necessary supplies such as driver log sheet here]

2.4 Bulletin Boards

Bulletin boards must be checked every day before the operator starts their run. After a certain length of time on the bulletin board, memos and notices will be posted in a binder which is available to all operators in the driver's room. Memos and notices are intended to keep you up-to-date on route detours and new orders.



2.5 Drug Free Workplace Policy

In accordance with the Drug-Free Workplace Act, the unlawful manufacture, distribution, dispensing, possession, influence or use of a controlled substance is prohibited in any *SYSTEM NAME* workplace including vehicles. Employees who violate this policy shall be subject to disciplinary action up to and including discharge of employment.

All employees of the Authority shall abide by the requirements of the Drug-Free Workplace Act and are required to notify *SYSTEM NAME* in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace. Such written notice must be provided to *SYSTEM NAME* no later than five calendar days after such conviction.

Questions or additional information regarding the requirements of the Drug-Free Workplace Act should be directed to the *SYSTEM NAME* Executive Director.

2.6 Sexual Harassment Policy

In accordance with Title VII of the Civil Rights Act of 1964 and following the guidelines of the Equal Employment Opportunity Commission (EEOC), it is the policy of the *SYSTEM NAME* that sexual harassment will not be tolerated by an

SYSTEM NAME employee. This includes actions by supervisors to employees, employees to employees, and/or employees to customers.

Specifically, the following actions shall be termed violations of this policy: unwelcome sexual favors, and other verbal or physical advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature. These general categories may include:

- sex-oriented verbal "kidding" or epithets;
- lewd comments such as questions about sexual activity or preferences.
- derogatory comments or slurs;
- obscene gestures;
- propositions;
- physical assaults and advances;
- other physical contact such a patting; pinching or constantly brushing against another's body;
- subtle pressure for sexual activity;
- harassing phone calls or notes; and
- display of obscene or derogatory posters, centerfolds, cartoons or drawings.

Violations of *SYSTEM NAME*'s policy on sexual harassment will be subject to disciplinary action up to and including discharge from employment.

Violations of this policy should be reported immediately to the *Responsible position*. *SYSTEM NAME* will respect and maintain to the maximum extent possible the confidentiality of the offended party.

2.7 Professional Conduct Policy

It is unprofessional and unacceptable to discuss another employee's personal or job-related business with a customer. When a customer attempts to do so, **all** employees must not be receptive to the discussion. When necessary, inform the customer in a polite, courteous and confidential manner that you are not permitted to discuss such matters. It is further unacceptable to bring or engage in personal relationships or personal business on duty.

To insure that malicious rumors and statements about employees or customers are not circulated, do not engage in discussions with customers regarding them. Report such statements made by a customer to your department head along with the customer's name when known.

To maintain positive relations among employees, it is also unacceptable that such rumors and statements be passed on to other employees or customers. Passing on what may even seem to be a harmless statement told to you by a customer or another employee often leads to the statement being reported as truth, whether true or false. This in turn can lead to mistrust and intolerable conditions among employees and/or customers.

To insure there are no misunderstandings about the spreading of rumors about another employee or customer, the Authority regards such activity as unprofessional conduct, a form of harassment, and as behavior that cannot be tolerated.

It is expected that all employees will always take the proper steps to stop rather than pass on malicious rumors or statements about fellow employees or customers.

In the event that you have a situation that could be misinterpreted, or if you need clarification on any particular situation or area of concern, please seek the guidance of your department head.

2.8 CDL Reporting Requirements

Motor Vehicle Violations

Under the law governing Commercial Driving License, all drivers of a commercial vehicle are required to notify their employer in writing of any conviction for violating a Federal or state law or local ordinance relating to motor vehicle traffic control within 30 days of the date of conviction. *SYSTEM NAME* policy requires notification of receipt of any citation within 72 hours of the incident. The notification must contain the following:



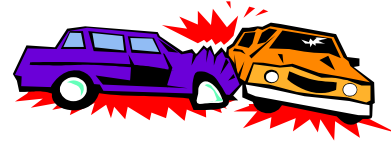
- 1) Driver's full name
- 2) Driver's license number
- 3) Date of conviction
- 4) Section of the law violated
- 5) Indication whether the violation was in a commercial vehicle
- 6) Location of the offense
- 7) Driver's signature

A form will be developed for Operators to report such violations to *SYSTEM NAME* and will be obtainable from Dispatch. Completed forms must be turned in to either the Director of Fixed-Route Services or the Manager of Safety & Training.

The CDL contains penalties of \$100 fine for any driver that fails to comply with this reporting requirement.

2.9 Reporting Accidents

All drivers of a commercial vehicle are required to report any accident that results to injury to or death of any person or persons, or property damage of any kind, regardless of the damage, to their employer.



Violations of this section can result in disqualification of your CDL license for one year for the first violation and disqualification for life for a second offense.

All *SYSTEM NAME* employees are required to report all accidents/incidents to their immediate supervisor or dispatcher as appropriate and/or the Manager of Safety and Training immediately. An accident report must be written and filed as per the contract.

2.10 Family Medical Leave

Employees who are eligible for and wish to take Medical Leave under the Family and Medical Leave Act of 1993 (FMLA) may do so in accordance with the procedures set forth in the Act.

FMLA provides for up to a total of twelve (12) work weeks of unpaid leave during any twelve (12) month period under certain conditions:

1. Birth or placement of a child for adoption or foster care;
2. To care for an immediate family member (spouse, child, or parent) with a serious health condition.
3. When an employee is unable to work because of a serious health condition.

Leave may be taken in blocks. It need not be taken as a single, continuous period.

There are certain Notice and Certification requirements called for in the Act. Should any employee wish to take leave under this provision, he/she should check for further details on the rights and responsibilities provided for under the Act.

Notices are posted in all common areas regarding this Act.

2.11 Workers' Compensation

Workers' Compensation Insurance covers liabilities imposed upon *System Name* by the Workers' Compensation Laws of Pennsylvania relating to occupational injuries, illness or death. *System Name* maintains the required limits by the State of Pennsylvania.

Each employee is responsible for reporting any accident, illness or injury, no matter how trivial, to his or her supervisor within 48 hours.

The Pennsylvania Workers' Compensation Act provides for the payment of benefits to employees injured on the job. Under the Act, *System Name* may establish a panel of six (6) physicians for prompt treatment of such work-related injuries. Employees injured on the job must be treated by a listed physician for the first 90 days following initial treatment of the injury; if you report to a physician without following the procedures, your medical benefits will not be covered by workers' compensation. The law further provides that employees may select a physician if the employer fails to list at least six (6) licensed physicians or after 90 days of treatment. Additionally, referral to a specialist from a listed physician is considered authorized treatment and medical bills shall be covered.

System Name has selected *Name of firm* to manage its work-related injuries under this program. Any employee injured on the job should immediately report the injury to their supervisor, who will then contact *Name of firm* to schedule an appointment with one of the listed physicians. You need not and should not contact a listed physician directly, even if your own physician is listed. All initial contacts should be made through your supervisor and *Name of firm*. A written injury report must be filed with the state and the *System Name* insurance company.

If you require emergency medical treatment, report to *Name of hospital emergency room*, and report the injury to your supervisor the next day.

3. CUSTOMER RELATIONS



3.1 Customer Relations

PASSENGERS **PASSENGERS** are the most important persons in our business -- IN PERSON, BY PHONE, or BY MAIL.

PASSENGERS are not dependent on us—we are dependent on them.

PASSENGERS are not an interruption of our work—they are the purpose of it. We are not doing them a favor by serving them—they are doing us a favor by giving us the opportunity to serve them.

PASSENGERS are not a cold statistic—they are flesh and blood, human being with feelings and an emotion like YOU and ME—and with biases and prejudices, likes and dislikes.

PASSENGERS are not persons to argue with or match wits with—or even to outsmart. **NO ONE ever won an argument with a passenger.**

PASSENGERS are persons who bring us their wants. It is our job to handle their requirements pleasantly so that they will want to ride with us again.

The objective of this training program is to provide you with the tools to become a professional transit operator. You will notice as your training progresses that we will not refer to you as bus drivers, because driving a bus only begins to scrape the surface of what will be expected of you. Later in your training we will be discussing defensive driving techniques and specific driving skills. Those sessions will prepare you to deal effectively with the purely technical aspects of your job, i.e. driving a bus safely. At this point, however, it is important to touch upon the non-technical, though no less important, human relations skills, which separate drivers from operators.

Think of yourself as a businessperson representing the transportation system. The most important people in your business are the passengers you carry. You may be the first and only representative of the transportation system to come into contact with the passengers. Therefore, the impression the passengers have of you will be the impression they have of the entire system.

Your product is service, and your obligation must be to make that service as attractive as possible so that your customers (passengers) will want to continue using your product. If you do not successfully fulfill that obligation, then they will buy another product—perhaps in the form of automobile transportation—and your very livelihood may be in danger. Remember that you are not doing them a favor by picking them up; their fares pay your wages.

Keeping schedules and delivering your passengers to their destinations safely are important measurements of the quality of your product. However, they are not the only ingredients because you are engaged in a "people" business and people react in a variety of ways when they board a bus and become a "passenger".

You must be aware of these reactions, make allowances for them, and make your passengers feel as confident and comfortable riding with you as possible.

"One possible reaction is a feeling of loss of control. As adults, we like to be in control of our lives. By stepping onto a bus, we are turning over this control to an unknown person. Since many adults drive, it is sometimes unnerving to trust another person to be as good as we each think we are. I can trust myself. Can I trust this operator?"

Another reaction not uncommon to passengers is the feeling of self-consciousness and insecurity in facing rows of staring strangers. Choosing a seat becomes a big deal. "What will people think if I sit there?" Usually, people will sit alone until there is no choice, and then they must choose a seatmate; a small decision, maybe, but a decision forced upon the passenger and often unwelcome and uncomfortable.

Some passengers find the confinement, especially in a crowded bus, to be intolerable. They feel pushed and crowded by other people and resent the close quarters. Each of us has our circle of privacy, and when this is invaded, we shift and try to gain the space back again. As an operator, you know—or will know—how close a person can stand to you without invading your territory, and when he

or she stands too close or leans toward you to talk within your circle of privacy, you feel uncomfortable and lean away. Passengers also suffer this feeling of intrusion.

Some passengers become unusually obedient and child-like on a bus. By giving up responsibility for their motion, they give up even more, and look to the operator as the all-knowing and all-powerful parent. They see the operator as "authority", and are willing to obey, but don't take appropriate actions themselves.

Other passengers, again feeling child-like, react in another child-like manner. They become belligerent and must test this authority and themselves by making unreasonable demands and complaints.

Passengers are just like us, but in this unique role as a passenger, they are helpless to hurry or slow the bus, helpless to guide it safely through traffic, and helplessly stranded with strangers who are, at the least, unknown and unchosen, and at the worst, possibly dangerous. Passengers look to the operator for their security. Your attitude, manner, greeting, and driving behavior send a signal that they are entering a safe environment or a hostile one where they must be on guard and defensive.

We all make mistakes. The operation of a transportation system involves a complex set of interacting tasks and there are bound to be some errors. Your job will be to try to correct problems as quickly as possible regardless of whether the error was yours or the passengers. Remember, **THE PASSENGER IS ALWAYS RIGHT**, even when you feel they may be wrong. When you do make a mistake, correct it as quickly as possible and avoid making excuses. "I'm sorry" is the only apology necessary.

Most people are patient, understanding, and cooperative; and if you do your very best under the circumstances, the public generally senses this fact and is appreciative. You will be amazed at how far a pleasant smile, a sincere greeting or a helping hand will go in creating a good relationship between you and your passengers. Not only will they like you as a person, but will also be more inclined to help you should you ever need their help.

Operators must exercise patience and self-control. Anger at the wheel interferes with safe operation; but self-control and a good attitude win the respect, admiration and cooperation of all concerned. You will find that many motorists drive differently when they are around buses or other large vehicles than when they are

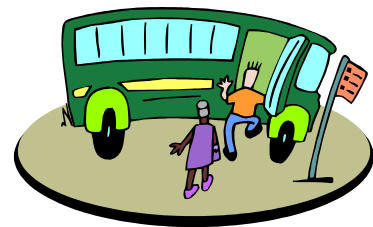
around other passenger cars. They will pull out in front of you from parking spaces and intersections, they will go out of their way to pass you if they are following you in traffic, and they will make right hand turns in front of you as you are pulling out of near-side bus stop zones. They put themselves, their passengers, you and your passengers, and pedestrians in dangerous situations partly because they are intimidated by the size of your vehicle, partly because they simply can't get a full view of the traffic picture when they are around large vehicles, and partly because they are just impatient.

Operators must never forget that they are Professionals, and as such, must make allowances for the lack of skill, or improper attitudes on the part of others no matter how trying the circumstances seem to be. Pedestrians and drivers of other vehicles with whom you share the road should be treated with the same courtesy and respect shown to your passengers. Your attitude and conduct as a participant in the total traffic picture may well determine whether these non-passengers become your passengers in the future. Actually, it is far easier to be courteous, considerate and cooperative than to be indifferent, inconsiderate, and uncooperative. Among the great dividends payable directly to an operator as a result of improved treatment of people is a far more pleasant feeling about their job.

3.2 Passenger Boarding and Alighting

1. Stops to receive or discharge passengers at points along the routes must be made at regulation "Bus Stop" signs for all routes, when available.

When a passenger insists that you stop to let them off at a location outside a bus stop zone, simply say " I'm sorry, I am not permitted to stop at that location". (Or words to that effect.)



2. Do not stop your bus blocking crosswalks or intersections.
3. When making a stop for passengers, pull to the head (front) of the bus stop, if possible, to permit passengers to board from the curb and alight to the curb from either door without stepping into the street. The bus must be completely stopped and should be no further than 6-8" from the curb. If other vehicles are parked in such a way that pulling to the head of the stop

will not allow sufficient room to pull back into the traffic lane safely, use your own judgment in positioning the bus. Report all vehicles parked illegally in bus stop zones to Dispatcher.

4. Avoid injury to passengers and damage to the bus—especially doors—by keeping a safe distance from trees, poles, fireplugs, or other obstructions that may be near the curb line. Do not stop with doors opposite an obstruction on the curb or a hole in the street.
5. Operate in the proper lane of traffic so that you can see passengers waiting at loading zones, and at a speed that allows you to make a safe and proper stop at the curb.

Keep a lookout during bad weather for passengers who might be waiting in a sheltered place at or near a bus stop. Sometimes they won't show themselves until your bus is very near the stop.

6. A bus must never start moving or be operated with the doors open! Doors must not be opened prior to bringing the bus to a complete stop.
7. When passing bus stop zones, be extra cautious. Other drivers, aware of the bus stop location, may expect you to make the usual stop.
8. Generally, when two or more buses are stopped at the same bus stop simultaneously, each must stop again at the head of the loading zone, if necessary, to load or unload passengers.
9. When passengers begin to fill the front of the bus, the operator should courteously (but with persistence) ask the passengers to move down the aisle.

EXAMPLE: "Sir/Madam could you please move to the rear of the bus and make it easier for other passengers to get on and off the bus?" (Or words to that effect)

10. At heavy loading points, and especially during rush hours and in bad weather, people are inclined to think only of their own comfort. As soon as the door is opened they will rush to enter in order to get a seat or get in out of the weather. A jam of boarding and alighting passengers slows up both

processes and makes it difficult for the operator to maintain their schedule. Therefore, encourage passengers to alight from the rear door--when safe and fare policy permits -- to allow easy boarding of passengers through the front door. If they still choose to alight via the front door and people are waiting to board, ask the waiting passengers to let them out first before attempting to board. The operator can make their work easier if they say the proper thing at the right time, and in the proper manner.

11. If for any reason you have carried a passenger past their stop, do not argue whether the buzzer cord was pulled or pushed or whether you heard it. Simply say: "I'm sorry", and let them off at the next stop or as soon as possible if on a county route. When a passenger has been inadvertently carried some distance past their destination, you may transfer them back on a bus going in the opposite direction by issuing them an emergency transfer. Or, if they desire, permit them to ride to the end of the line and back to their destination without paying an additional fare.
12. Elderly or handicapped persons and children should be given any necessary assistance by the operator. It is the operator's duty to watch for all passengers, especially elderly or handicapped persons, alighting at the rear door. However, you should encourage them to exit through the front door for their security and your peace of mind.

3.3 Passing Up Passengers

1. Operators must not pass up passengers unless there are two buses running together and their scheduled destinations are the same. Under these circumstances, the lead bus shall make the stop and the following bus may go around. The only exception shall be when one of the buses is loaded to capacity, including standees, (such as a school tripper) and then the operator of the bus should report to the Dispatcher before passing up any passengers for instructions.
2. All operators must be on the lookout for passengers needing to transfer to other vehicles downtown. If it is possible to make a connection without undue delay, this connection must be made. The attractiveness of our

service is greatly lessened if a bus is driven away from a connection and people are left standing to wait for the next bus. Driving away from connecting vehicles is very destructive to good passenger relations. Passing up waiting passengers when there is room for them on your bus, and operating in the center lane of traffic where you cannot make proper stops to pick up passengers is prohibited.

3. Particular attention must be given to transfer locations late at night and/or weekends when headways are long, or during bad weather.
4. In order to provide better connections downtown and accommodate our passengers, every bus operating in regular route shall pull into the bus loading zones at downtown and come to a complete stop. Operators shall look in both directions for approaching buses and shall not proceed until passengers from such buses shall have had the opportunity to transfer. This procedure downtown will include all pull-in and pull-out of buses and must be followed even when there are no passengers at the bus stop loading zone.

3.4 Running "HOT"

You do your passengers possibly the greatest disservice when you run "HOT" (ahead of schedule). Passengers will forgive you for being late; they understand that you can be delayed by traffic congestion, accidents, weather, and mechanical breakdowns. They will not, however, forgive you for running ahead of schedule.

We have a type of contract with our passengers. We develop and advertise our service to attract passengers. In accepting our offer of service—and walking to the nearest bus stop—they have every right to expect that we will deliver the service as advertised. If we tell them they can expect a bus at a certain time and place, and you pass by two minutes earlier because you have a light load and little traffic that day, we have broken that implied contract. It is an especially serious matter if the weather is bad, the buses are infrequent, or the passenger is elderly or handicapped.

Therefore, an operator who consistently runs "HOT" in obvious disregard of their schedule and their passengers will be subject to disciplinary action. If you have an unusually light load and/or traffic is light and you see that you are starting to get ahead of schedule, increase your dwell (standing) time at stops and transfer points,

or decrease your speed in order to catch more traffic lights. Remember that passengers **all along the line** are expecting you to keep the schedule as advertised.

3.5 Seniors and Passengers with Disabilities

[Showing the video, “The Ten Commandments of Communicating with People with Disabilities” is a good intro. to this section—available from PennTRAIN]

There will be occasions when you will have the opportunity to serve certain special populations of passengers for which particular insight is needed -- both to make your job easier and to help them use our service to their benefit. This section deals with the transportation problems of the elderly and persons with disabilities. While we should realize that "elderly" and "handicapped" are not exclusively interchangeable terms, they define a group of persons who encounter very similar transportation barriers by reason of illness, injury, age, congenital malfunction or other permanent or temporary incapacity or disability. These persons generally cannot perform one or many of the following tasks easily or without assistance:

1. Board or alight a standard transit vehicle.
2. Walk two or more blocks to a bus stop.
3. Stand for long periods of time.
4. Maintain balance on a moving transit vehicle.
5. Read information signs such as destination signs, street signs, etc.
6. Grasp coins or other small objects.
7. Comprehend and follow simple or complex instructions.

This definition is used by the Federal government in various regulations and funding formulas to identify persons who are eligible for specially funded transportation services. Fully ambulatory elderly persons who have not yet experienced the physical effects of the aging process shall nonetheless also require sensitivity on the part of the operator.

Both of these groups will require more understanding and patience on the operator's part than the majority of passengers. For several reasons they can feel even more insecure and threatened when using public transportation than one

might normally expect. However, they also are valued customers and should be shown the same courtesy and respect as your other passengers.

3.5.1 Sensitivity

Because many elderly and disabled persons are unable to either afford or drive a car, they must rely upon walking, friends, relatives or public transportation for access to employment, medical, recreational, shopping, and social opportunities. Since walking may be difficult and dependence on friends or relatives may be inconvenient or psychologically undesirable, the transportation services you provide could well open the door to an independent and productive lifestyle for persons who in the past would have simply become "shut-ins".

However, if you are to succeed in your efforts to assist your elderly and disabled passengers, you must also learn to be empathetic toward them; a mutual trust, respect, and understanding must be developed between operators and their "special" passengers.

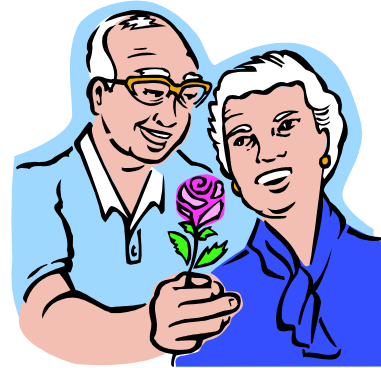
Empathy simply means understanding another's feelings. It means becoming involved -- involved in understanding what's happening to another person and developing deeper understanding of yourself.

Those persons who become knowledgeable about riding the bus take great pride in this ability and should be treated as "somebody". It is our way of saying that we are not doing them a favor or providing pity, but rather providing a service—and doing it professionally. Courtesy and respect for each person as an individual can build strong and lasting relationships that reward you as much as the passengers. Elderly and persons with disabilities are aware of their own limitations and will request assistance as needed. Under no circumstances should you threaten their sense of independence or threaten their dignity.

The following section is provided to help you develop an insight into the feelings of your special passengers, identify the various types of disabilities which your passengers might display, point out the most common devices used to increase mobility, and suggest appropriate assistance techniques which you can employ to help your elderly and disabled passengers use your service safely and comfortably.

3.5.2 Elderly

Sometimes the elderly feel discarded, unappreciated and useless. These feelings many times result in contrariness, resentment or bitterness causing irritability at minor questions or requests. On the other hand, because of the loneliness, the elderly person may be over-talkative, repetitious, and "noisy".



As you know, the older person often lives alone. Because of this, human contact is very important. It isn't easy for us to think of conversations at the grocery store, or questions to a bus operator as the most personal contact of the day! Those of you who are experienced operators undoubtedly recognize loneliness as the reason for some of the questions and conversations you get from older people, and hopefully you have responded with understanding.

To those persons who appear irritable or angry, many times a smile or a greeting can change that attitude. It says, "I care". For the elderly passenger who wants to talk to you constantly, explain that in order to provide a safe trip, you cannot always carry on a conversation. This can be said politely and with a sincere smile.

Many times elderly persons must deal with a good deal of fear. "Will I miss my stop? What will I do if I'm late? Will Mary wait for me? Can I find my way back home if it's dark?" It isn't just the big fears that seniors have to cope with, it is the little fears also that are caused by inability to see or hear well, inability to walk far, inability to make new friends. All of these are real and influence their lives and behavior.

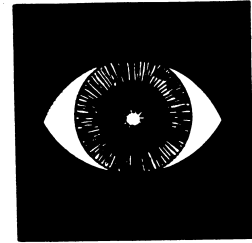
Sometimes the elderly suffer recent memory loss. That is, they know where they are going as they get on the bus, but suddenly forget. Or perhaps they ask a question and forget they asked it. When you must give the same information to the same person every day, or even twice a day, perhaps it is because that person suffers from this problem of recent memory loss.

Unless asked to do so, never call an elderly person by their first name. The use of last names, preceded by "Mr." or "Mrs.", re-establishes that sense of dignity many older persons feel they have lost.

[INTRODUCE THE FILM “DRIVER AWARENESS DIMENTIA” available from PennTRAIN]

3.5.3 Visual Impairment (Blindness)

It is estimated that only about 12 percent of all legally blind persons are totally blind. Most have some degree of vision or light perception. The legally blind individual—almost half of whom are 65 years of age or older—can see no more at a distance of 20 feet than a person with normal vision can see at a distance of 200 feet (20/200 vision as opposed to 20/20 vision).



Some of your passengers may have visual problems that require them to make adjustments for color blindness, filmy vision or perceptual problems. Imagine looking through slightly opaque glasses and then consider how necessary it would be to sit as close as possible to the operator (for security), or to the window to better see street signs. This may also account for the not uncommon practice among those with visual problems of changing seats frequently during a bus ride ("musical chairs").

The visually impaired will usually use a white cane or a guide dog when they travel. Those who have retained some degree of vision may depend upon glasses, which allow them to distinguish shapes and colors in their environment, even though they may appear only as blurs.

When you detect a visually impaired person at a bus stop, pull up to the curb as close as possible and announce your route number and destination. If the person indicates that they wish to board your bus, tell them how high the first step is and warn them of any obstacles in their path. If other passengers are alighting, tell them "Someone is getting off" so they can move out of the way.

Once aboard, tell them how much the fare is and any other information they might require. If they need help locating the farebox, encourage them to follow the handrail. If they accidentally drop the fare on the floor, pick up the money and deposit it in the farebox in full view of other passengers. **Tell the blind person what you doing.**

After you have ascertained where the blind person wants to get off, direct them to the nearest vacant seat by giving specific instructions such as "The seat is located directly behind you" or "The next empty seat is six steps forward on your right". If possible, allow them to sit behind you or somewhere near in case they should require assistance. Do not start the bus moving until the person is seated.

Most canes used by blind persons are of the folding type and will be folded by the passenger once they are seated. If they are using a non-folding cane, ask them to place it out of the way to avoid conflict with other passengers and to lessen the possibility of injury if you are required to make a sudden stop.

If a blind person is traveling with a guide dog, make sure the person is seated so that the dog can lie down at their feet, out of the way of passenger traffic. (Guide dogs are permitted on the bus and ride free) Remember that a guide dog is responsible for the safety of their master. Do not pet a guide dog or otherwise distract them from their job.

During the trip, call out stops and major transfer points, as appropriate. Notify them as you approach their destination. When the blind passenger alights, help the person gain a sense of direction by indicating where they are in relation to any obstructions that exist either on or off the bus. Make sure the bus is as near to the curb as possible. If a transfer is necessary, give the person specific directions as to where they can locate their connecting bus, if necessary.

The visually impaired take great pride in their ability to function in the "seeing" world. Guide rather than pamper them and ask how you may help. Do not perform tasks for these persons unless it is requested. Note: It is not necessary to shout when talking to a visually impaired person.

3.5.4 Hearing Impairment (Deafness)

If you have any relatives with hearing problems, you know how they must struggle in noisy places to pick out the important sounds. A bus is noisy and so is traffic. Even slight deafness can have major consequences. When an elderly or disabled passenger asks you again and again to call out the streets, it's possible that not only fear or loss of sight, but also loss of hearing may be causing their anxiety. People with hearing impairments see, think, and feel just like the rest of us. Their only problem



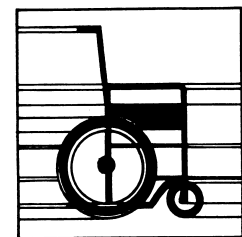
is an inability to hear, and communication must be through visual means. As with visual loss, hearing loss may range from partial loss to total loss. The only identifying characteristic may be the use of a hearing aid, although this is not always the case.

Although speaking a little louder to a deaf person is advisable, loudness alone will not necessarily aid communication since some deaf persons also have difficulty hearing speech clearly. When communicating with a hearing impaired passenger, make sure you are facing them directly. Speak slowly and deliberately, accentuating your lip movement when forming words for the benefit of those who can read lips. While knowledge of sign language is not necessary on your part unless you serve deaf passengers regularly, hand gestures are appropriate to reinforce verbal directions. If you are unable to understand what a deaf person is saying (they may not be aware of the volume or clarity of their own voice), ask them to please repeat themselves.

As with visually impaired passengers, the hearing impaired should be seated as close to the operator as possible to facilitate notifying them when you reach their destination.

3.5.5 Mobility Impairment

Some of the major disabling conditions which restrict mobility include: fractures of the leg or foot, amputation of the arm or leg, arthritic conditions, cerebral palsy, spinal cord injuries (or diseases), stroke, and epilepsy. Persons with these conditions may need some assistance. It is not the purpose of this training to give you a medical or therapeutic knowledge of these conditions; rather, it is to help you to recognize these conditions, the various assistance devices used by persons with disabilities, and to prepare you to lend appropriate assistance when necessary.



A. Fractures of the Leg or Foot

Persons who have fractured a leg or foot may wear a cast or leg brace, and may also use a cane or crutches to get around. They will normally need more time for boarding and alighting, so be patient. The presence of a cast or leg brace will not only impair their balance, but also require additional legroom when seated. Therefore, avoid sudden starts and stops and direct

these persons to seats, which will allow them to sit comfortably without blocking the aisle.

B. Amputation of the Arm or Leg

Amputees vary widely in the degree of mobility they retain. Some may have no visible mobility impairment and can function independently without walking aids. Others—particularly those who may have had a leg removed all the way up to and including the hip joint—may require prostheses (artificial limbs), walking aids, or a wheelchair to achieve mobility. All persons who have undergone leg amputation will have difficulty negotiating steps, especially the elderly. Again, balance is affected and you should avoid sudden starts and stops. Persons who are missing portions of an arm (or arms) will generally be slower in handling money and may not be able to grab onto something to gain balance in the event of sudden starts or stops.

C. Arthritic Conditions

Stiffness and swelling of arthritic joints and the pain associated therewith can make it difficult for persons afflicted with arthritis to walk, negotiate steps, handle coins, get a firm grip on handrails, maintain balance, or rise from a seated position without assistance. Depending upon the severity of the condition, crutches, canes or even a wheelchair may be required.

D. Cerebral Palsy

Persons with cerebral palsy will demonstrate a lack of muscular control caused by damage to the nerve tissues of the brain. Staggered walking, slurred speech, and poor overall coordination may give the mistaken impression of drunkenness. Persons with cerebral palsy to maintain balance commonly use crutches and/or braces; more severe cases require the use of a wheelchair, usually power-driven. You must be patient with these persons, allowing sufficient time for responses to questions and assisting with fare payment if necessary. As with all handicapped passengers, do not move the bus until the passenger is seated. Sudden stops and starts or moving before the person is seated can throw these persons off balance and cause serious injury.

E. Stroke

As with persons with arthritis, people who have had a stroke may experience difficulty walking, negotiating steps, maintaining balance, and rising from a seated position. In addition, they may have difficulty expressing themselves or understanding directions. This inability to communicate easily with others is often frustrating to them, so be patient and punctuate your conversations with hand gestures. A cane, walker, or brace may be used to aid mobility. If the person is wearing a sling to support a paralyzed or injured arm, the hand on the paralyzed arm will be virtually useless for support or to assist in negotiating steps or in maintaining balance. Never take hold of a person's paralyzed arm when providing assistance. Assisting with fare payment and giving directions to help overcome problems in judging distances accurately may be necessary.

F. **Epilepsy**

Unlike the disabling conditions described previously, epilepsy will not require special assistance on your part unless an epileptic passenger has a seizure while on your bus. Seizures range from a simple staring spell (Petit Mal) to inappropriate or purposeless behavior with subsequent amnesia (Psychomotor) to a violent shaking of the entire body accompanied by a temporary loss of consciousness (Grand Mal). In the event one of your passengers experiences a Grand Mal seizure, stop the vehicle and notify the Dispatcher (or Supervisor). The following procedures are recommended by the Epilepsy Foundation of America:

5. Do not try to restrain the person. There is nothing you can do to stop a seizure once it has begun. It must run its course.
6. Clear the area around them so that they do not injure themselves on sharp objects. Try not to interfere with their movements in any way.
7. Do not force anything between their teeth. If their mouth is already open, you might place a soft object like a handkerchief between their side teeth.
8. It isn't generally necessary to call a doctor unless the attack is followed almost immediately by another major seizure, or if the seizure lasts more than about ten minutes.

9. When the seizure is over, let the person rest if they need to.

It is important to realize that mobility impaired persons using assistance devices are generally self-sufficient. The aids they use often substitute for a fully functional set of legs and are important and necessary extensions of the person. Lend assistance to the mobility impaired only when requested. These persons also take great pride in their ability to be independent and mobile.

[INTRODUCE THE FILM “DRIVER SEIZURE AWARENESS”—available from PennTRAIN]

3.5.6 Mental Retardation

Mental retardation is an intellectual deficit of varying degrees and should not be confused with mental illness. Mildly or moderately retarded individuals have the capacity to travel independently if properly prepared and assisted. Although many have no readily recognizable physical symptoms, they may have a limited ability to comprehend what is being said to them, to read schedules, or to communicate their needs.

Be patient with retarded passengers. Ask what information they need and respond in a calm voice, addressing them in a normal adult manner. Don't interpret slow responses as rudeness; ask them to repeat themselves if you are unable to understand them. Provide whatever route and fare information retarded passengers may need. A schedule may not be sufficient; you may need to offer a detailed explanation. Be prepared to help them count out the exact fare. Encourage retarded passengers to sit near you, if possible, so that you can notify them when you reach their destination.

3.5.6 Behavior Disorders

Persons with behavior disorders will not exhibit physical symptoms of their handicap. Their condition is a result of emotional disturbances or social mal-adjustments, which manifests itself in often unpredictable behavioral changes. All too often, the behavior they display is antisocial in nature and many times their

way of checking your limits. You must be firm with such individuals in letting them know that certain types of behavior will not be tolerated. Explain to them the rules of conduct on your vehicle and make sure you enforce those rules fairly and consistently. When dealing with behavior problems, explain that it is the behavior that is unacceptable and not the person.

The material presented in this section does not cover all impairments which limit a person's transportation mobility, only those which you are most likely to encounter as a transit operator. When other impairments are encountered, take into consideration the passenger's need for independence and acceptance. Assist where needed. Learn to give visual assistance through finger pointing, nods of the head, writing, or hand movements.

3.5.8 Providing Assistance

As a senior or person with a disability prepares to board or alight your vehicle, you should attempt to determine whether or not assistance would be required. If there is physical evidence that the person may need help, but hesitates to ask for it, then you should broach the subject in the most delicate manner. Simply ask the passenger, "Can I be of assistance?" or "How can I help?" This is the safest and least embarrassing approach. If the passenger accepts your offer, then wait for their instructions before proceeding. Avoid any sudden movements or unsolicited—though well intentioned—actions, since you may be interfering with the person's preplanned movements and inadvertently cause an accident rather than prevent one.

If the person declines your offer, remain close by and observe their progress. Your help may be required at a later stage or in the event of unforeseen problems. You should understand that elderly and handicapped persons who decline offers of assistance may be too shy or too proud to accept; or they refuse because they don't want to be a "bother". Remember that for many of these people, being able to use public transportation despite their handicap(s) is a major victory in their never-ending battle to achieve and maintain independence. Their insistence upon making it on their own should be applauded and not taken as a personal insult.

3.6 Stop Announcements

As required by the Americans with Disabilities Act, operators are to make stop announcements in order to assist passengers that may be blind or visually impaired. These stop announcements are required to be made at major destination and/or transfer points and at significant intersections, regardless of whether or not such announcements are requested by the passenger. Further, the operator must comply with any special requests for announcements made by passengers.

[Insert list of stop announcements in this section]

3.7 Conflict Avoidance

When dealing with passengers that may be considered “Difficult”, it is important that as a Professional Operator you remain in control of the situation. Experience has shown that many of the conflicts and assaults on operators are a result of the operator’s own actions which escalated the event rather than diffusing the incident. It is important that operators recognize their own stress levels and patience each day and understand that passengers may be stressed beyond reasonable actions to minor events. In most cases, you are actually in control of whether the conflict will result in an argument, lead to an attitude complaint by the passenger against you or turn out to be no problem at all.

CONTROL YOUR OWN MOOD FIRST!

Remember, you can’t change other people but you can change yourself. If you are impatient with passengers, then you are probably stressed about a number of things that probably do not have anything to do with the passenger.

When your passengers board your bus, they can be in any of four basic moods. They can be...

- 1) OK
- 2) Anxious
- 3) Agitated
- 4) Out of Control

And they can move between any of these stages rather quickly. How you treat them can have a big influence on which stage they stay in or move to.

[Show video “Conflict Avoidance” and use the accompanying workbook as a training tool—both available from PennTRAIN]

3.8 Security Principles

These tips and guidelines are designed to help the operator maintain order and promote safety on the vehicle.

- A. *Many (most) disputes arise out of misunderstanding and the way a passenger is addressed by the operator.*

The passenger may be unaware of the procedures for riding the bus, either formal procedures or the informal procedures that the operator expects. Because they may truly not know what to do, it is necessary to give the passenger the benefit of the doubt and assume they really don't know. Address them calmly, respectfully and in a relaxed manner. This means that the operator must be tolerant and patient and explain the proper procedure without being irritated, aloof or acting in a rude manner (even though he or she is really irritated).

- B. *Passengers will resist being told what to do.*

Rather than telling a passenger to do something, phrase the request in the forma of a choice, or question. “This transfer has expired, do you have another

one?” Let the passenger make the next move. Asking questions (manipulating) is far less provocative than telling or commanding.

C. *Passengers will “test” bus operators.*

It is important for the operator to keep control of himself or herself. Some passengers will test the operator (just as kids test adults) to see if they can get away with something. It is important, when being tested, to stay in control, to be consistent and to respond without losing patience.

D. *Touching a passenger can lead to a fight or lawsuit.*

Never touch a passenger. If a passenger refuses to comply with a request, contact the dispatcher. Be aware of sexual harassment potential.

E. *A trapped passenger is a dangerous passenger.*

In a dispute, be sure the doors are open. The objective is to maintain order, and protect passengers, not apprehend offenders. If the doors are closed, the passenger may get violent in an effort to get out. Do not close the doors on a fleeing passenger. This could also lead to violence. Notice identifying characteristics and write them down if possible.

F. *The dispatchers only know what you tell them.*

The dispatcher is never at the disturbance. Therefore, it is important to convey information about the situation as accurately as possible so the dispatcher can take appropriate action. Remember, the emotion level the dispatcher will (and appropriately so) be different.

G. *A loaded gun beats four aces every time.*

Comply with all instructions of an armed passenger. Your safety and the safety of your passengers depends on it.

H. *Security is established by example.*

It is difficult to keep the passengers from eating, smoking, and playing loud radios on the bus if the bus operator eats, smokes and plays the radio.

I. *Security is maintained through consistency.*

If one passenger cannot eat on the bus, then all passengers cannot eat on the bus. Most people will go along with a rule if they think it is fair. Consistent and uniform application of all rules and regulations is fair to all of the passengers.

J. *We have to accept some distasteful behaviors.*

Although we may not like occasional body odor, the popping of chewing gum, or loud conversation, there is nothing illegal about these activities. We cannot refuse service nor eject people for all activities that we find offensive. There are times that we have to put up with a situation until the passenger gets off the bus. Putting passengers off the bus involuntarily can lead to lawsuits.

4. OPERATING PROCEDURES

4.1 Required Work Material

Materials to be carried at all times while on duty:

Bus Defect Slips

Transfers

Issued Punch

Pack of schedules (all routes) (suggested, but optional)

Accurate Watch

[Include examples of defect slips and transfers, e.g.. These items can be scanned in for inclusion in the appropriate place in this section]

4.2 Pre-trip Inspection

The bus assigned to your piece of work will be identified on the daily assignment sheet in the Dispatchers Office. Write down the bus number in order to avoid pulling out the wrong vehicle. Locate the vehicle and conduct a pre-trip inspection using the following checklist:

1. Start engine. Put bus on fast idle in order to build up air pressure. Do not race the engine; racing cold engines is one of the most destructive forms of engine abuse. Parking brake should be set to prevent bus from moving.
2. Set destination Signs.
3. Check interior of bus:
 - (a) Note its general condition, including cleanliness, cracked or broken windows, and rails for dust or grease, and conditions of lights. If bus is dirty, notify Dispatch.
 - (b) Check condition of floor, the edges of seats for rough surfaces and for loose screws that might tear clothing.
 - (c) Test operation of the windshield wipers and washers.
 - (d) Check instruments on dash.
 - (e) Check doors, chime signal (if applicable) and horn. Make sure sensitive edge on rear doors is in operating condition.
 - (f) Mirrors should be adjusted for best visibility
 - inside mirror should be adjusted to give operator a view of entire bus interior and passengers.
 - outside flat mirrors should be adjusted so that you can see rear tires at ground level in bottom of mirror and the rear bumper near the inside edge.
 - (g) Check operation of heating and ventilating system.
 - (h) Be aware of the location of all safety equipment, fire ext., first aid kit.
4. Examine exterior of bus for any apparent new damage that may be visible; check with Dispatch if uncertain about damage and record any damage on the Vehicle Damage Report. Relief operators must follow the

same procedure when making any reliefs. Record any scratches, marks or damage. You will be held responsible for carrying out this rule.

- Check for any indication of a leaking condition of water, oil or fuel.
 - Examine tires for low air or unsafe condition, and visually inspect lug nuts for tightness.
 - Turn on all lights - including directional signals and flashers - and check them before leaving the garage. If any legally required lights are burned out, notify the garage. Other lights such as interior step lamps, reading lamps, etc., should be noted on the Vehicle Damage Report.
 - Make sure oil pressure is at the proper operating range, 25 psi is the minimum. If oil pressure less than 25 psi, contact the dispatcher immediately.
5. Check air suspension for low pressure or leak down. If the air ride is still down after the air pressure has built up to full pressure, do not move the bus. Before you move the vehicle, apply the brakes and hold them on to see if air pressure drops while brakes are applied. Air pressure should be built up to 90 pounds and, if air pressure continues to drop while brakes are applied, report this to the Dispatcher.
 6. As you prepare to leave the yard, move your bus a few feet and check the brakes. If they respond properly, wait until you are on the street and have checked for other traffic, then test your brakes at a higher speed.
 7. Check wheelchair lift for proper operation. If necessary, move your vehicle to a level spot for this procedure.

4.3 Road Check

You should also determine whether the engine performs properly under load. A planned road check, undertaken on the way to pick up your first passengers, will give you a chance to evaluate steering, suspension, clutch, transmission, driveline and other components.

1. **Test the parking brake lever.** If the vehicle moves easily when the brake is on, it is not holding properly and should be repaired.

ALWAYS RELEASE THE PARKING BRAKE BEFORE STARTING OUT.

Driving with the parking brake "on" is the most frequent cause of parking brake failure or fire.

2. **Check transmission operation.** With the transmission engaged in either a forward or reverse position, the vehicle should start out smoothly in response to depressing the accelerator pedal and the transmission should not produce any unusual metallic noises.
3. **Check the steering.** Is it responsive? Does there appear to be too much "play" or jerking in the steering system? Does the vehicle steer easily? Does it go precisely where you steer it? Is steering steady in turns and when going over bumps? Report any unusual or substandard steering conditions.
4. **Check the suspension.** Is there excessive "bounce", or does the vehicle "bottom" when going over bumps or potholes? Does it "weave" or "sway" excessively, when turning corners or on curves? It may be due to broken springs or faulty shock absorbers. Report any unusual riding or handling characteristics.
5. **Use your senses**
 - (a) **Listening for trouble**
 - (1) Sharp knock when picking up speed.
 - (2) Light knock when engine is running at idle speed.
 - (3) Dull regular knock.
 - (4) Clicking or tapping noises.
 - (5) Continuous or intermittent squeal or squeak.
 - (6) Loud exhaust noise.

- (7) Engine backfiring, missing, popping, spitting or overheating.
- (8) Steaming and hissing.

(b) **Feeling for trouble**

- (1) Excessive vibration in the engine compartment, steering wheel, or drive line.
- (2) Low or high speed shimmy.
- (3) Hard or wandering steering.

(c) **Looking for trouble**

- (1) Sudden drop in oil pressure.
- (2) Low oil pressure.
- (3) No oil pressure.
- (4) Excessive oil consumption.
- (5) Smoke coming from engine compartment.
- (6) Exposed cord on tires.
- (7) Fluids under or around your vehicle.

(d) **Smelling trouble**

- (1) Excessive exhaust fume odor.
- (2) Odor of burning rubber.
- (3) Odor of burning oil.
- (4) Odor of burning rags.

NOTE: If any of the above exists, notify Dispatch immediately for further instruction.

4.4 Missed Reports (insert your policy)

A miss shall be charged when an operator fails to report in accordance with his/her scheduled starting time. Failure of an employee to report off sixty (60) minutes prior to report time will result in the operator being charged with a miss. Misses shall accumulate for one (1) year on a fiscal year basis, beginning July 1 and ending on June 30. A miss will result in the loss of an operator's guarantee for the week in which the miss occurred.

In the event an employee misses for any assignment, the employee shall be penalized in the following manner:

- a. The first three (3) misses will result in a warning.
- b. The fourth miss will result in a one (1) day suspension without pay.
- c. The fifth miss will result in two (2) days suspension without pay.
- d. The sixth miss will result in two (2) days suspension without pay.
- e. The seventh miss will result in three (3) days suspension without pay.
- f. The eighth miss will result in five (5) days suspension without pay.
- g. The ninth miss will result in five (5) days suspension without pay.
- h. The tenth miss will result in the termination of the employee.

Assignment of Bus Operators Who Miss Report

1. Operator on a miss will be assigned to work after all other operators in good standing have been assigned.
2. Assignment of operators who miss will be in accordance with their reporting times.

4.5 Sick Reports

An operator who is sick must report at least one (1) hour before their

report time. If this is not done, it will be marked up as a miss.

4.6 Reports Off Duty

1. All reports off due to illness, bereavement or other valid emergency reasons must be specifically indicated when calling in to report off. Reporting off without a valid reason being given cannot be accepted as a proper report. Simply stating that you will not be in without providing a valid reason is not satisfactory and may result in the absence being treated as an unauthorized absence.
2. All reports off due to illness should be made by calling 921-0601 and reporting to the dispatcher. One hour notice is required for reports off duty. If for any reason you feel a particular report off could be justifiably misinterpreted, a follow-up call to the Transportation Department during regular office hours is suggested.

SPECIAL NOTE: *SYSTEM NAME* reserves the right to place any employee under more stringent requirements when excessive misses or sick report patterns are documented.

4.7 Running Late

Whenever a bus becomes 10 minutes late, the dispatcher must be notified. During inclement weather or hazardous road conditions, it is imperative that all operators keep the dispatcher advised as to how late the bus is.

4.8 Route Signs, Transfers and Schedules

Route signs, schedules and transfers will be picked-up from the Dispatcher by the morning driver for buses that remain out all day. The evening driver will leave all schedules, transfers and route signs in the bus. Drivers who operate tripper buses will pick-up route signs, schedules and transfers from the dispatcher. Route signs, schedules and transfers will be left in the bus when the bus is returned to the garage.

[Insert a copy of one of your system's transfers here]

4.9 Bus Defect Slips

Bus defect slips are located in the Dispatcher's office. Put the white copy of the bus defect slip on the driver's seat in the bus for the maintenance department. Give the yellow copy to the dispatcher. Keep the pink copy for your records. This will allow maintenance to promptly receive the bus defect slips.

[Insert a copy of a bus defect slip here]

4.10 Eating and Drinking Policy

The general rule is that operators are permitted to snack while on duty **at the end of the line** if there is no opportunity for a meal break. No driver may eat or drink while the vehicle is in motion.

For example, operators should not be drinking from a cup or reaching into a bag while driving along any main street. Instead, wait until a normal stop or layover provides a safe opportunity to do so.

This policy is specifically designed for those operators whose shift does not provide a meal break. It is not designed to allow constant drinking and eating by those operators who have ample opportunity to obtain their meals.

4.11 Smoking Policy

The use of tobacco in any form is prohibited by operators while on duty with the exception of a smoke break which must be taken outside the vehicle at end-points of a route if time permits, when deadheading to or from garage (where there are no passengers on board) and at layover points outside the vehicle, if time permits. If the weather is inclement, you may smoke on board only at a scheduled layover at the end-point of a route (downtown Reading is not permitted) if there is no nearby shelter, and if the passengers on board do not object.

4.12 Transistor Radios and Tape Decks

It is the policy of *SYSTEM NAME* that operators are not permitted to operate transistor radios or tape decks while driving. This includes any listening device such, as headphones or earplugs, or CB radios/scanners. The use of such listening devices can be a distraction from your driving duties and thus, a safety hazard. However, passengers are permitted to have listening devices, but only in the form of headphones and as long as it does not create a problem for other passengers.

4.13 Air Conditioning

To properly turn on air conditioners:

1. Bus must be at a full stop.
2. Fast idle switch must be off.
3. Bus must be at a slow idle.
4. Motor must be at right temperature for A/C to kick in (180 degrees).
5. Turn air condition switch to activate, then give time to cool.

4.14 Use of Kneeling Feature

During extreme cold or snowy weather, failures of the kneeling feature increase significantly, and for that reason, its use should be discouraged. The kneeler may be used if it is absolutely necessary to ensure safe boarding and alighting, particularly for senior citizens and during off peak hours. If a passenger requests the use of the kneeler during bad weather, politely explain the problem. If the passenger insists it is necessary, you should get directions from the Dispatcher.

This applies only during extreme cold or snowy weather. The general use of the kneeler is expected during the remainder of the year where conditions warrant, such as, you are forced away from the curb, or to ensure safe boarding and alighting for specific passengers (particularly Senior Citizens).

During mild weather, including during winter months, the kneeler should be used when obviously needed by a passenger. If the outside temperature is between 40 to 50 degrees, do not tell passengers the kneeler can not be used because it is too cold.

4.15 Interior Lights -- Evening Driving

The interior bus lights must be turned on at dusk, as well as the headlights. The interior lights must be on, at a minimum, in Reading, any Boroughs in Berks County and all urbanized areas. The lights can only be turned off when on County routes or open stretches of highway. Lights should be turned on whenever picking up or discharging passengers.

4.16 Handling a Mechanical Breakdown

1. Stop the bus safely, pulling over to the side if possible.
2. Put on emergency flashers and set out flares or reflectors if your bus is equipped with them.
3. Check for the cause of the breakdown. If it can be taken care of without having to do the work of a mechanic, do so; for example, turning off the air conditioner might enable you to get up a steep hill. If not, carry out the next step.
4. Check for a fire and evacuate the bus if there is any danger.
5. Call the dispatcher to ask for a mechanic and relief bus. Make sure you give the Dispatcher your exact location.
6. Explain the delay to your passengers and give them an idea of the length it will be. Give out emergency transfers if appropriate.
7. Do not move the bus until cleared by a mechanic or supervisor.

4.17 Carrying of Weapons

Operators are not permitted to carry any weapons of any kind while on duty or on Authority property. This includes the carrying or use of any deterrents, such as mace or any other item or object that may be used against another person.

4.18 Holdup or Robbery

Operators should not resist a robbery attempt, especially if the person is armed. In the course of robbery attempt, an effort should be made to mentally note the approximate height, weight, clothing, or any other identifying features of the perpetrator. At the first safe opportunity, operators should radio dispatch to report the robbery attempt and wait for police.

Most buses are equipped with an “Emergency Call Police” button either on the floor or dash that displays the message on the exterior of the destination signs. If possible and safe, this button should be activated.

4.19 Solicitation

Soliciting money or public support by employees for political, religious, social, or other causes while on duty or on Authority property is strictly prohibited.

Operators must not allow anyone to solicit or otherwise disturb passengers, or allow unauthorized materials to be distributed or displayed on Authority property or vehicles.

4.20 Vehicle Fire/Emergency Evacuation

At the first indication or suspicion of a fire on a vehicle you should immediately stop the vehicle and evacuate passengers as quickly as possible. All passengers should be directed to move a safe distance from the vehicle. If it is safe to use the radio, notify the dispatcher of all the details as soon as possible. If the radio can not be used, go to the nearest telephone at a residence or store and call “911” to report the fire and then call the dispatcher.

In the event of a suspected fire, it is important to shut-down the vehicle and turn off all electrical switches. Every effort should be made to turn off the main electrical switch at the battery compartment of your vehicle. All vehicles are equipped with fire extinguishers that should be used, if needed.

While most buses are equipped with an alarm in the engine compartment to signal fires, this is not the only potential source for fires. Operators should use all their senses in the event of a suspected fire.

Always remember --- the safety of you and your passengers comes first!

Fire Hazard Areas of Buses

1. Engine Compartment - Proceed with extreme caution if you choose to investigate a fire in the engine compartment. Remember that opening the hatch can feed the fire oxygen and make the situation worse.
2. Underneath the bus - Air bags, wheel wells, and tires. Do not attempt to crawl under the bus or put your arm in the wheel well. This type of fire is best handled by the fire department.
3. Wiring and Battery - Electrical fires can spread quickly throughout the vehicle. If possible, the main electrical switch should be turned off. This type of fire is best handled by the fire department.

4.21 Radio Procedures

The two-way radio on your bus is there to improve transportation services for your passengers. In some operations, the radio system is virtually the bloodstream of the transportation system. It is most effective when used in a professional manner and should never be treated as a toy. It is a piece of highly sophisticated equipment whose operation is strictly regulated by the Federal Communications Commission (FCC).

Our ability to communicate with the bus fleet will improve service to our passengers and increase the efficiency of our operation. It is an efficient way to transfer information rapidly. Use the radio to:

1. Report heavy or unusual traffic conditions or hazards.
2. Report bus failure or malfunction.
3. Report accidents.

4. Report any other events needing police, fire, or medical assistance.
5. Report failure of your relief to appear.
6. Request a hold on another bus for a transferring passenger.
7. Report schedule adherence problems.
8. Report any circumstances in which you are in doubt as to the proper action to take.
9. Receive information regarding rerouting or changes in headways.
10. Request schedule information for passengers.
11. Receive or report information regarding articles left or lost on board your vehicle.
12. Reporting any crimes witnessed while driving as part of the Community Watch program.

4.21.1 FCC Regulations

The FCC assigns frequencies, issues licenses, monitors the airwaves and enforces its regulations. The FCC regulations specifically forbid the following:

1. The use of the radio system by unauthorized personnel.
2. The repair or change of frequency by unlicensed personnel.
3. Obscene, indecent or profane language.
4. Transmission of unassigned call letters.
5. False calls.
6. Fraudulent distress calls.
7. Superfluous and unidentified communications.
8. Operation of the radio system during a civil defense test.
9. Transmission within 200 yards of a posted blasting site.

Anyone violating FCC regulations is subject to the following penalties:

1. Loss of license.
2. Imprisonment for not more than two years.
3. A fine of not more than \$10,000.

4.21.2 Transmission Procedures

Before you begin to transmit, think about what you want to say, condense the message as much as possible in your mind, then:

1. Remove the handset from its cradle.
2. Before pressing the transmit button on the handset, listen to see if another operator or the dispatcher is already using the radio. If this is the case, wait and try again in a few moments. Don't break into other conversations unless a real emergency arises. Even if another conversation applies to you, wait until the air is clear before you transmit.
3. Once clear, press the transmit button on your handset and request permission to transmit. For example: "Bus 8901 to Dispatch". A light on the radio should come on indicating you are transmitting.
4. After transmitting, release the button and await a reply. Remember that no one can use the radio frequency if someone else has depressed the transmit button. After 30 seconds, if you have not received a reply, try again.
5. After the dispatcher has acknowledged your call, talk directly into the mouthpiece in a moderate tone of voice and give your name, route, and location followed by a brief message. Speak slowly and distinctly. Avoid excitement or anger.
6. Keep messages as brief as possible. Do not editorialize, use jargon, slang, or obscenities. Comments and opinions about police departments, etc., should not be discussed over the radio and will not be tolerated.
7. When repeating a message, speak slower, not louder.
8. Get your message acknowledged and make sure you acknowledge messages.
9. The first time an address is given, it should be read digit-by-digit. For example: "1527" should be read one-five-two-seven. If you are asked to repeat the message, it should be read fifteen twenty seven.
10. Use the phonetic alphabet to "spell out" unusual street or location names. Ask the Dispatcher to spell it if clarification of the name is necessary.
11. When an error is made in transmission, the word "correction" should be used and the correction made immediately.
12. Clear the air when your conversation is complete. Simply say, for example: "Bus 8901 clear". At the end of transmission, return the handset to the cradle and check that the warning light is out.
13. Whenever you leave the bus or return to the bus let the dispatcher know!

4.21.3 Radio Breakdown

Any noticeable malfunction of the radio equipment—such as failure to transmit or receive or presence of static that interferes with the reception—should be reported immediately to the dispatcher and written up on the maintenance sheet when returning to the garage.

Prior to reporting such a malfunction, however, the operator should:

1. Check if the vehicle is in a "dead spot" (a location in which transmission is difficult or impossible because of high buildings or hills and valleys). Drive a short distance and try again.
2. Check if the transmit light is on.

If the radio still does not work properly, call the dispatcher at the first available telephone. Give your bus number and location and await instructions.

Any operator-rigged device which keeps the radio from hanging up properly is strictly forbidden - this includes placing cardboard, match-packs, paper clips, etc., in the cradle of the radio to keep it from disconnecting. In addition to violating *SYSTEM NAME* Policy, it may also damage the equipment.

5. DEFENSIVE DRIVING



5.1 Defensive Driving

The job of a transit operator is primarily that of driving safely and courteously. Your ability to handle a bus in this manner will go a long way in proving you value to *SYSTEM NAME*. Driving defensively to prevent accidents reduces insurance and claim costs and ensures on-time delivery of transportation services to the public.

Accidents are either preventable or not preventable. The preventability of an accident depends upon the actions taken by you to prevent it regardless of the incorrect actions of others or adverse weather conditions. Defensive driving on your part requires:

1. Knowledge and strict observance of all traffic rules and regulations applicable to the State of Pennsylvania. You are responsible for knowing them (and any other federal or local laws which are applicable) and strictly adhering to them. In addition, all traffic fines are the responsibility of the operator.
2. Constant alertness for the illegal acts and driving errors of other drivers and the willingness to make timely adjustments in your driving so that these illegal acts and errors will not involve you in an accident. Being alert to traffic conditions around you and keeping your mind on driving will help you detect potentially hazardous situations and give you time to plan defensive actions to avoid them.
 - Keep your eyes constantly moving -- right, left, and especially ahead.
 - Check traffic behind frequently and beware of blind spots that may hide approaching vehicles.
 - Avoid unnecessary conversations with passengers while the bus is in motion.
 - Do not conduct non-driving duties such as punching transfers or writing while driving.
 - Expect the unexpected at all times.

3. Knowledge of, and intelligent adjustment of your driving techniques to, special hazards presented by abnormal, unusual or changing conditions in the mechanical functioning of your vehicle, type of road surface, weather, degree of light, kind of traffic, and your physical condition and state of mind.

4. Taking no chances. Do not assume that all pedestrians and motorists will exercise the same degree of care or caution that you do. When nearing a street or highway intersection, look out for pedestrians and automobiles approaching from both directions, give sufficient warning of your presence and intentions, and don't take chances! Don't force your right-of-way at the risk of an accident. Adjust your speed to prevailing conditions. It is important to carry passengers on schedule, but more important to carry them safely.

UNDER NO CIRCUMSTANCES SHOULD SAFETY BE SACRIFICED FOR THE SCHEDULE.

5. An attitude of confidence that you can drive without ever having a preventable accident.

[Defensive driving resources are available from PennTRAIN. The National Safety Council's Coaching the Bus Driver and Coaching the Van Driver may be appropriate in this section.]

5.2 Starting and Stopping

When the operator checks both the right and left mirrors and uses their turn signal, then starts their bus smoothly and accelerates at an even rate, without interruption, to the desired speed, they have made a perfect start. When the operator checks both right and left mirrors using turn signals, slows down at an even rate and makes a smooth stop at the desired point, they have made a perfect stop.

Prepare to Start:

1. If there is a vehicle nearby, always use turn signals and wait until vehicle has moved and is at least fifteen feet away before you leave the stop.
2. Check that other vehicles and pedestrians are clear and will stay clear.

Start:

3. On dry pavement, start bus smoothly and accelerate at even rate.
4. On slippery pavement, start smoothly and slowly, depressing the accelerator gradually. If drive wheels begin the slightest spin or sideslip, release pedal immediately. Depress the pedal lightly again, releasing immediately if wheels again spin or sideslip. Repeat until bus moves without spin or sideslip.
5. Pick up speed gradually and maintain proper following distance behind traffic ahead. (2 – 3 seconds under 40 mph, 3 – 4 seconds above 40 mph.)

Stopping. Know the braking capabilities of your bus at all times. Braking distances can vary from bus to bus; therefore, always make a test stop as soon as practical when you leave the garage or make a relief. Also, never assume that your bus will brake the same for an entire run.

Depending upon such conditions as number of passengers being carried and operation on grades, braking will vary. Always be prepared to slow down or stop. When your foot is not on the accelerator pedal, it should be at the brake pedal.

Where to apply the brakes depends on existing conditions.

1. On a dry, level street with a light load:

At this Begin to brake this distance
Speed from the intended stop

10 mph	1 1/2 Bus Lengths
20 mph	3 Bus Lengths
30 mph	5 Bus Lengths

2. On a downgrade or with a standing load, use your own judgment as to where to begin braking but allow more distance than shown above.
3. On a slippery street, allow two to three times the distances shown above.

How to apply the brakes depends on the condition of the street.

1. On a dry street, apply brakes smoothly to the extent of brake required. As speed is reduced, let up on the brake pedal gradually so that the pedal is slightly depressed at final stop.
2. On a slippery street, depress the brake pedal lightly. Slow, gentle pressure should prevent the wheels from locking up. If the rear wheels begin the slightest slide or side-slip release immediately to allow the wheels to roll. Depress the pedal lightly again, releasing immediately if wheels again slide or side-slip. Repeat until wheels no longer slide or sideslip.

An alternative for stopping a transit bus under slippery conditions employs the heel and toe method -- heel on the brake pedal and toe on the accelerator. This action requires great skill to affect a balance of laboring the motor to slow the movement of the bus without skidding the wheels or killing the motor. The speed of the bus should be below 13 MPH when beginning such an action.

3. Do not "fan" the brake pedal. This practice causes poor performance, rough operation, which is uncomfortable and unsafe to the passengers, and causes excessive wear on the brakes. Fanning does not increase brake pressure, but decreases both reservoir and brake pressure.

When stopped, keep brakes applied. When stopping behind vehicles, stop five feet back. Stop ten or more feet from other vehicle if stopped on a hill and roadway is icy; tires are hot and slick from a stopped position and may cause poor traction.

5.3 Maintaining Safe Following Distance

When following moving traffic, the operator must be able to stop smoothly and safely if the vehicle ahead should slow down or stop suddenly. Your ability to stop safely in time is a combination of perception distance (the distance your vehicle travels from the time your eyes see a hazard until your brain recognizes it; the perception time for an alert driver is about 3/4 second or 60 feet if you are traveling at 55 mph) reaction distance (the distance traveled from the time your brain tells your foot to move from the accelerator until your foot is actually pushing the brake pedal; the average driver has a reaction time of 3/4 second or another 60 feet traveling at 55 mph) and braking distance (the distance required to bring your vehicle to a full stop after the brakes are applied; at 55 mph on dry pavement with good brakes it can take a vehicle about 170 feet to stop or about 4-1/2 seconds. As such the total stopping distance at 55 mph will take about 6 seconds and your vehicle will travel the distance of a football field or 290 feet.

1. Whenever you double your speed, it takes about four times as much distance to stop and your vehicle will have four times the destructive power if it crashes. At speeds below 40 mph you should allow 4 seconds between you and the vehicle ahead. At speeds above 40 mph you should allow at least 5 seconds between you and the vehicle ahead.
2. Watch traffic conditions and signals ahead to anticipate when vehicles ahead will have to slow down or stop so that you will be ready to adjust your following distances accordingly.
3. If a passing vehicle begins to move into your driving lane, place your foot at the brake pedal or apply brakes so that you will have the proper following distance when the passing vehicle is ahead.
4. Outside downtown areas, drive no closer to another bus than 600 feet or about one city block. This will allow adequate distance between buses so passengers are not passed by and can read the destination signs.

5.4 Changing Lanes

Unless otherwise directed, buses must be operated in the right hand curb lane on city streets and the right or middle lane of expressways at all times. However, there are times when the operator must change lanes to get around parked vehicles or objects, to pass slower moving vehicles, or to move into the proper lane before making a turn.

1. Be certain that the lane you intend to move into is clear. Use mirrors to check alongside and to the rear. Remember to check the space to your immediate left since it will not show up in your mirror. Foot must be at the brake pedal while check is being made.
2. When the other lane is clear, give the proper turn indication and move over at a gradual angle.
3. When changing lanes to pass a vehicle or object, begin to angle out about two bus lengths away from the vehicle or object so that you will be able to straighten out the bus before you pass. Maintain a 3-5 foot clearance while passing.
4. Before returning to your driving lane, give the proper turn indication.
5. When returning to your driving lane after passing a parked vehicle or object, angle in after the rear wheel is past the front bumper of the parked vehicle or the forward edge of the object.
6. When returning to your driving lane after passing a moving vehicle, make certain that you are clear of the entire vehicle before starting to angle in. After returning to your lane, cancel your turn signal.

5.5 Intersection Operation

Approaching Intersection:

1. Have bus under full control, prepared to slow down or stop if vehicles or pedestrians should cross into the path of your bus.
2. Do not proceed into the intersection unless it can be cleared with the entire bus.

3. Be alert at all alleys and driveways or other locations where vehicles may cross into the path of the bus.

Moving Through Intersection:

4. Always keep both hands on the wheel. Do not conduct non-driving duties, such as issuing transfers.
5. Proceed with caution while checking traffic and pedestrian movement.
6. Resume speed only after clearing intersection.

NOTE: "Bus under full control" means that the operator is alert and is fully aware of traffic and pedestrians; they have both hands on the steering wheel; they let up on the accelerator pedal and places foot at the brake pedal or applies brakes depending on the circumstances; they are fully aware that passengers may be thrown off balance unless they are prepared to make a smooth, safe stop in traffic or pedestrians cross their path.

5.6 Passing and Being Passed

When passing parked vehicles or fixed objects, vehicles moving in the same direction, or vehicles moving in the opposite direction, the operator's main concern is clearance. The operator must check that they have enough clearance before passing and they must maintain that clearance while passing.

Before and after passing, it may become necessary for the operator to change lanes. When this is necessary, follow the procedures for changing lanes. When being passed, the operator must also be concerned with clearance. The operator must be

on the alert for any indication that the passing vehicle may not allow proper clearance while passing. If other vehicles crowd, slow down to allow them to move on. Many streets are so narrow as to make passing and being passed very hazardous.

5.7 Passing Parked Vehicles or Fixed Objects

Prepare to Pass:

1. Check clearance before beginning to pass. If clearance is doubtful, stop the bus and get out to check.

Passing:

2. Keep the bus in a straight line.
3. Maintain clearance of 3-5 feet where possible.

4. Where clearance is close, operate at extremely slow speed, with foot at the brake pedal.
5. If there are indications that a parked vehicle may pull into the path of the bus (a driver in the seat, exhaust smoke, lights on, front wheels turned out) tap horn to warn driver that you intend to pass and place foot at brake pedal or apply brakes so that you can stop safely if the vehicle pulls out.

5.8 Passing Vehicles Moving in the Same Direction

Prepare to Pass:

1. As you begin to overtake the vehicle, tap your horn to warn the driver you intend to pass.

Passing:

2. Maintain 3-5 feet clearance while passing.
3. Keep bus in straight line while passing.
4. If vehicle moves toward bus, drop back.

5. If vehicle speeds up, drop back.

5.9 Passing Vehicles Moving in the Opposite Direction

1. Be prepared to slow down or stop if approaching vehicle should cross the center line.
2. Watch for hand signals or other indications that vehicle may turn into the path of your bus.
3. Stay as far to the right of the center line as you safely can.

5.10 Being Passed

Other Vehicle Overtaking from the Rear:

1. Watch for indication that the vehicle wishes to pass. Some clues to this are: driver of approaching vehicle sounds horn, moves into passing lane, or straddles lane periodically to check passing room.
2. Stay to the right while maintaining 3-5 feet clearance.
3. If you are tailgated, slow down to encourage the driver to pass you. Maintain your own safe following distance.

Other Vehicle Passing:

4. Allow the vehicle to pass safely. Do not increase speed while vehicle is passing.
5. If vehicle passing reduces clearance, slow down or stop, if necessary.
6. If passing vehicle enters your lane after passing your bus, place foot at the brake pedal or apply brakes so that you will have the proper following distance when the passing vehicle is ahead.

5.11 Passing School Buses and Emergency Vehicles

1. Do not pass school buses, which are displaying flashing signals indicating, loading or unloading of children. Stop and remain stopped until all children are clear of the roadway and the bus moves again and red flashers are off. However, when the roadways are separated by a physical barrier or a lane or an unpaved median area, the driver on the separated does not have to stop for the school bus.
2. As soon as any emergency vehicle siren is heard, the bus must be stopped immediately and remain stopped until the emergency vehicle (or vehicles) have passed.
3. When stopping for an emergency vehicle, pull to the right hand curb and leave the street clear, if at all possible.
4. If a vehicle approaches rapidly with the horn blowing continuously, and/or blinking lights, regard it as an emergency vehicle and react accordingly.

5.12 Making a Right Turn

When the entire bus clears the curb at the corner and stays as nearly as possible in its own lane of traffic, the operator has made a perfect right turn. To make this perfect turn, the operator must consider the following factors: where to stop prior to the turn if a stop is necessary, how far to angle out when leaving the curb, where to begin the turn, the speed of the bus while making the turn, and how to straighten out after making the turn.

The procedures for making a right turn under average conditions are illustrated in Figure 1. If the corner curb is rounded off very little, the angle of the bus must be greater than that shown in the illustration. If the corner curb is rounded off a great deal, the angle of the bus may be less than that shown in the picture. When there is

unusual conditions such as illegally parked cars or temporary obstructions, these procedures must be adapted and the operator must use their best judgment. At some intersections, it will be necessary to straddle both lanes to avoid running over the curb.

Approach

1. Activate turn indicator 150 feet from the intersection.
2. Follow procedures for curbing, but prepare to make a stop 25 feet from corner. If parked cars prevent curbing, prepare to make a service stop short of the crosswalk. If there are passengers to board or alight, stop; if not, reduce your speed to 3-5 MPH.

Prepare to Turn

3. Stop issuing and receiving transfers before leaving the bus stop. Concentrate fully on driving. When the bus is at the curb, wait for a gap in traffic and then angle out until the front doors are about 10 feet out and you can sight through the front door down the curb line of the street into which you are turning. While angling out, give right turn signal.

When the bus is alongside parked cars and curbing is not possible, proceed straight forward until you can site down the curb line of the street into which you are turning. While proceeding, activate your right turn signal.

Turn

4. While turning, use a steady hand-over-hand movement.

Operate at 3-5 MPH. Have your foot on the brake pedal unless your speed is less than 3 MPH. Watch the front overhang; be especially cautious if the front of the bus crosses the centerline. Use your right side view to check that the right side of the bus will clear the corner curb and vehicles or pedestrians. If you are unsure of clearance, stop the bus to check. Use your left side view mirror to check clearance with vehicles and pedestrians on the left side of the bus.

Straighten Out

5. Straighten out into your driving lane, keeping 3-5 feet clearance of the curb or parked cars. After the bus is straightened out, resume your normal speed.

5.13 Making a Left Turn

When the bus stays as nearly as possible in its own lane of traffic, the operator has made a perfect left turn. To make this perfect turn, the operator must consider the following factors: where to begin the turn, when to begin the turn in relation to oncoming traffic, the speed of the bus when making the turn, and how to straighten out after making the turn. Figure 2 illustrates the procedures for making a left turn under normal conditions.

If parked vehicles or other obstructions are in the path of the bus, the turn may have to be started at a different point than that illustrated here. Turning from a one-way street may also affect the start of the turn. In these and other unusual situations, the procedures may need modification and the operator must use their own best judgment.

Approach

1. Move the bus into the center or left turn lane at least 150 feet before the intersection is reached. Activate turn indicator 150 feet from the intersection. Reduce speed so that the bus will be moving at 3-5 MPH when it reaches the intersection.

Prepare to Turn

2. When vehicles are approaching from the opposite direction:
 - a. Stop with the front of the bus at the center of the intersecting street.
 - b. Keep wheels straight while standing in the intersection.
 - c. Wait for a gap in traffic.

When no vehicles are approaching from the opposite direction, begin your turn when the front of the bus is at the center of the intersecting street.

Turn

3. Use steady hand-over-hand movement. Operate at 3-5 MPH (have your foot on the brake pedal unless your speed is less than 3 MPH). Watch the front overhang; be especially cautious if vehicles are parked close to the far side corner curb. Use your mirrors to check clearance with vehicles and pedestrians. Where no service stop is required after the turn, begin to straighten out when the right front corner of the bus is just short of the curb.

Straighten Out

4. Where no service stop is required, straighten out into your driving lane, keeping 3-5 feet clearance from the curb or parked cars. After the bus is straightened out, resume your normal speed.

Where a service stop is required, straighten out so that the bus is parallel to and about 1 foot from the curb; then stop, be certain the rear of your bus has cleared the intersection.

5.14 Standard Curbing Procedures

When the bus is stopped parallel to the curb and about a 6-8" from the curb, the operator has made a perfect passenger stop, from a technical point of view. Actually, the stop is not perfect unless it provides safe access for passengers through both front and rear doors. Six-eight inches is convenient for the passengers and gives them an easy step directly from the curb to the bus and from the bus to the curb. Unfortunately, vehicles often park in or near the loading zone and ideal stop cannot always be made. Also, always remember to use your turn signals when pulling into or pulling out of a bus stop, and **use your 4-way hazard lights while stopped.**

The procedures for curbing are based on the amount of space available at the curb. It is important to provide a safe place for passengers to board and alight, and keep the driving lane as clear as circumstances permit. There are times when it is not possible to follow these procedures completely. If the curbing is broken or blocked, if there are cars parked along the curb, or if the stop is otherwise obstructed, the operator must use their best judgment in determining the safest place to stop. In many situations, it would be best to call the passenger's attention to the situation and suggest the safest way to enter or leave the bus. As an example, access may be restricted to the front door of the bus. Usually, the front of the bus is closest to the curb and the curb next to the crosswalk is generally clear of obstruction.

REMEMBER THESE POINTS, TOO

1. Come to a complete stop before opening the doors.
2. Keep your foot on the brake while the doors are open.
3. Check interior mirrors and right outside mirror, then close the doors before moving the bus.

5.15 Leaving a Service Stop

Prepare to Move

1. Look personally and use mirrors to check that boarding and alighting passengers are clear of the doors.
2. Close doors.
3. After the last boarding passenger has deposited the correct fare, make sure passengers moving to seats are prepared for the start. Warn them if

necessary. If passengers must stand, wait until they reach the first row of seats that face forward to allow them to hold on to back rest.

4. Check that all vehicles and pedestrians to the left, right, and front are clear and that the traffic signal (if any) indicates proceed.
5. Turn on your turn signal to alert traffic that you will be moving out of the stop.
6. Take your foot off the brake.

Move

7. Follow procedures for starting.
8. Move forward, gradually gaining 3-5 feet clearance from the curb. If parked vehicles or fixed objects prevent this, follow procedures for changing lanes.

Special Note: Passengers alighting along busy streets that must cross the street should be instructed to cross behind the bus or wait until the bus has pulled away from the stop. This will provide the most visibility for the passenger to see oncoming traffic.

5.16 Backing a Vehicle

Operators must take every precaution to avoid finding themselves in situations in which they must back their vehicle. If it is absolutely necessary to back a vehicle, the operator must either (a) go personally to the back of the bus to ensure that there is no object behind the bus, or (b) have another person guide them back. As an added precaution, the horn should be sounded before backing. In all instances, do not back the vehicle without assistance.

5.17 Special Operating Situations

5.17.1 Adverse Weather Conditions

- Refer to the # 1 rule of Defensive Driving - SLOW DOWN!!!

- Reduce speed so that you have better control of the bus. Safety must always come ahead of schedules.
- Follow starting and stopping procedures noted earlier for operation on slippery surfaces.
- Increase clearance between bus and parked cars and fixed objects to provide a safety factor in case side-slipping occurs. However, do not allow so much clearance that another vehicle could get between the bus and the curb, fixed object, or parked vehicle.
- Increase following distance to allow the additional distance that may be required for braking. The more slippery the street, the greater your following distance must be.
- Avoid quick or abrupt turning movements. Steer slower and more gradually to reduce the possibility of skids.
- Protect your passengers. Make warning announcements to boarding and alighting passengers. Avoid any actions to hurry passengers—such actions may cause passengers to slip and fall.
- If there are snow banks at service stops, keep sufficient clearance from snow banks so that passengers can step into or from the street, not the snow bank.
- When snow is banked up at the curb, operator is to ask all passengers to alight via the front door. This will prevent passengers from being struck by the rear wheels of the bus if it slips to the curb.

5.17.2 Railroad Crossings

- You need not stop at a crossing where a police officer or a traffic-control signal (stop light) directs traffic to proceed.
- After making a stop at any railroad crossing, the shifting of gears is prohibited until all the tracks have been crossed. If a train has just passed over the crossing, do not drive onto the tracks until the train has sufficiently cleared the crossing so that you are sure there is no train hidden by the first train approaching on an adjacent track.

- Do not proceed after safety stop when a gate or other mechanical signal device is sounding or flashing a warning, except in cases where view of the track is unobstructed in all directions and no trains are approaching, or when there is a flagman on duty who gives you a signal to proceed.
- Where gates protect crossings, stops must be made at a location that will permit gatemen to properly operate the crossing gates when trains are approaching.
- Do not drive your bus around, through, or under any crossing gate while the gate is closed or being opened or closed. You must never accept a lack of movement of the gate as an indication that the device is either in or out of order or not properly handled. You must always take a railroad grade crossing as a warning of danger and must not cross the tracks until you are certain that no train is approaching.
- Should your bus become stalled on a track, immediately request and assist passengers to alight to a place of safety. Then make every reasonable effort under the existing conditions to warn trains approaching from either direction.

5.17.3 Freeway Operation

- Use "on" ramp (acceleration lane) to gain speed, and then merge smoothly with freeway traffic. Observe other traffic using the entrance ramp; watch particularly that the vehicle(s) ahead of you have merged successfully before proceeding.
- Watch for motorists entering the freeway and adjust your speed up or down to assist them in merging.
- Obey posted speed limits and maintain a constant speed whenever possible.
- Use a safe following distance at all times and govern speed accordingly. Allow a minimum of one bus length for each ten (10) MPH of speed. Stopping distance between your bus and the vehicle ahead should be sufficient to avoid chain reaction collisions.

- Follow lane change procedures discussed earlier and plan ahead to avoid frequent lane changes.
- Keep your eyes moving constantly -- far ahead -- just ahead -- left to right. This avoids fatigue and keeps you aware of other traffic.
- Avoid "rubber necking" at any unusual occurrence. Be aware of it, but concentrate on your own vehicle.
- Do not weave from one traffic lane to another or straddle lane dividing lines.
- Stay in the far right-hand lane whenever possible.
- Allow ample time and give proper signals when preparing to exit, slowing down, changing lanes, or making forced stops.
- Make no sudden stops except in an emergency. In the event you must stop on the expressway, observe following traffic and make sure it responds to your signal indicating slowing down or stopping. Signal gradually and, if necessary, pull off the pavement.
- If you become aware that your vehicle has developed some sort of trouble, exit the freeway as soon as possible.
- Do not travel alongside another bus in an adjacent lane except when buses are taking different directions on ramps and then for only a short distance.
- Keep bus properly lighted before daylight and after dark.

5.17.4 Operating Through Water

Drive slowly (not to exceed 5 MPH) through standing water to prevent damage to the equipment. The vehicle must not be driven through water deep enough to reach any part of the engine. Brakes should be tested immediately after operating through deep water to check for water in the brake drums. If the brake condition is poor and does not improve after testing, call the Dispatcher.

5.17.5 Funerals and Parades

Buses must never be operated so as to cut in or in any way interfere with a funeral procession or convoy. Most funeral processions will be identified with "Funeral" pennants on radio antennas, or stickers on automobile windshields, and by headlights turned on.

5.17.6 Passing Schools and Playgrounds

Operators must use extreme caution while operating in the vicinity of schools and playgrounds. The school zone speed limit must be observed and the operator must obey signals of the school patrol, police officers and other authorized persons stationed to protect the children.

5.17.7 Leaving, Entering, or Driving on Garage Lots

- Buses being operated inside the garage must be limited to a speed of no more than five (5) miles per hour; speed limit in the yard is fifteen (15) miles per hour.
- Buses must be brought to a complete stop before entering the street and when entering or exiting the garage or storage bays.
- Be especially careful to avoid starting a bus with someone under it or working on it.
- Use extreme caution when moving a bus on the lot. If other vehicles are blocking you, see that they are moved sufficiently before attempting to move your bus.
- During the hours of darkness, dome lights must be on (except on pull-outs and pull-ins over interstate highways when no passengers are aboard).
- If required during normal operation, seat belts should be fastened whenever the bus is moving.
- Operators must not block fire or emergency lanes. These areas must be kept open at all times.

- Be careful in crossing pits and walking through garages. Do not jump across pits.

6. ACCIDENT PROCEDURES

6.1 Accident Procedures

The very best defensive driver can still be involved in an accident. If you are involved in one, the important thing is to be able to handle it so that your passengers and you are protected from further injury, and you and your bus property are protected from fraudulent or excessive liability claims.

As a professional bus operator you are better trained and a better driver than most people on the road. Even so, you may, through someone else's error or other conditions beyond your control, be involved in an accident. The accident could be one of five different types:

1. Involving your bus and a moving vehicle.
2. Involving your bus and a stationary object.
3. Involving your bus and a pedestrian.
4. To a passenger on your bus or boarding and exiting the bus.
5. In the vicinity of the bus without direct involvement of your bus.

In any accident your responsibilities are the same:

- To keep your passengers and yourself from further harm.
- To keep yourself and your bus property free from unjust or excessive accusations of liability.
- To calm and assist your passengers.

6.2 How to Handle an Accident

1. Stop the Bus.
2. Protect your passengers and yourself from any hazards created by the accident.
3. Check for fire.
4. Evacuate the bus if necessary.
5. Check for injured passengers. Do not move anyone unless they are in imminent danger or further injury is likely to occur.
6. Call for assistance.
7. Inform your passengers of the situation, what actions you have taken, and how they will be affected.
8. Assist the injured.
9. Get courtesy cards filled in. (Witness Information)
10. Give the police and other driver only the necessary information.
11. **Do NOT admit blame.** Speak only to *SYSTEM NAME* Personnel or their representatives.
12. Fill out an accurate and complete accident report. Submit this report by the end of your work day.
13. Give your supervisor all the information needed for the bus property to support your account of the accident.

SPECIAL NOTE: The insurance and owners card for each bus are located in the plastic zipper pack.

If you or your bus property is at fault in an accident, fair claims for injuries or damages will have to be paid. Very often these claims exceed the actual injuries or damages. Protect yourself from this by handling the accident correctly and getting all the necessary information to give the Authority an accurate picture of the accident.

Your first responsibility after an accident is to protect your passengers and obtain help for them if necessary. But you still must be aware at all times that claims can be brought against you or the Authority after an accident so you can take action to prevent unjust claims.

Liability claims can be brought for amounts adding up to hundreds of thousands, even millions, of dollars. You and the Authority are insured, but neither of you can afford huge claims. If the insurance company finds itself paying large liability claims, it can:

- raise the premiums on the policy so they are too high to afford, or
- refuse to renew the policy.

If you are at fault, the insurance company will have to pay just claims for damages. You can do nothing about this. But you can take steps to ensure that the claims are not excessive (too high) or fraudulent (false).

The passenger who claims your bus made two dents in their car when only one was your fault is filing an excessive claim.

The passenger who claims whiplash after an accident when they are not actually hurt is filing a fraudulent claim.

6.3 Steps to Fight Unjust Liability Claims

1. **Don't move the bus** if possible. Also, try not to let the driver of the other vehicle move that vehicle. You don't want to ruin any evidence, such as skid marks, which might be in your favor.
2. **Don't give out any information other than:**
 - your name
 - your bus number
 - your Authority name, address, and phone number
 - Insurance Information
3. When talking to your dispatcher on the phone or your supervisor on the phone, radio, or in person, talk in a voice that can not be overheard.
4. **NEVER ADMIT GUILT.** You may be upset if you have had an accident and, without thinking, assume that you made a mistake. Thinking back later, you may realize you did not. By then it would be very hard to counteract the statements of witnesses in court who said they heard you admit blame.
5. Never criticize the Authority's equipment or rules except to a supervisor. If you do, someone overhearing it could bring suit against the Authority for negligence in protecting the public.
6. Never say that you will contact anyone directly regarding damages or injuries. That is the Authority or it's insurance company's responsibility.
7. Get as many courtesy cards filled in as possible.
8. Fill in an accurate accident report. Be sure to get the license and registration numbers of any other drivers involved. Also, get the names of any police or ambulance personnel who assist you.

6.4 Completing the Accident Report

The accident report is your record of what happened and it is your best witness. You should follow these general guidelines when completing an accident report:

1. Fill out the accident report as soon as possible so the information is fresh in your mind. You may think you will remember everything later, but small details can slip out of one's mind easily. Also, it may be many months, or even years, before you have to go to court, if you do, and a lot can be forgotten in that time.
2. Fill out the report in ink so that no one can claim you changed the information later to make your case look better. Keep a pen on board your bus at all times to be prepared.
3. Make the report legible (easy to read), accurate, and complete.
4. Observe as accurately as you can during and immediately after the accident so your report will be accurate.
Look for three things in particular:
 - the actions of the other people and vehicles involved,
 - weather, traffic, and light, and
 - other conditions.

6.5 Be Courteous to Get Courtesy Cards

If you always practice good passenger relations—being courteous to your passengers—they will not object to taking the time to fill in courtesy cards. These cards will then help you and the Authority get an accurate picture of the accident.

Clues to making good use of courtesy cards include:

1. Never refer to them as "witness cards" -- this scares people immediately. Actually, only a very small number of those signing will be called as witnesses--if any are, so calling them "witness cards" is inaccurate.
2. Distribute the cards as soon as possible.
3. Assume people will sign. As casually as possible explain simply that the Authority needs to know who was present at the accident and start passing the cards out to everyone.
4. Talk as little as possible. Don't give the passengers time to think too much about signing the cards or to be scared by any of your own fears about the consequences of the accident. Also, you don't want them to say in court that their comments were influenced by yours.
5. Pass out the cards first to those who were in the best seats to view the accident in case others decide not to sign, you will still have the most important cards.
6. Begin distributing cards from the back. Then start picking them up from the back after you've finished distributing them. In this way, if one of the passengers in the back refuses to sign, it is less likely that the rest of the bus will be aware of their refusal. All you need is for one person to loudly refuse to sign, and the rest of the people may change their minds about signing.
7. Pick them up as soon as they are completed so people don't change their minds about handing them in. People who observe an accident from outside the bus may be in a better position to get a good view of what caused it than your passengers were. Don't forget to give them courtesy cards.

8. Ask signers to make clear what they have written if it is hard to read.
9. Check for the signer's name and phone numbers.

6.6 Many Different Problems

The problems an accident can give you are many -- injured passengers, angry drivers of other vehicles, possible lawsuits, etc. How would you handle the following situations?

Your bus has been in an accident with another car. A large traffic jam results since it rush hour. A local reporter asks you to comment on the accident. What should you do?

It may be exciting to think your name may be in the papers, but you must decline comment and refer the reporter to the Authority. At all times guard against saying anything that may indicate blame in an accident. You never know when something you say, which may seem harmless at the time, could be held against you in an accident.

A passenger slips as she gets off the bus and angrily declares that she has hurt her knee. You apologize. Suddenly she says, "It's all right", and walks off. Is the problem over?

NO. She could still bring a lawsuit against you or the Authority. Get courtesy cards filled out by those witnessing the incident and file an accident report to protect yourself if she should do so.

The road is slippery with wet leaves and your bus skids into a parked car, denting it slightly. What should you do?

If the owner doesn't appear, leave a note indicating what happened and asking the individual to contact the Authority, giving your name and bus number, plus the Authority name and telephone number. Get courtesy cards filled out and file an accident report to protect yourself.

The car in front of you switches suddenly to the inside lane and crashes into a car in that lane. The car in the inside lane had been speeding. Your bus is not

involved other than being delayed for a few minutes. Can you forget the incident?

No, you don't have to be directly involved in an accident to be sued. The driver of the car in front of you could claim your bus caused the accident by bearing down too hard on it. The drivers could say you blocked their views. Get courtesy cards and file an accident report to protect yourself.

You have been involved in an accident while turning the corner. Only the five passengers on the left side of the bus could have seen the accident. To save time, should you just give those passengers the courtesy cards to fill out?

No. Even passengers who did not actually see the incident could testify about the weather conditions, the light conditions, and the traffic conditions at the time. It is also possible that the five passengers on the left side of the bus could not be located or would refuse to testify when the matter was brought to court. And, indeed, a passerby may have seen the accident even more clearly than the people on the bus. Protect yourself by getting as many witnesses as possible.

Even minor accidents can lead to major lawsuits. Be sure that you always get courtesy cards filled out, file an accident report, and don't give out unnecessary information.

WHEN IN DOUBT, FILL IT OUT!

6.7 Accident Classification

A. **Accidents:** The following are defined as accidents.

1. Any occurrence involving contact between a bus and any moving or stationary object, whether any damage or injury occurred or not.
2. Any occurrence resulting in damage or injury to any party when a bus is directly or indirectly involved even if no contact occurred; (for example, a bus spilling antifreeze and damaging a car's paint).
3. Any contact between a bus and person caused by an operator whether injury occurred or not; (for example, bus door closed on passenger).
4. Any occurrence resulting in any physical injury.

B. **Incidents**: The following are defined as incidents.

1. Passenger falls resulting in no physical injury or treatment whatsoever.
2. Acts of vandalism that result in no damage or injury to a third party.
3. Other unusual situations: (for example, an epileptic seizure on board).

6.8 Determination of Preventable and Non-Preventable Accidents

- A. **Preventable** - A preventable accident is any accident in which the operator failed to do everything he/she could have reasonably done to avoid it. Professional bus operators are assumed to have a higher level of skill than the average driver. Defensive driving entails expert driving performance and not just average performance.

A professional operator is expected to commit no driving errors, and makes allowances for the lack of skill or improper driving of other motorists. A professional operator is alert to accident inducing situations, recognizes the need for preventive action in advance, and takes necessary precautions to prevent an accident.

Neither icy roads, curves, hills, narrow streets, the absence of signs or signals out of order, nor carelessness, recklessness, or ignorance on the part of others relieves the bus operator in the slightest degree of their responsibility for driving without an accident.

- B. **Non-Preventable** - A non-preventable accident is any accident in which the operator practiced expert defensive driving skills and through no fault of their own was still involved in an accident.

7. FARE POLICY



7.1 Fare Policy

(insert your policy)

The basic fare to ride a *SYSTEM NAME* bus is *\$1.10* plus charges for crossing zone boundaries (refer to route maps for zone boundaries). The charge for zone boundaries are as follows: *Zone 1 - \$1.30, Zone 2 - \$1.50, and Zone 3 - \$1.70.*

Fares are collected when passengers board the bus. A passenger can board a route and make one complete trip from the point of boarding to their destination for one (1) fare, including applicable zone fares. However, this does not apply to a transfer. A transfer is for the purpose of completing a one-way trip.

7.2 Free Ride Policy - Children

Generally, children age 5 and under may ride free when accompanied by a full fare paying passenger, senior citizen, or half-fare handicapped passenger. There is a limit of 3 children riding per adult.

Exceptions to this general rule are:

Passengers riding for a reduced student fare can not take a child age 5 or under with them at no charge. Students must pay full fare in order to take a child with them at no charge.

7.3 Senior Citizen Free Ride Program

Senior Citizens (age 65 years or older) can ride free Monday through Friday during off-peak hours (before 6:00 AM, from 9:00 AM to 3:30 PM, and after 6:30 PM), and all day Saturday with the proper state identification card or Medicare card. This program is governed by PennDOT and is funded through the state lottery program. Individuals are encouraged to come to *SYSTEM NAME* to get a Senior Citizen pass which is free of charge.

However, to avoid confusion, a senior citizen can only ride free if their boarding time is within the hours specified above including the case where a senior citizen boards during the specified hours but then stays on the bus beyond a normal terminus point of that route. For example, a senior citizen may board at 3:30 PM and can ride free to Sinking Spring, but can not ride free if they want to ride back to Reading. In this case, for the ride back to Reading, the senior citizen would be charged a fare just like any other passenger. The reverse of this example would be a senior citizen that boards at 8:30 AM in Reading and rides to a terminus, such as Mohnton, would have to pay to that terminus point, but could ride free back to Reading if after 9:00 AM. It is important that these guidelines be followed as it could jeopardize *SYSTEM NAME*'s funding from this program.

7.4 Monthly Pass Program

Customers may purchase a monthly pass, which provides unlimited rides for the month purchased within the designated zone boundaries. The validation stickers will be color coded each month and printed with the month, year, and “Inner City”, “Zone 1”, “Zone 2”, “Zone 3”, “Student”, or “Park’N’Ride”.

When a person shows their Pass you should check the photograph for validity. Only the person whose picture appears on the *SYSTEM NAME* Pass may use that Pass. If anyone else attempts to use the Pass, you must confiscate the Pass and collect a cash fare. These confiscated Passes should be placed in your Transfer envelopes. Transfers should not be issued to monthly pass holders. If a person crosses more zones than appear on their monthly validation sticker, they must pay the additional zone charges. For example, if a person has an “Inner City” sticker and wishes to travel to Sinking Spring, they would show their monthly pass and pay \$.20.

7.5 Half-Fare Program for Persons with Disabilities

People with disabilities can ride at half-fare during off-peak hours (same as senior citizens) with a reduced transit fare identification card. The identification cards can be obtained from the *SYSTEM NAME* Office.

7.6 Student Passes/Student Fares

All students from Kindergarten through 12th grade are eligible to receive the reduced student fare at all times. Student passes are also available with proof that the child is a student in any grade from Kindergarten through 12th grade. School passes can be used as identification to purchase the student pass. School students in high school must show proof of student status in order to receive the reduced rate. The acceptable form of identification is a School issued ID card that identifies the student and shows graduation date or current grade level.

7.7 Transfer Procedure

Transfers are issued to those passengers who require a second bus to complete their one-way trip. Transfers are issued to all passengers except those who ride free, use monthly passes and Senior Citizens. Transfers issued will have the date, route, and time issued. This will help receiving operator to insure proper usage.

A transfer cannot be accepted if it is issued by the same route, if the originating route serves the same area, if it is beyond the shown time period or if it is at a non-transfer point. A transfer point is where two routes intersect or meet such as downtown Reading.

When a transfer is requested, the passenger must pay *\$.00* for the transfer. This is paid on the first bus. The transfer is used to complete a one-way trip. A transfer cannot be used for a return ride. If in doubt about a transfer, call the Dispatcher and ask for instructions.

7.8 Farebox Operation

The farebox keypad is used to sign on, sign off and register passenger counts. The display will prompt you through the sign on and sign off procedures.

---TO SIGN ON---

PUSH # - DISPLAY - FARESET	F1-\$0.00 - ENTER - NOTHING
PUSH # - DISPLAY - DRIVER	ENTER- YOUR OPERATOR NUMBER
PUSH # - DISPLAY - ROUTE	ENTER- ROUTE NUMBER (from run sheet)
PUSH # - DISPLAY - RUN	ENTER- RUN # FROM SHEET (EXTRA WORK - ENTER SHIFT #99)
PUSH # - DISPLAY - TRIP	ENTER- NOTHING

PUSH **GREEN BUTTON** and you are signed on. If you enter a wrong number, just push the green button and start again or use the # key to advance to the wrong number and reenter.

---TO SIGN OFF---

PUSH # - DISPLAY - FARESET	ENTER - NOTHING
PUSH # - DISPLAY - DRIVER	ENTER - 0

PUSH **GREEN BUTTON** and you are signed off. ALWAYS SIGN OFF WHEN YOU LEAVE THE VEHICLE. YOU ARE RESPONSIBLE FOR DATA ENTERED IN YOUR SHIFT.

---USING THE KEYBOARD---

Each time a passenger enters, you will register them on your keyboard. The diagram displays the correct button for the passenger type.

① \$0.20 ZONE 1	② \$0.40 ZONE 2	③ \$0.60 ZONE 3
④ \$0.55 HANDICAP	⑤ PASSES	⑥ \$0.80 STUDENT
⑦ TRANSFERS COLLECTED	⑧ \$0.25 TRANSFER SOLD	⑨ SENIOR CITIZENS
*	⓪ CLEAR	# INPUT

---PASSENGER CATEGORIES---

- #1-Press for 1 zone fare
- #2-Press for 2 zone fares
- #3-Press for 3 zone fares
- #4-Press for 1/2 cash fare disabled riders
- #5-Press for *SYSTEM NAME* Passes
- #6-Press for students paying a cash fare
- #7- Press for transfers collected
- #8- Press for transfers sold
- #9- Press for Senior Citizen free rides

Should you discover that you have been registering passengers in the wrong category, note the nature of the error along with the time that you corrected the error, include an estimate of the number of passengers recorded incorrectly. Submit this information to the Dispatcher for the Accounting Office.

---REGISTERING CASH FARES---

As coins and bills are inserted, the farebox will display the amount deposited. Coin mechanism will accept all coins and tokens, with the exception of the silver dollar. It will accept the Susan B. Anthony coin. When the correct fare is deposited, press the green button to dump the cash. Thirty (30) seconds after the last coin or bill is inserted, the farebox will automatically dump if you fail to press the green button. In case of a fare dispute, hold the fare in the observation area by pressing the "0" button. This will reset the timer and hold the fare for an additional 30 seconds. Repeat until the fare dispute is resolved.

---COIN BYPASS---If a bent coin jams in the coin counting mechanism, push the black button above the coin inspection area. If the jammed coins don't drop, press the "0" key and the black button. If the jam remains, notify the dispatcher that you are going into Bypass mode. Bypass means fares drop, uncounted, to the observation area for you to verify. The fare box will remain in Bypass mode until maintenance corrects the problem. The keypad is not affected by Bypass. Place a farebox in Bypass by depressing the silver lever above the display area. The lever will be very stiff to avoid accidental use. Be sure to check you driver sign on after a bypass is repaired. Inform the Dispatcher immediately.

---DOLLAR BILLS JAMS---

Try to clear using the Green button. If that fails, report to dispatch. Do not attempt to repair a jammed dollar transporter.

---OVERPAYMENT---If a bill larger than a one-dollar bill is inserted, take the passengers name and address. Tell the person to call the Accounting Office. Turn the information in with your transfers. When the money is counted and the bill is retrieved, the difference between the fare and the face value of the bill will be refunded.

---CHANGING ROUTE NUMBER---If you are driving a shift, which involves several different routes in the course of the shift, you need to change your driver sign on each time the route changes. You can do this by pressing the # and the * keys. The fare box warbles. Press the # key again and follow the steps for signing on making sure to correct the route number.

8. ROUTE DESCRIPTIONS

(insert individual route descriptions)

