



Southern Indiana Transportation Brokerage

Final Report

■ **Prepared For** ■
Kentucky-Indiana Planning and Development Agency (KIPDA)

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OVERVIEW

The successful development of the Southern Indiana Paratransit System (SIPS) will largely depend on two factors. First, the ability to consolidate current agency transportation services under a lead designated Operator and second, to establish a working relationship between the designated Broker agency (hereafter referred to as the Broker) and the designated Vehicle Operator (hereafter referred to as the Operator). It is our recommendation that the program begin by looking at the designation of a single Operator who is an established provider of services and is familiar not only with the geography and residents but also the current human service provider agencies.

System Goals and Objectives

The scope of this project is to assist in the development of a coordinated transportation brokerage system for the study area. The term coordination and brokerage can have different meanings for different people. For purposes of this study, the following meanings will be applied.

Transportation coordination is defined by the U. S. Department of Health and Human Services as “a cooperative arrangement among human service agencies and private transportation operators aimed at realizing increased transportation benefits and cost effective services through the shared management and/or operation of one or more transportation functions.” In a system that is not coordinated, it is possible, even likely that one system of transportation may be picking up a passenger that could have been served more effectively by another, different transportation provider also operating in the same area had the two been able to coordinate their activities. Because non-coordinated transportation makes inefficient use of vehicles, it is possible that a passenger who needs transportation may not have access to it due to ineffective resource allocation.

The concept of a transportation broker in a coordinated system is that one entity is responsible for call center activities and vehicle or provider assignment. The broker, with an overview of all transportation needs and resources in the region, is usually responsible for vehicle routing and scheduling and other administrative/operation issues related to transportation for all or a number of agencies, funding sources and programs throughout a given area. A transportation broker may provide some or all of the transportation services directly, or may subcontract with one or more transportation entities for on-street vehicle operation and driver management.

The project committee adopted the following goal and mission statement for the coordinated system:

Develop a coordinated, easily accessible transportation system that provides quality, affordable services to the transportation dependent citizens of Clark and Floyd counties.

A group discussion followed relative to the initial scope of work that in addition, incorporated Harrison, Jefferson, Scott and Washington counties into the coordinated system. It was the consensus of the group that the short to intermediate goal was to successfully implement a coordinated system within Clark and Floyd counties. Since several of the participating agencies have multiple locations or satellite facilities outside of Clark and Floyd counties, a longer-range goal was to eventually incorporate additional counties into the coordinated system once the project was stable and it was advantageous to do so.

The group identified and discussed a number of short term and long term key objectives for the coordinated system. These include:

Expand access to community resources.

According to a 1997 Needs Assessment conducted by the South Central Council for the Aging and Aged, transportation was listed the second highest priority in terms of service needs within the study area. This is supported by the following 1990 U.S. Census statistics:

- *7.97% of occupied household units in Clark County and 8.34% in Floyd County are without a vehicle.*
- *21,127 (24.0%) of the population in Clark County and 16,092 (25.0%) in Floyd County are under the age of 16.*
- *4130 (4.7%) of the population over 16 years of age in Clark County and 2254 (3.5%) in Floyd County have a mobility limitation.*
- *10,595 (12.1%) of the population in Clark County and 8211(12.8%) in Floyd County are age 60 or older.*
- *2285 (2.6%) of the population in Clark County and 1803 (2.8%) in Floyd County are age 80 or older.*

Fixed route public transit operated by the Transit Authority of River City (TARC), while recently expanded, is limited to the urbanized areas of New Albany, Clarksville and Jeffersonville, with a Section 5311 route to Sellersburg. TARC 3 door-to-door paratransit service is offered for individuals whose disability prevents them from using the fixed route service, but is limited to origins and destinations within three quarters of a mile on each side of regular fixed routes and does not operate late night hours. The rural areas of Clark and Floyd counties remain un-served by public transit. Agency provided transportation is

typically for a clearly defined client group and geographic area, and is often limited to weekday service hours.

While core agencies have expressed a desire to coordinate transportation activities, there is no formal process in place, services remain fragmented and trips continue to be denied. The creation of a transportation broker system will provide the formal structure required to successfully coordinate transportation services throughout the study area, resulting in expanded access to community resources. The centralization of call center activities will create a mechanism to better identify and track unmet transportation need throughout the area that will result in capturing more reliable statistical information for planning purposes.

Expand service availability.

Transportation resources throughout the study area are limited both geographically and by time of day and day of week. Rural areas are un-served or under-served and evening/weekend service is limited to that provided by the TARC fixed route system or TARC 3 paratransit. Individual agencies are often unaware of the existing TARC services that are available, or may be serving clients that are ADA eligible but not registered for the TARC 3 ADA service.

A short-term objective to expand service availability can be met through the brokered system by providing accurate fixed route schedule information and by identifying ADA eligible clients and assisting them with the registration process. The flexibility in a coordinated system of not having vehicles dedicated to a particular client group or geographic area will assist in expanding service availability.

Expanding service hours and area of coverage is an intermediate to long term objective that will be met by incorporating additional agencies and providers of service into the coordinated system.

Improve easy access to the system.

One of the major benefits to a centralized broker system is that there is one number to call to obtain transportation assistance. Typically, in a brokered system, a toll-free telephone number can be called by an individual, or by agency personnel for an individual or group of individuals, to receive information, register for service, schedule rides, etc. The call center is staffed by trained reservation agents who are familiar with the service area, have immediate access to public transit routes and schedules, are knowledgeable about service parameters and can quickly and efficiently provide registration information or schedule a trip on an appropriate vehicle.

Maximize use of TARC fixed route service.

A function of the broker in a coordinated system is to identify the most cost effective, suitable means of transportation available. This can include public transit, agency provided van service, private taxi or van service, volunteer service, etc. Public transit, when available, is typically the mode of choice, both in terms of cost and in terms of flexibility for the user. Functioning as a travel planner, the broker will be responsible for identifying those trips that can be performed using the fixed route system, for providing accurate public transit information, and for identifying those passengers and trips that are eligible for TARC 3 paratransit service.

Route and schedule Information can be coded into a computerized system and used to quickly identify opportunities to place riders onto public transit that might otherwise be using paratransit services. The broker, using computerized client information can identify those riders who would benefit from a travel training program and work with TARC to assist them in learning to use the fixed route system.

Eliminate duplication of effort.

In a typical non-coordinated paratransit system, agencies are unaware of other agency's routes, schedules, eligibility criteria, hours of service, means of access to the program and general transportation needs, especially when they change on a daily basis. As a result, riders with common or nearby origins and destinations who could potentially ride together, are frequently served by different vehicles. Some agency vehicles remain idle, while other agencies are denying trips due to capacity constraints.

In addition, each agency involved in the provision of transportation to their clients is performing tasks such as vehicle acquisition and maintenance, driver screening and training, trip and driver scheduling, reservations and customer service, and all of the other functions required to operate a paratransit system. Each has telephone systems, computer hardware/software systems, radio systems and other equipment requirements in order to effectively operate. A centralized broker system eliminates the need for each agency to purchase equipment, hire drivers, conduct call center activities, and route and schedule vehicles.

Improve and standardize service quality to include meeting individual needs.

One of the many benefits of a centralized, coordinated transportation system is that regardless of where one lives throughout the service area, the quality of service is the same. All drivers are trained using a standard training curriculum that includes passenger assistance techniques, passenger sensitivity, defensive driving, CPR and other training standards. All drivers are subject to substance abuse screening and criminal background checks.

Vehicles are maintained according to a standard preventive maintenance routine, pre and post trip inspections, and a vehicle replacement schedule is adopted to ensure adequate capacity and backup capacity throughout the system.

Call center staff are trained in telephone courtesy and customer service techniques, the TARC fixed route and paratransit systems, program parameters, and in the use of the computer hardware/software and other office equipment.

Issues such as service hours/days, call center hours, maximum time-on-board, no-show policy, cancellation policy, escort and attendant policy and other policy or procedure decisions will be presented to the committee for discussion as system planning progresses. The issue of door-to-door versus curb-to-curb service was previously discussed with the committee. The consensus was that curb-to-curb service was to be adopted as the standard, however, the system needed to have the flexibility to accommodate door-to-door service on an as-needed basis.

Standardize driver qualifications and training.

Intelitran has adopted a well-defined process of screening and hiring drivers that includes: application/interview, drug testing/employee physical, motor vehicle records check, criminal record check and reference check. This process is documented in the Driver Information and Orientation Section of our Paratransit Management Office Start-Up Manual", which will be provided to the committee for their review and use.

A comprehensive Driver Training Program will also be presented and **intelitran** trainers will be available for on-site training as a part of the start-up of the new system.

Identify and incorporate additional funding sources.

Regional coordinated paratransit systems are the exception, both in the State of Indiana and nationwide. Most states, including Indiana, recognize the many benefits of coordination, but also recognize that change is often difficult and that many perceived or real barriers can be hurdles to the coordination effort. Most states encourage

coordination, and even reward coordination efforts through the grant application process. **Intelitran** will work with the committee to promote the resulting benefits and accomplishments of this project to the Indiana Department of Transportation with the goal of securing additional funding for start-up activities.

In addition, **intelitran** has experience with most major state and federal funding sources and is in a position to assist in identifying those funding sources that are not currently utilized throughout the study area. In conjunction with the committee, the broker and **intelitran** will develop a plan to access any available funding for vehicles and operations.

The guidance of the Southern Indiana Transportation Advisory Group (SITAG) has been an essential component in determining the direction of the coordination/consolidation process, but most particularly in determining the development of the brokered aspect of the SIPS program. We believe that the decision to augment the resources of the existing Customer Services Department of the Transit Authority of River City (TARC) offers the best opportunity to access needed supplemental funding and to concentrate on the agency operational consolidation issues rather than the development of a Broker organization. It is essential that a working group be established within SITAG that will involve the Planning and Customer Service Directors from TARC and the operational representatives of the agencies participating in the agency transportation consolidation. This working group will need to initially meet on a weekly basis to establish the basis for interagency agreements and the standards of operation for the Broker and the Operator to ensure that the needs of existing client agency passengers are being met.

The following plan will address the detailed projections of growth including ridership and budget, recommended operating standards and the implementation plan for the transition to agency consolidation and the development of the Broker/Operator working relationship. Finally, an implementation plan will focus on the specific steps necessary to complete the agency transportation consolidation and the coordination between the Broker and the Operator.

FIVE YEAR PLAN DEVELOPMENT

In order to establish a base year for the five year plan, Table 1 represents the actual transportation revenues and expenses for the five agencies participating in the initial stage of the transportation brokerage. The expenses include all of the costs of providing transportation services for the individual agencies with the exception of supervisory and administrative staff time which is provided by staff whose primary job responsibilities are outside the transportation department. For this reason, the current revenue and expenses are less than the actual cost of providing these services for the individual agencies. The other transportation expense that is not included in the Current Agency Budget table is the cost of capital replacement for vehicles. It should be noted that these capital and administrative costs are accounted for in the projected operations budget for the Brokerage.

Table 1
Actual Transportation Revenues and Expenses
Five Initial Participating Agencies

Line Item	New Hope	RSVP	Rauch Industries	Life Spring	Life Span	Total
Driver Wages	\$33,200.00	\$3,744.00	\$50,000.00	\$34,414.00	\$42,156.00	\$163,514.00
Dispatch/Monitors			\$33,096.00	\$16,785.00	\$10,538.00	\$60,419.00
Driver Benefits	\$6,688.00	\$429.00	\$5,498.00	\$7,101.00	\$9,772.00	\$29,488.00
Disp/Monitor Benefits			\$3,640.00	\$2,805.00	\$2,047.00	\$8,492.00
Administrator/Audit					\$9,034.00	\$9,034.00
Fuel	\$6,231.00	\$520.00	\$13,500.00	\$5,494.00	\$12,033.00	\$37,778.00
Maintenance	\$8,966.00	\$730.00	\$17,800.00	\$5,205.00	\$15,321.00	\$48,022.00
Supplies	\$325.00		\$3,400.00	\$181.00	\$1,340.00	\$5,246.00
Building/Equipment	\$989.00		\$1,000.00	\$397.00	\$1,082.00	\$3,468.00
Travel			\$3,000.00		\$153.00	\$3,153.00
Telephone	\$180.00		\$4,100.00	\$1,704.00	\$1,097.00	\$7,081.00
Dues/Training			\$500.00		\$270.00	\$770.00
Insurance	\$1,175.00	\$2,300.00	\$22,000.00		\$6,032.00	\$31,507.00
Rent/Utilities	\$10,000.00		\$550.00	\$7,316.00	\$1,128.00	\$18,994.00
Total	\$67,754.00	\$7,723.00	\$158,084.00	\$81,402.00	\$112,003.00	\$426,966.00
Annual One-Way Trips	17,136	1,200	19,908	19,656	11,340	69,240
Cost Per Trip	\$3.95	\$6.44	\$7.94	\$4.14	\$9.88	\$6.17
Annual Driver Hours	2,205	624	4,977	3,969	6,174	17,949
Cost per Driver Hour	\$30.73	\$12.38	\$31.76	\$20.51	\$18.14	\$23.79
Annual Vehicle Miles	61,740	5,000	90,972	48,888	96,264	302,864
Cost per Mile	\$1.10	\$1.54	\$1.74	\$1.67	\$1.16	\$1.41
Revenue Total	\$67,754.00	\$7,723.00	\$158,084.00	\$81,402.00	\$112,003.00	\$426,966.00
Title XIX				\$75,687.00		
Title XX	\$67,754.00		\$104,000.00			
Agency		\$7,723.00	\$54,084.00	\$5,715.00		
United Way					\$20,080.00	
Title III					\$91,923.00	

Table 1 also includes an estimated annual one-way passenger trips, platform vehicle hours (based on total agency driver hours) and the total vehicle miles (including the deadhead miles generated from the garage to first pickup and last drop-off to garage). This data was calculated by projecting out log sheet information for a representative week of service and accounting for the differences in levels of service on each day of the week.

Table 2 develops a consolidated operations and broker office budget for the cost of the TARC brokerage office and the projected cost of operation for a single operator to provide the transportation to the five participating agencies. The budget draws on the unit costs for wages and benefits of the Life Span agency and includes additional cost for operations management, dispatch staffing and the projected cost of fuel and maintenance for a consolidated vehicle operation. The budget does include anticipated economies of scale from the consolidated scheduling of the agency vehicles through the use of the TARC routing and scheduling package. It is, however, a conservative estimate of operating cost for the future level of ridership, given the potential for more efficient use of the existing fleet of vehicles to meet the projected increase in ridership

Table 2
 Consolidated Operation and Broker Office Budget
 Year 1 through 5

Line Item	Year 1 Expenses	Year 2	Year 3	Year 4	Year 5
Driver Wages (\$8.00/hr)	\$143,591.00	\$165,970.00	\$189,624.00	\$214,620.00	\$240,756.00
Dispatch Wages	\$22,000.00	\$22,660.00	\$23,339.80	\$24,039.99	\$24,761.19
Driver Benefits	\$30,190.00	\$37,177.28	\$42,475.78	\$48,074.88	\$53,929.34
Dispatch Benefits	\$5,060.00	\$5,211.80	\$5,368.15	\$5,529.20	\$5,695.07
Administrator/Audit	\$31,250.00	\$32,187.50	\$33,153.13	\$34,147.72	\$35,172.15
Fuel (\$1.40 gal/10 mpg)	\$42,400.00	\$47,402.00	\$52,614.00	\$58,035.00	\$64,076.00
Vehicle Repair(\$.16/mi)	\$48,458.00	\$52,688.00	\$57,004.00	\$61,470.00	\$66,070.00
Supplies	\$2,000.00	\$2,060.00	\$2,121.80	\$2,185.45	\$2,251.02
Building Expenses	\$1,500.00	\$1,545.00	\$1,591.35	\$1,639.09	\$1,688.26
Travel	\$500.00	\$515.00	\$530.45	\$546.36	\$562.75
Telephone	\$2,400.00	\$2,472.00	\$2,546.16	\$2,622.54	\$2,701.22
Dues and Subcriptions	\$200.00	\$206.00	\$212.18	\$218.55	\$225.10
Insurance	\$20,000.00	\$20,600.00	\$21,218.00	\$21,854.54	\$22,510.18
Rent/Utilities	\$6,000.00	\$6,180.00	\$6,365.40	\$6,556.36	\$6,753.05
Vehicle Replacement	\$22,000.00	\$22,660.00	\$23,339.80	\$24,039.99	\$24,761.19
Total Operations	\$377,549.00	\$419,534.58	\$461,504.00	\$505,579.69	\$551,912.54
Total Broker Office	\$193,290.00	\$151,678.00	\$156,228.34	\$160,915.19	\$165,742.65
Total Brokerage	\$570,839.00	\$571,212.58	\$617,732.34	\$666,494.88	\$717,655.19
Annual One-Way Trips	69,240	74,723	80,206	85,689	91,172
Cost Per Trip	\$8.24	\$7.64	\$7.70	\$7.78	\$7.87
Annual Driver Hours	17,949	20,142	22,335	24,528	26,721
Cost per Driver Hour	\$31.80	\$28.36	\$27.66	\$27.17	\$26.86
Annual Vehicle Miles	302,864	329,180	355,496	381,812	408,128
Cost per Mile	\$1.88	\$1.74	\$1.74	\$1.75	\$1.76

Table 2 also includes a line item for vehicle replacement. Based on discussions with Indiana DOT, it is anticipated that the annual level of vehicle replacement will consist of three (3) lift equipped vans per year. This level of capital replacement can be supported by the expected annual Section 16 allocation that has historically been provided to the participating agencies. The line item represents the local match expense for providing this type of vehicle.

The out year projections for Table 2 use an average of 3% annual inflation which is a reasonable figure assuming that inflation rates will increase at a rate higher than the 1-2% of recent years.

Table 3 represents the detailed cost of building the brokerage office functions around the existing TARC scheduling office. Given the high percentage of subscription trips and the relatively low level of reservation and will call return calls, there will be limited number of additional staff required to meet the needs of the Southern Indiana Brokerage. In addition, the manager and scheduler positions normally associated with a brokerage function are being provided in-kind by TARC. However, the higher hourly rates and administrative overhead dictated by the current TARC personnel wage rates do have an impact on the personnel expenses. The other significant cost impact of the TARC brokerage office is the computer software associated with the TARC automated routing and scheduling system. This will, however, typically yield other savings in terms of more efficient scheduling of vehicles. The total brokerage office expense figure is included in the Table 2 budget. The following provides a breakout of the TARC overhead expenses by line item:

Breakdown of TARC Overhead Line Items		
Line Item	Percentage	
FICA	7.4	
Pension	7.1	
Hospital	12.8	
Vision	0.2	
Dental	1.2	
Life	0.3	
Disability	0.5	
Unemployment	0.1	
W/C	3.4	
Uniforms	1.0	
Total	34.0	

Table 3
Cost for Developing Brokerage Office

Line Item	Quantity	Year 1	Year 2	Year 3	Year 4	Year 5
Manager	.25 FTE	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Scheduler	.25 FTE	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Reservation Agents	2 Full Time	\$45,760.00	\$47,132.80	\$48,546.78	\$50,003.19	\$51,503.28
Customer Service Agt	1 Full Time	\$24,960.00	\$25,708.80	\$26,480.06	\$27,274.47	\$28,092.70
Billing Clerk	1 Full Time	\$22,880.00	\$23,566.40	\$24,273.39	\$25,001.59	\$25,751.64
Subtotal Direct Labor		\$93,600.00	\$96,408.00	\$99,300.24	\$102,279.25	\$105,347.62
Administrative Ovrhd	35%	\$32,760.00	\$28,922.40	\$29,790.07	\$30,683.77	\$31,604.29
Total On-site Personnel		\$126,360.00	\$125,330.40	\$129,090.31	\$132,963.02	\$136,951.91
Telephone		\$3,600.00	\$3,708.00	\$3,819.24	\$3,933.82	\$4,051.83
Answering Service		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Telephone Equipment		\$3,600.00		\$0.00	\$0.00	\$0.00
Furniture		\$3,750.00		\$0.00	\$0.00	\$0.00
Postage		\$2,400.00	\$2,472.00	\$2,546.16	\$2,622.54	\$2,701.22
Office Supplies		\$6,000.00	\$6,180.00	\$6,365.40	\$6,556.36	\$6,753.05
Advertising		\$2,500.00	\$2,575.00	\$2,652.25	\$2,731.82	\$2,813.77
Travel		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Office Expense		\$21,850.00	\$14,935.00	\$15,383.05	\$15,844.54	\$16,319.88
Hardware/Installation	5 stations	\$9,000.00	\$0.00	\$0.00	\$0.00	\$0.00
Hardware Maintenance		\$7,000.00	\$7,210.00	\$7,426.30	\$7,649.09	\$7,878.56
Software License	5users	\$25,000.00		\$0.00	\$0.00	\$0.00
Total Hardware/Software		\$41,000.00	\$7,210.00	\$7,426.30	\$7,649.09	\$7,878.56
Vehicle	12,000@\$.34/mile	\$4,080.00	\$4,202.40	\$4,328.47	\$4,458.33	\$4,592.08
Total Vehicle Expense		\$4,080.00	\$4,202.40	\$4,328.47	\$4,458.33	\$4,592.08
Total Broker Expense		\$193,290.00	\$151,677.80	\$156,228.13	\$160,914.98	\$165,742.43

In comparing the total cost of the agency transportation shown in Table 1 with the consolidated brokerage/operation cost in Table 2, most of the difference is explained by the vehicle replacement cost line item and the non-driver costs. These latter costs are costs associated with dispatching and scheduling that are not included in the current agency budgets. In addition, the cost of computerized routing, scheduling and agency billing is a new expense that did not previously exist under the individual agency delivery of transportation services.

Table 4 provides a suggested approach to allocating the broker office and transportation operation costs back to the five agencies. The choice of using the current agency share of one way passenger trips to allocate the broker office costs was made since the volume of trips is the factor most closely related to the customer intake and scheduling functions. The use of current agency share of vehicle hours to determine the share of consolidated operating expenses was made since driver labor cost is the cost item that makes up the largest share of operating cost. The selection of the unit cost method for assigning the share of broker office and operating cost is designed to minimize the impact of cost sharing among the agencies. It should be noted that SITAG Working Group will make the final allocation determination.

Table 4
Suggested Approach to Allocate Costs
Back to Participating Agencies

Agency	Trips	% of Total Trips	Broker Cost Share	% of Driver Hours	Operating Cost Share	Total Cost Share
New Hope	17,136	24.6%	\$ 47,549.00	12.3%	\$ 46,439.00	\$ 93,988.00
RSVP	1,200	1.7%	\$ 3,286.00	3.5%	\$ 13,214.00	\$ 16,500.00
Rauch	19,908	28.6%	\$ 55,281.00	27.7%	\$ 104,581.00	\$ 159,862.00
Life Spring	19,956	28.7%	\$ 55,474.00	22.1%	\$ 83,438.00	\$ 138,912.00
Life Span	11,340	16.3%	\$ 31,506.00	34.4%	\$ 129,877.00	\$ 161,383.00
Total	69,540	100.0%	\$ 193,290.00	100.0%	\$ 377,549.00	\$ 570,839.00
<i>Note: Totals may not add due to rounding</i>						

The decision to shoulder the additional expense of a consolidated brokerage operation must be weighed against the improvements of quality and efficiency of service that will result from a better-trained workforce and the use of the vehicles to carry trips in the off-peak hours of service.

PROJECTED RIDERSHIP

The projected annual ridership listed in Table 2 was established through a hybrid method consisting of two sets of data. The first was to identify an agency list of trip denials and/or waiting list for transportation. This information was converted to an average daily, unmet demand and multiplied by 255 annual days to establish an annual projection of ridership.

The second data set was developed by applying an anticipated rate of off-peak ridership for trip purposes that are not now provided for the agency passengers. These would include food shopping, medical appointments and recreational trips. The following table shows the projected ridership by category.

Table 5

Agency Projected Additional Annual Trip Demand

Agency	Denied Trips/Day	New Demand Trips/Day	Annual Trips
Life Span	6.5		1658
New Hope		3.0	765
Rauch		5.0	1275
Life Spring	7.0		1785
TOTAL			5483
Four Year Added Trips			21,932
(Assumes 255 annual operating days)			

For the purposes of this five-year plan, it is assumed that the rate of ridership growth will remain constant in years 2-5. During this period, it is anticipated that over 50% of the new growth in ridership attributed to Life Spring will include Medicaid trips that are now being transported by other unconsolidated means. In addition, 50% of the Rauch and New Hope trips will include passenger trips that are competitive employment trips that will be eligible for welfare to work transportation grant sources including the Access to Jobs program.

An analysis of peer ridership from similar rural/suburban counties located adjacent to an urban center was performed to compare expected ridership in systems using FTA Section 5311 funding. Table 6 indicates the annual ridership that could be expected after a five-year period. Given the presence of fixed route service in each of these systems that is not anticipated in the Clark and Floyd County program, we would maintain an expectation of the lower projected ridership as shown in Table 5. This would yield a total projected ridership of 91,952 at the end of five years.

Table 6

Peer Ridership for Similar Rural/Suburban Systems

System	Population	Annual Ridership	Per Capita
Portage Area RTA (Ohio)	142,585	64,055	.45
Clermont County (Ohio)	150,000	155,239	1.03
Kokomo/Geauga County (IN)	152,000	143,711	.95
Average	148,195	121,002	.81
Clark/Floyd Projected	152,181	123,267	.81

PROJECTED OPERATING COST

The cost of providing vehicle transportation was increased during Years 2-5 based on an expansion of service hours required to serve the expanded trip demand. An average productivity of **2.5** trips per service hour was used for the additional trips. This rate was based on the fact that the existing trips contained a high percentage of group ride vehicle runs. Many of these runs served single activity destinations such as workshops and activity centers and had an average passengers/service hour ratio of **6-7** trips per hour. It was assumed that while there would be some group riding to shopping and recreational destinations, the expansion of medical trips based on agency waiting lists would offset these higher productivity trips.

The additional operational cost includes the cost of expanded driver hours based on projected service hours, fuel and vehicle maintenance. Fuel and maintenance costs were based on expanded mileage generated on a basis on an average system speed of 12 miles per hour. It was expected that the projected rate of growth would not require additional operations or brokerage staff. The following table summarizes the operational cost impact of the annual growth in trip demand:

Table 7

Expanded Operational Cost of Projected Annual Trip Demand Growth

Year	Annual Trips	Service Hours	Maintenance Costs	Fuel Costs
2	5,483	2,193	\$4,210.00	\$3,684.00
3	5,483	2,193	\$4,336.00	\$3,795.00
4	5,483	2,193	\$4,466.00	\$3,909.00
5	5,483	2,193	\$4,600.00	\$4,026.00
<ul style="list-style-type: none"> • Additional Maintenance Cost: 26,316 miles x \$.16 x 3% annual increase • Additional Fuel Cost: 26,316 miles / 10 mpg x \$1.40/gallon x 3% annual increase • Driver Operating Cost: Driver rate x the number of service hours in any given year 				

SCHEDULING RUN OF EXISTING TRIPS

The schedule run of the existing agency trips using the TARC automated scheduling yielded results that were similar to the runs as they are now operated by the individual agencies. While there were some economies of scale on some runs achieved by combining the pickup of agency passengers whose origins were in close proximity, the automated schedule run assumed the use of a single garage point for the vehicles. If the vehicles were run out of satellite locations, a slight increase in productivity might be achieved. However, the productivity of 4.29 trips per revenue hour for the automated run and 3.85 for the current agency runs are both relatively high paratransit trip per hour production, far exceeding the national average of 2.0-2.3 for paratransit operations in similarly sized urban areas.

The runs production listed in the following tables represent an integrated set of runs for Life Span, Life Spring, RSVP and 50% of New Hope (Runs 101-140). Runs 150-191 are single agency runs for Rauch and the other half of the New Hope trips. These runs display a similar range of trips per hour to the integrated runs that is determined by the concentration of residential pickup or drop-off points on the individual runs.

Table 8
Schedule Run of Current Agency Trips

Run	Service Hours	Passenger Trips	Revenue Hours	Trip/Revenue Hour
101	7.02	21	6.83	3.07
102	6.25	42	5.75	7.30
103	2.25	4	1.75	2.29
110	4.75	15	4.45	3.37
130	6.85	15	6.20	2.42
131	7.15	11	6.20	1.77
140	1.75	5	1.23	4.07
150	2.50	17	2.25	7.56
151	2.50	17	2.25	7.56
160	2.75	15	2.25	6.66
161	2.00	14	1.50	9.33
170	1.75	8	1.25	6.40
171	2.00	8	1.25	6.40
180	2.00	9	1.50	6.00
181	1.75	10	1.25	8.00
190	4.00	7	3.00	2.33
191	3.50	7	3.00	2.33
Total	60.77	225	52.41	4.29

The number of trips and hours represents the agency operations on a single day, which was run and does not necessarily reflect the peak ridership on any given day. For this reason, the budget reflects the higher level of trips and hours derived from the manual scheduling of current agency ridership.

EXPANDED FUNDING SOURCES

In order to makeup the additional costs associated with the establishment of the brokerage office and consolidated operation, the Broker with the support of County

Commissioners pursue application for some of the federal and state paratransit funding that is currently available to subsidize the SIPS program.

As a general proposition, the Federal government's funding of transit has been shifting from funding operations to funding capital improvements. Most recently, the federal programs have been amended to treat many maintenance activities as capital rather than operating expenditures, so there has been some "backtracking" on this trend. Even so, with the federal shift away from operating assistance (coupled with "unfunded" mandates like ADA paratransit services) the burden of providing operating funds has shifted increasingly to the local level.

At the local level, there are few options, general revenues, dedicated tax (usually implemented by creation of a regional authority with a mill levy, sales tax or other dedicated funding source) or application of block grant funds. Block grants and general funds are the principal current funding sources of transportation operating funds in the study area.

The following section provides a list of some key federal and state grant funding sources that could be used to defray some of the costs associated with the implementation of the consolidated brokerage operation. These are grant sources that are not currently being used by the individual agencies to pay for transportation services and does not include the readily utilized grant sources including Title III B of the Older Americans Act, Title XIX (Medicaid) and Title XX (Social Service Block Grants).

FTA SECTION 5311

One grant source which should be explored is the FTA Section 5311 (formerly Section 18) program. Available for rural public transportation, the grant provides 80% federal funding for capital (vehicles) and 50% funding for operations. In most rural Indiana counties, including current recipient Harrison County, the service is provided in the form of demand response rather than fixed route and the available funding will depend on negotiated estimates of ridership between the applicant and INDOT. After two years of funding with local match, the applicant is eligible for state Public Mass Transit funding to provide some of the required local match. This amount also varies based on the availability of the state funds and the performance of the applicant during the first two years.

The Section 5311 funds would require that services be available to members of the general public but this should only enhance the role of the brokerage/operation as a provider of mobility in Southern Indiana and improve the efficiency of the service delivery. Currently, there is not a designated recipient in Clark and Floyd counties and TARC would be eligible to make application on behalf of the two counties with the endorsement of the County Commissioners. This grant application should be pursued during Year 1 to set the stage for obtaining funding for the expansion of service in Years 2-5.

A subset of the Section 5311 funds is the 5311 intercity funding which provides funding for restoring the type of intercity service traditionally provided by Greyhound in smaller rural communities. TARC is currently a recipient of this service, which is used to fund intercity service in Southern Indiana. In early 2001, Greyhound will be using these funds to provide a fixed route service between Indianapolis and Louisville via the old Route 37 and will provide one AM and PM trip serving New Albany. This will provide another service connection between southern Indiana and Louisville that can be augmented by paratransit feeder service as an additional transportation resource for the community.

FTA ACCESS TO JOBS

In 1998, the Congress approved the first year of the Job Access/Reverse Commute grants to be administered by the FTA and targeting persons living at or below 150% of the poverty level. Now in its second year, FTA will release applications for third year, FY2001 funding in October 2000. TARC is currently a recipient for the Louisville metropolitan area but there has been limited focus on the needs of Clark and Floyd counties in the initial year applications. The creation of the brokerage operation should include an identification of funds for Southern Indiana within the overall TARC Access to Jobs application. These funds could be used to provide services, which will benefit Southern Indiana agency passenger trips, particularly disabled individuals seeking placement in competitive employment.

STAFFING REQUIREMENTS

The plan will include job descriptions, a recommended staff level for each position, and potential salary rates for the startup period and each year of the five-year period. This staffing plan will include staff additions for the TARC managed brokerage office and recommended staffing changes for the Operator (Life Span). Following are descriptions for the positions that may be required during the evolution of the five-year plan. Some of these positions may be provided in-kind as part of the existing TARC customer services staffing.

- General Manager
- Administrative Assistant
- Scheduler
- Reservation Agents
- Customer Service Agents
- Data Entry/Billing Clerks
- Road Supervisor

Project Director

Responsible for supervising all administrative aspects of the paratransit program including eligibility determination; reservations; customer service; scheduling; dispatch; the subcontract service provider contracts; data collection and reporting. Responsibility includes work with agency staff to alter service to meet changing customer needs and resolve problems. The Project Director will function as liaison between the program and local agencies, will oversee on-site staff, resolve customer service and scheduling issues, as well as oversee vehicle operations, driver selection and supervision, and report on service quality. Must have oral and written reporting skills and ability to interpret service data and provide reports to appropriate supervisors, agencies, groups and public officials.

Operations Manager

Reports to the Project Director and is responsible for supervising all operational aspects of the paratransit program including; eligibility verification, reservations, customer service, scheduling and road supervision. Assist the Project Director in overseeing staff responsible for all program services, resolving customer service and scheduling issues, overseeing vehicle operations, driver selection and supervision, and reporting on service quality. Has ability to perform most staff and technical functions and teach the skills to staff. Ability to schedule and extensive computer experience including ability to teach new staff how to use the computer system. Must have oral and written reporting skills.

Billing/Data Entry Clerk

Reports to the Operations Manager and is responsible for entering run sheet data into standard trip database, researching data irregularities and producing necessary reports. Report production and on-line queries would also be a function of this position.

Bus Pass Agent

Reports to the Operations Manager and is responsible for all activities related to the distribution of bus tickets or passes to those eligible recipients whose trip or trips can be accommodated on the fixed route public transit system.

Eligibility Specialist

Reports to the Operations Manager and is responsible for client eligibility verification, determining trip eligibility and the most appropriate mode of travel that will meet the individual client circumstances. Duties include responsibility for developing and supervising a volunteer network, arranging with local transit for distribution of tokens or passes, as appropriate, and overseeing the call taking and reservation process.

Call Center Supervisor

Reports to the Operations Manager and is responsible overseeing the reservation agents and for ensuring that a sufficient number of trained personnel are available throughout the day as dictated by average call volume. The Call Center Supervisor will participate in staff training, both in telephone courtesy and in the use of the computer software system. The Call Center Supervisor will review telephone statistics on a regular basis and recommend appropriate staffing levels accordingly.

Reservation Agents

Reports to the Call Center Supervisor and is responsible for entering trips and standing order trip reservations into the computer system and entering new client information or changes into the system after eligibility determination has been made. Must have ability to talk to agency and organizational staff to identify needs of their clients and match those needs to available transportation services.

Customer Service Manager

Reports to the Operations Manager and is responsible for overseeing the customer service agents and for ensuring that a sufficient number of trained personnel are available throughout the day as dictated by average call volume. The Customer Service Manager will participate in staff training, both in telephone courtesy and in the use of the computer software system.

Customer Service Agents

Reports to the Customer Service Manager and is responsible for providing needed late vehicle assistance and scheduling same day service requests as well as deciding when to use available back up services. May be required to schedule advance request trips and verify "no-show" situations prior to releasing vehicles, handling all processes with utmost sensitivity and courtesy. Responsibilities also include leading and supervising others, understanding the service area and traffic patterns, making quick decisions and lending directional assistance to drivers as requested.

Contract Compliance Manager

Reports to the Operations Manager and is responsible for all activities related to service provider performance, including implementation and oversight of the service monitoring program, vehicle and safety inspections, driver record inspections, on-time performance monitoring, etc. Will also schedule and direct the activities of the Street Supervisors.

Street Supervisor

Reports to the Contract Compliance Manager and is responsible for the on-street supervision of service provision. Responsibilities include in-vehicle monitoring of road operations and inspection of vehicle condition, proper procedures for boarding and discharging passengers, safety compliance checks, on-time performance monitoring,

and inspection of provider's driver, maintenance and other records. Other responsibilities include investigation of any incident or accident situation and on-site response to vehicle breakdowns or other potentially disruptive situations. Must be able to work with little or no supervision at remote sites

FACILITY NEEDS

Depending upon the final recommendation, a new facility may be required if the broker is not housed in or part of an existing facility. Regardless, the facility must accommodate the staff and equipment needed to perform all required day-to-day activities of the brokered system and be ADA accessible. Possible equipment will include:

- Office furniture
- Fax, copier, pagers and TDD
- Telephone equipment, installation and service
- Computer hardware equipment and installation
- Computer software
- Radio/dispatch equipment (if being done in-house)

A budget for the amounts and costs of these items is outlined in the Five-Year Plan budget.

Service Provision Requirements

Service provision may be provided in full or part by the broker, or may be subcontracted to one or more third parties. The use of multiple vendors permits greater flexibility in meeting fluctuations in service demand. Contracts may be negotiated or providers selected by competitive bid. If competitive bidding is selected in future years, subcontracting, procurement and contracting documents and procedures will be required. These include:

- Driver standards
- Service standards
- Provider selection criteria
- Sample contract
- Pre-bid conference
- Incentives and liquidated damages
- Federal, state and local regulations
- Substance abuse policy and procedures

VEHICLE OPERATIONS

The designated operator will be either a private for profit or not-for-profit agency which will be responsible for the following functions:

1. Vehicle Dispatching
2. Supervision of Drivers
3. Maintenance of vehicle fleet

The Operator will work closely with the designated broker on driver training and supervision, particularly in the identification of driver shifts for the purpose of scheduling training and field checks of driver performance. The following subsections provide suggested standards for areas of responsibility for the designated Operator.

Vehicle Dispatching

The Lead Dispatcher will be responsible for working with the broker to make needed adjustments to the daily schedules to account for such issues as driver absences and vehicle breakdowns and maintenance of radio contact with the drivers.

Vehicle Operators (Drivers)

The Operations Manager of the designated Operator will supervise the drivers. The Operator will offer a standardized driver position including salary and benefits to drivers who may have worked for Southern Indiana human services agencies. The following provides a set of suggested standards for drivers that can be modified with regard to the type of uniform and driver identification cards:

1. Each driver shall possess a valid driver license for the class of vehicle operated and shall be trained in the proper operation of the vehicle and its accessories.
2. Each driver shall possess all locally required licenses and /or permits required for operation of the class and type of vehicle.
3. No driver shall be assigned, employed or remain employed or assigned as a driver if said driver has had two or more moving traffic violations within the previous twelve months.
4. No individual whose license has been suspended will be employed or assigned as a driver unless two years have elapsed since the end of said suspension and driver has had no moving traffic violations during said two years.
5. Driver must be a licensed driver for a minimum of three (3) years, speak and understand English and be at least 19 years old.
6. While on duty, driver shall wear a nametag visible at all times and in the form prescribed by *The Broker*. Provider shall collect nametags from drivers who separate

from the program.

7. Driver shall wear an informal uniform to be purchased and maintained by Provider or driver as follows: khaki "Dockers" type trousers, (or slacks) or knee or mid-length cotton or cotton blend skirt, short or long sleeved light blue oxford cloth shirt, coordinated socks, and low cut athletic shoes. During cool or cold weather, driver may, in addition, wear a navy blue cardigan type sweater or navy blue "ski jacket". Uniforms shall be kept clean and neat at all times.
8. Drivers shall at all times maintain proper grooming and personal hygiene.
9. Drivers shall check client identification cards and verify that the identification number matches the number on the manifest supplied by *The Broker*.
10. Drivers shall collect all data required by *The Broker* to be used in preparing reports and passenger surveys.
11. Driver shall collect and safeguard all fares in accordance with the agreement.
12. Drivers shall attend required training sessions in defensive and safe driving, passenger assistance and sensitivity; all training to be approved by *The Broker*.
13. All drivers shall be trained in Cardio-Pulmonary-Recessitation (CPR).
14. Provider shall supply *The Broker* with a listing of drivers together with the date of hire and the most recent defensive driving course completed by driver. This list shall be updated at least quarterly.
15. Before hiring or assigning a driver to service for *The Broker*, Provider shall conduct or have conducted a national criminal background check. Said check shall be conducted for a period beginning at least fifteen (15) years prior to the date of hire of the driver and extending up to a date not more than two weeks prior to the date of hire. No person who has been convicted of a felony or misdemeanor for a crime against a person (including but not limited to murder, attempted murder, assault, sexual assault or battery) shall be assigned to service or deliver service under the *The Broker* contract. As used in this paragraph, "convicted" includes a jury guilty verdict, a determination of guilt after trial to a judge, a guilty plea, deferred adjudication, or a plea of nolo contendere or no contest. Provider, to the best of its knowledge, shall notify *The Broker* of any such charges brought after a driver is employed.
16. Driver shall not solicit or accept gratuities or any other money or favors from passengers excepting the fare they are directed to collect.

OPERATING STANDARDS

The designated **Operator** shall render transportation in accordance with the following operating standards and procedures:

1. The **Operator** shall render door-to-door service in accordance with guidance provided by *the Broker*.

2. The **Operator** shall at all times render safe, courteous service in accordance with all applicable laws, ordinances and regulations.
3. Shared rides must be utilized whenever possible.
4. A wheelchair accessible vehicle must be used when requested by *the Broker* for clients in wheelchairs who require transportation. Transferring individuals from wheelchairs to the seat of a vehicle is strongly discouraged, except for a rider who can transfer without any assistance and who request service in a non-accessible vehicle.
5. Passengers are to be picked up within 15 minutes of the scheduled pick-up time under normal operating conditions. Repeated failure to comply with this standard without reasonable cause shall be grounds for termination.
6. The **Operator** shall cooperate with *the Broker* in every effort to minimize rider time on board the vehicle. The goal is to limit rider time to the time spent on a comparable fixed route bus trip. In areas with no comparable bus routes, the target system speed is 12 miles per hour.
7. The service will be provided and *the Broker* shall be billed only for those clients and services specifically indicated on the manifest that is supplied by *the Broker* or service authorized or required directly by *the Broker*. Operator shall insure that no unauthorized passengers are transported.
8. The **Operator** shall inform *the Broker* of any difficulties experienced in transporting a rider, whether related to safety, behavior, or other reason. *The Broker* shall determine whether to take disciplinary action. *The Broker* shall notify the Provider of any actions to take.
9. The **Operator** may refuse to transport any person or persons who are a threat to the health, safety, or welfare of the **Operator's** employees or other passengers. The Provider must consult with *the Broker* prior to any refusal of service except in emergency situations where safety dictates immediate action.
10. Passengers shall be allowed 5 minutes to report for boarding measured from the time the vehicle arrives at the pick-up address and the driver notifies passenger of the vehicle's arrival. If rider fails to acknowledge the vehicle presence and report for boarding within 5 minutes, driver shall report the trip as a no show and obtain instructions from the dispatcher. In the event that driver arrives at the address more than 5 minutes before the scheduled pick-up time, customer shall have until the scheduled time to report for boarding.

SERVICE AND PAYMENT AGREEMENT

The following sample agreement provides a suggested approach to establishing an agreement between the Broker and the designated operator for the provision of services on a Revenue Hour basis. This type of agreement allows the designated Operator to be compensated for changes in service levels on a “pay as you go” basis.

Revenue Hour Payment

1. Purpose

The purpose of this Agreement is to provide comparable paratransit transportation services in accordance with the Americans with Disabilities Act of 1991 and the Rehabilitation Act of 1973 and such other transportation services as *The Broker* shall be directed to provide and elect to provide with vehicles supplied by the Provider. The geographic area to be served under this contract shall be prescribed by *The Broker*.

2. Agreement term

The term of this agreement shall be _____, 1, 2____ through _____, 30, 2____, unless terminated earlier in accordance with this agreement.

3. Services to be provided

Provider shall deliver transportation services as directed by *The Broker*. Provider shall deliver all trips assigned to it by *The Broker* and Provider shall supply sufficient vehicles and personnel as necessary to meet *The Broker's* needs and render said services on such days and such hours as directed by *The Broker*. Provider shall use the vehicles listed and described in Exhibit 1 and the drivers listed and described in Exhibit 2. *The Broker* shall perform all client registration, trip reservation and trip scheduling functions. Trips scheduled for the following day will be supplied to Provider in the form of individual vehicle manifests, each manifest noting the pick-up and drop off times of each scheduled trip, by customer name, origin and destination, listed in time order. Manifests shall be transmitted electronically to Provider's office as early as possible, but no later than 12:01 AM the day of service. Provider shall be responsible for maintaining a data communication line for the purpose of receiving manifests using a computer terminal, printer and modem provided and maintained by Provider. Provider shall be responsible for supplying the consumable materials required by said equipment. *The Broker* may, in its sole judgment supply the manifest by transmission to a facsimile machine in lieu of electronic transfer. In such cases, it shall be the responsibility of Provider to supply a facsimile machine, telephone line, etc.

In addition to work assigned via manifest, *The Broker* will routinely assign same day and add-on trip requests to Provider. Provider agrees to cooperate with *The Broker* in distributing these requests among the manifested runs and fitting the trips into the preassigned work in the most efficient manner possible, always ensuring that resource utilization is maximized and route disruption and passenger inconvenience is minimized. Similarly, the Provider agrees to cooperate with *The Broker* in the processing of last minute cancellations. Same day and add-on trips will be sent to the provider under three categories, immediate, special and regular. Provider agrees to dispatch service to such trips assigned to it by *The Broker* within the time set forth below, measured from the time the trip is issued to Provider:

Trip Type	Time in Minutes	
	Peak	Off-Peak
Immediate	45	30
Special	90	60
Regular	135	120

Provider shall supply the vehicles listed in Exhibit 1, and such sufficient back-up vehicles necessary to render the services required under this agreement. Provider shall be solely responsible for the maintenance of the vehicles and shall maintain said vehicles in accordance with the vehicle standards established by *The Broker* and as required to ensure safe operation and to comply with all federal, state and local law and codes and/or required inspections.

Provider shall employ or engage a sufficient numbers of drivers, management and support personnel to assure *The Broker* of continuous reliable service and shall provide dispatching services and radio communication with Provider vehicles and telephone communication with *The Broker* at all times service is being provided. Drivers shall comply with *The Broker's* driver standards and shall possess such licenses and permits as required by the state and the localities in which the vehicle will be operated for the operation of the classification of vehicle to be assigned to driver. Provider shall update its driver listing (Exhibit 2) as necessary, but not less than monthly. *The Broker* shall have the right to require Provider, with or without cause, to remove any driver assigned to the work upon notification in writing to the Provider.

4. Training

Employees and drivers supplied by Provider shall undergo such training as required by *The Broker* including but not limited to awareness and sensitivity, diversity, passenger assistance, defensive driving, and first aid training. Provider shall cooperate in requiring said employees to attend training sessions conducted by *The Broker*. All training costs shall be the Provider's responsibility.

5. The Broker Project Manager

Provider shall render services under this agreement at the direction of the *The Broker* project manager: . Said project manager shall be responsible for all technical direction under the contract, including supervision,

inspection, review of all work, deliverables, reports, invoices, payments, schedule and similar matters. The Project manager is not authorized to direct changes in the terms and conditions of this contract. Such changes may only be directed by the contracting officer.

6. The Broker Contracting Officer

The contracting officer shall be responsible for all contract administration, including approval of payment requests, contract amendment, contract interpretation, claims, auditing, insurance, termination or suspension and administrative matters.

7. Accidents

Provider shall notify *The Broker* immediately upon the occurrence of any accident involving a vehicle operated by Provider under this agreement, whether owned by Provider or any other entity. Following immediate telephone notification, Provider shall, as soon as possible, but not less than 24 hours following the accident, provide a written accident report to *The Broker* on such form as directed by *The Broker*. Provider shall, within 24 hours of receipt by Provider, provide *The Broker* with written notification and copy of any claim or action for damages on account of bodily injury or property damage resulting from Provider's ownership, operation maintenance or use of any vehicle. Said notice shall include the date and time such notification was received, the individual or entity making the claim, the basis of the claim and, if applicable, the names of any individuals or other entities claimed against. Provider shall fully cooperate with *The Broker* in the investigation of any accident and the defense of any claim.

8. Fare Policy

Fares will be charged on a per person, per trip basis in accordance with the Funding Entity established fare policy. Said fares are distance based and the provider manifest shall list the fare to be collected by Provider for each trip. Fares will be assessed for transportation only. Neither the passenger nor *The Broker* will be charged for or pay any costs or penalties associated with waiting fees, no-show fees or any other surcharge. Provider shall insure that all its drivers are capable of explaining and effecting the fare policy.

9. Fare Collection

The manifest supplied to Provider shall note those passengers responsible for direct payment of fares. The Provider shall be responsible for collecting said fares in accordance with the applicable policies. Provider's accounts and records shall adequately document the collection and remittance of fares.

10. Method of payment

Properly completed manifests are essential for the processing of payments to providers. The Provider shall require its drivers to enter all trip data on each manifest as trips are performed. Properly completed manifests must be returned to *The Broker* within 48 hours of completion of the service day (weekends and holidays shall not be

counted in calculating the 48 hour time period). The Provider shall invoice *The Broker* on a weekly basis for revenue hours actually operated and authorized by *The Broker*, and in amounts calculated as set forth below. The invoice shall be submitted by the Wednesday following the end of the invoice week. An invoice week shall cover one period from Sunday through Saturday. The manifest shall indicate each trip supplied by the Provider and shall be signed or initialed by each passenger. In the event that the passenger is unable to sign the manifest due to a disability, the driver shall write "UTS" in the signature blank. The invoice shall indicate a deduction for fares collected. Each invoice will be reconciled against *The Broker's* records of trips scheduled and completed and fares to be collected. Any discrepancies between the Provider invoice and *The Broker* records must be corrected to reflect actual rider activity. Provider shall not be reimbursed for fares it was required to collect but failed to collect. Late invoices, and/or manifests may delay payment. Incomplete invoices or manifests shall cause payment to be delayed or withheld until there is substantial compliance with the requirements of this section. *The Broker* will submit the weekly invoices to the Funding Entity for payment on a biweekly basis when all invoices from all Providers are received in proper form.

Payment shall be calculated on a per revenue hour basis. The revenue hours shall be calculated for each vehicle on a daily basis from manifests supplied by *The Broker* and completed by Provider's driver and shall not include deadhead hours (those hours related to preparation and travel at the start of the vehicle/driver run from the garage to the first pick-up and at the end of the vehicle/driver run from the last drop off to the garage) or any breaks in service of one hour or more, unless otherwise agreed upon by *The Broker*. In no case shall reimbursement include hours associated with the refueling or maintenance of vehicles, driver relief, driver breaks or performance of other work not authorized by *The Broker*.

The Broker will remit payment to Provider within 10 days of receipt of payment from the Funding Entity.

11. Liquidated damages

For performance not delivered in accordance with this contract, *The Broker* shall incur additional expense, loss of confidence by system users, bad publicity for the program and other damages to *The Broker* and the program. System performance outside of performance norms causes passengers to file complaints and make multiple calls to ensure that trips are properly booked. The actual damages caused by such a breach is uncertain or difficult to accurately estimate or prove. For this reason, Liquidated Damages shall be assessed against the Provider for the below-specified violations:

Late Vehicle: 16 – 29 minutes	\$ per occurrence
Late Vehicle: 30 – 59 minutes	\$ per occurrence
Late Vehicle: 60 + minutes	\$ per occurrence
Missed Trip	\$ per occurrence
All Other Complaints	\$ per occurrence

Prior to assessment of liquidated damages, *The Broker* will inform Provider of the assessment and receive any explanation from Provider. Upon receiving the explanation, *The Broker* shall determine whether to assess liquidated damages. Liquidated damages shall be deducted from subsequent payment(s) due Provider. Liquidated damages are neither a penalty nor forfeiture; they shall compensate *The Broker* solely for the damage to the program's smooth operation caused by the breach of system standards.

12. Drug and Alcohol Testing

Provider shall be responsible for complying with all requirements of the Federal Transit Administration regarding the testing of safety sensitive employees for drug and alcohol use. Provider's attention is directed to 49 CFR Part 653 (drug testing requirements) and 49 CFR Part 645 (alcohol testing requirements). Provider shall be responsible for complete compliance with the regulations including, but not limited to, adoption of required policies, testing, employee training, record keeping and reporting as more fully detailed in the above referenced regulations. The cost of compliance with the regulations shall be the sole responsibility of Provider. *The Broker* and the Funding Entity shall have the right to inspect the Provider's drug and alcohol testing program and all records maintained thereunder.

13. Cooperation in System Operation

Provider shall assist *The Broker* as requested in the smooth operation of the paratransit system. Such assistance shall include, by example, cooperation with street supervisor personnel, assistance in the conduct of passenger and section 15 surveys, assistance in audit of Provider activities and assistance in providing service in response to same day requests and in the processing of cancellations.

BROKER/AGENCY AGREEMENTS

There is a need to define the agreement between the participating agencies that receive service and the broker as to the level of service and price for services. In a broker/operator system, it is proposed that the Broker will bill agencies for the service and will pay the designated Operator based on a vehicle hour reimbursement agreement such as the sample provided in the preceding section. The following sample agreement is one, which has been used successfully in defining the relationship between a Broker and the participating agencies.

PROVISION OF TRANSPORTATION SERVICE AGREEMENT

BY AND BETWEEN

ATC/intelitrans

AND

(Hereinafter AGENCY)

WHEREAS, ATC/intelitrans has been designated as the Community Transportation Coordinator for **Santa Rosa** County and has initiated a program to provide community transportation service for social service clients, agencies, and organizations, provided such service comply with Chapter 427 and Chapter 14-90 Florida Statutes; and,

WHEREAS, AGENCY is considered to be a bona fide social service organization operating in Santa Rosa County and is eligible for services of ATC/intelitrans; and,

WHEREAS, the transportation services described herein are deemed to comply with all applicable state laws and regulations.

WHEREFORE, the parties hereto do formally enter this agreement, intending to be legally bound by the provision hereof as follows:

1. ATC/intelitrans shall provide transportation services to AGENCY clients referred to ATC/intelitrans for Transportation Services by authorized representatives of agency.
2. Services shall be provided at a rate approved by the Florida State Transportation Disadvantaged Commission as part of the Santa Rosa County CTC's Memorandum of Agreement submission. Rates are contained in the current Memorandum of Agreement. It is understood that rates under this agreement may be periodically adjusted to reflect the actual cost of services and to conform to rates filed with the Florida State Disadvantaged Commission.
3. AGENCY shall pay ATC/intelitrans within thirty (30) working days of receipt of invoices. Invoices not paid within thirty (30) days may be billed an additional 2% of the unpaid balance computed on a monthly basis.
4. ATC/intelitrans shall provide invoices for service in sufficient detail to provide documentation in accordance with general accounting procedures to assure a clear audit trail.
5. ATC/intelitrans shall maintain records of ridership.
6. ATC/intelitrans shall furnish vehicles, which conform to the laws of the State of Florida, and shall maintain same in good mechanical and sanitary condition.
7. This Agreement may be amended at any time by the written consent of each party hereto as evidenced by the duly authorized signatures of each party on a formal Contract Amendment document.
8. This agreement may be terminated by either party by providing ten (10) days written notice to the other party.
9. ATC/intelitrans agrees to adhere to all Civil Rights laws and regulations as established by the State of Florida and/or the United States of America.
10. This agreement shall be for a period beginning _____ and ending on _____, unless terminated at an earlier date as provided in paragraph eight. This agreement may be renewed for an additional one-year period with approval of both parties.

IN WITNESS WHEREOF, the parties hereto do agree and covenant as set forth herein, intending to be legally bound by the duly authorized signatures of their officers this _____ day of _____, 2000.

ATC/intelitrans

Agency Name: _____

Signature

Signature

Title

Title

Date

Date

Participating agency please complete the following information:

Agency contact person: _____

Agency telephone number: _____

Agency mailing address: _____

Agency street address (if different from above) _____

APPENDIX A

AGENCY RATE STRUCTURE

Boarding Fee: \$2.50 per person per one way trip

Ambulatory Rate: \$1.20 per vehicle mile

Wheelchair Rate: \$1.20 per vehicle mile + \$3.00 loading fee

Hourly Group Rate: \$28.00 Sedan, \$35.00 Van, \$42.00 Lift-equipped vehicle

The hourly group rate includes forty (40) free miles.
Additional mileage will be billed at \$1.00 for each additional mile.

Agency endorsement of rates:

Signature

Title

Date

VEHICLE REQUIREMENTS

Vehicles may be supplied by the broker, by the participating agencies or by the subcontracted service providers. The number and type of vehicles that are needed and a plan for vehicle replacement will be detailed. In addition, the plan will address:

- Vehicle Fleet
- Vehicle Standards
- Vehicle Maintenance Standards

Vehicle Fleet

The vehicle fleet to be maintained and operated by the operating agency will be composed of a combination of existing vehicles supplied by the agencies and replacement vehicles generated by the FTA Section 5310 program. Table 9 is a recommended inventory of current vehicles that would be contributed by the participating agencies to the Brokerage/Operation. The highest risk vehicles, generally those with the highest mileage and age, would be retired from the fleet as deliveries of new vehicles are made or retained to provide backup fleet capacity.

Based on discussions with Indiana DOT staff, the replacement cycle projects an average replacement of three (3) vehicles per year, representing approximately 23% of the fleet each year. As the system grows, this could be supplemented by use of the capital program of the FTA Section 5311 program. The projected cost of local match for vehicle replacement is included in the five year operating budget. It is anticipated that the Broker would submit a joint application on behalf of the agencies being served by the brokerage and that the designated Operator would be leasing the vehicles from the Broker through a simple vehicle lease agreement for \$1 per year.

The following section provides a sample set of standards to be used by the system in the design and maintenance of the vehicle fleet.

Vehicle Standards

1. Any new lift equipped vehicle supplied for the provision of ADA trips shall meet all the requirements of the Americans with Disabilities Act and the regulations thereto. All lift-equipped vehicles shall utilize side lifts or ramps.
2. Each vehicle shall be maintained in accordance with the vehicle manufacturer's recommended service intervals for such vehicles when used under rugged duty conditions. Provider shall keep complete vehicle maintenance records by vehicle. Such records shall be available for inspection by *The Broker* during business hours. Provider shall prepare and submit to *The Broker* such vehicle maintenance reports as *The Broker* may require.

3. Lifts and other installed accessories including radios shall be maintained in accordance with the recommendations of the respective manufacturer.
4. All vehicles shall be maintained in good overall operating condition.
5. Vehicle exteriors shall be washed at least once per week, in all seasons.
6. Vehicle interiors shall be swept and cleaned up each day and thoroughly cleaned (scrubbed) once per week. Interior cleaning agents shall be fragrance free and shall not be offensive or injurious to individuals with heightened sensitivity to environmental toxins or fragrances. No air fresheners shall be used in the vehicles.
7. Graffiti shall be immediately removed.
8. All vehicles shall have exteriors free of broken mirrors, broken windows, excessive grime, rust, chipped paint or major dents or body damage, which detracts from the overall appearance of the vehicle. Minor body damage must be repaired within 72 hours. Vehicles with major body damage must be removed from service until the damage is completely repaired.
9. Passenger compartments shall be free from torn upholstery or torn or excessively worn floor covering. Seats shall not be broken, damaged or have protruding sharp edges.
10. Each vehicle shall have air conditioning and heating systems adequate for the climatic conditions of the area and maintained in good working order.
11. The interior temperature of the vehicle shall be maintained at a comfortable level.
12. The Provider's company name shall be painted on each side of the vehicle in letters two inches high and one-quarter inch thick. Said lettering shall be in a clearly viewed contrasting color to the vehicle color. Words identifying the program and telephone number for which the vehicles are being operated (to be specified by *The Broker*) shall be painted immediately above the Provider name in letters of the same color and two and one-half inches high. *The Broker* may assign a vehicle identification number to each vehicle and require that it be displayed in numerals two inches high on the front, back and sides of the vehicle, in an area and color to be approved by *The Broker*. The Broker must approve the color and striping or other identification schemes of all vehicles.

Table 9

Available Agency Vehicle Inventory for Brokerage Project (February 2000)

Agency	Year	Make	W/C	Seat Capacity	Mileage
Rauch	1995	Ford E-350	0	14	37,000
Rauch	1996	Chevrolet	0	14	75,000
Rauch	1997	Ford E-350	0	13	61,200
Rauch	1994	Dodge Ram	2	9	116,200
Rauch	1994	Dodge Ram	2	9	78,000
Rauch	1999	Ford E-350	2	9	21,600
New Hope	1997	Dodge	2	12	NA
New Hope	1997	Dodge	0	15	NA
New Hope	1999	Ford	2	12	NA
Life Span	1992	Dodge	2	11	179,205
Life Span	1993	Ford	0	14	135,724
Life Span	1999	Dodge	2	11	23,478
Life Spring	1997	Dodge	0	15	51,000

VEHICLE MAINTENANCE STANDARDS

INTRODUCTION

Preventive maintenance: a term used to describe the performance of regularly scheduled maintenance activities on a vehicle in order to prevent the possibility of malfunctions, to extend vehicle life and to reduce maintenance and operating costs. If the majority of your vehicle repairs are made after the vehicle experiences a mechanical failure, you do not have a functioning preventive maintenance program.

A well-established comprehensive preventive maintenance program is as important to a successful transportation system as the actual purchase of the vehicles.

The Preventive Maintenance Plan proposed herein consists of:

- Making preventive maintenance arrangements;
- Adhering to a preventive maintenance schedule;
- Establishing a vehicle inspection checklist;
- Conducting daily vehicle inspections;
- Completing corresponding inspection checklists, and;
- Keeping a comprehensive maintenance record on file for each vehicle.

Attachment A-C includes preventative maintenance and vehicle repair forms that could be applied to the management of the vehicle fleet by the designated operator.

PREVENTIVE MAINTENANCE ARRANGEMENTS

It is preferred to make maintenance arrangements in the initial planning stages of any transportation program. If you already have a program in place it is wise to review it in order to insure it meets your current needs.

Maintenance can be arranged in a variety of ways to fit your system needs:

1. Contract maintenance out to commercial mechanics.
2. Arrange for other agencies such as city or county, or school bus garages to maintain vehicles.
3. Set up an in-house maintenance program.

The major advantages to an in-house program:

- Vehicles will be routinely checked for problems
- Mechanics will be familiar with the vehicles
- And most importantly the mechanics will be your employees.

A combination program: in-house routine maintenance combined with other work contracted out.

Examples:

Potential in housework: routine and scheduled maintenance, i.e.; oil and oil filter changes, air filter changes and PCV valve changes. Jobs to contract out: those requiring special expertise, tools or machinery.

Note:

If you choose to have your own mechanics and allow them to perform the preventive maintenance inspections they should meet the following requirements:

- Have knowledge of and have mastered the methods, procedures, tools and equipment used when performing inspections
- Have at least one year of training and/or experience as a mechanic or inspector in a vehicle maintenance program and have sufficient general knowledge of the vehicles owned and operated by your company in order to recognize deficiencies or mechanical defects.

Important:

For an effective in-house preventive maintenance program, the following minimal facilities are necessary:

- A garage or building for vehicles to be brought under cover to be serviced
- Proper drainage for washing vehicles in your garage
- A recycling method for motor oil and other wastes
- Equipment for lifting or jacking vehicles
- A complete set of hand tools - wrenches, sockets, pliers etc.

PREVENTIVE MAINTENANCE INSPECTION

After you have made the arrangements for your maintenance program by considering your system's facilities and personnel strengths and limitations, work with your drivers and mechanics or repair shop to develop a basic maintenance schedule.

Mechanics or repair shops must be made aware of and become familiar with the minimum maintenance requirements for each vehicle along with all State and Federal requirements. With each vehicle, maintenance must be performed either at a specific mileage increment or within a specified period of time. If routine and proper preventive maintenance is not performed, the vehicle's reliability will suffer, its worklife will be shortened and its warranty provisions may be violated.

A sample preventive maintenance program has been provided in **Attachment A** to act as a guide in setting up your program. The attached program sets forth specific requirements and preferred mileage schedules. This program will meet the needs of most companies however, as a general rule, you should compare this vehicle preventive maintenance schedule with the schedule provided in the owners manual for your vehicles. Always go with the most stringent requirements.

PREVENTIVE MAINTENANCE INSPECTIONS

The preventive maintenance inspection is a program of routine checks and procedures performed on a scheduled and recurring basis to avoid breakdowns and prolong equipment life.

The "A" Inspection is performed every 6,000 miles. It is designed for the inspection, service and replacement of certain items at predetermined times and to make minor adjustments as necessary.

The "B" Inspection is performed every 12,000 miles. This inspection repeats the "A" inspection items and includes certain additional items, which should be inspected and serviced as indicated.

The "C" Inspection is a technical and performance inspection and is accomplished each 24,000 miles. The "A" and "B" inspection items are repeated and additional scheduled items are required to be accomplished which was not part of the other inspection intervals.

A. 3000 MILE SERVICE AND MAINTENANCE CHECK

INTERIOR INSPECTION

1. All Seats / Seat Belts

Seat covering for the driver and passenger seats should be inspected for rips, tears, gouges, exposed springs and security of floor mounting. Seat belts should be inspected for proper retraction mechanisms. Armrests should be inspected for proper securement to seats. Any folding seats should be checked for proper operation of adjustment controls. Driver seat should be checked for proper fore and aft movement and tracks should be lubricated as necessary.

2. Doors / Hinges / Latches

Lubricate door hinges and latches, check operation of windows, doors, and the condition of the glass. Check condition of exit signs. Check emergency exit to insure it functions and that it is properly identified.

3. Flooring / Headliner / Side Panels

Inspect floor covering for tears, rips or gouges. Inspect headliner for damage, sag or dirt. Inspect the condition of side panels.

On vehicles designed to allow standees check the condition of the standee line and sign. The line must be of contrasting color at least two inches wide and the sign, prohibiting anyone from occupying a space forward of the line, must be posted at or near the front of the vehicle. Inspect condition of the grab rails for the standee passengers.

4. Mirrors

Check inside rear view mirror(s) for proper securement, adjustment and the condition of the glass. Also check the right and left exterior mirrors for adequate field of vision.

5. Interior Lights

Inspect the interior lights and the stepwell lights, if applicable, for operation by operating door-opening switches, dome light switch, rheostat and the turn signal as well as the high-low beam indicator switch.

6. Exterior Lights / Horn

Outside assistance may be required when making this check. Check parking, low and high beam headlights, turn signal operation front and rear, and hazard flashers. Turn on all outside clearance lights and check operation. At this time also check license plate lights, back-up lights and brake lights. Check horn. The horn must be capable of emitting a sound audible under normal conditions from a distance of not less than 200 feet.

7. Warning System

Activate ignition switch and check "trouble" lights for proper operation. If the vehicle is equipped with gauges, check proper readings after the engine has been started. Check all switches for proper and complete knobs, levers, etc.

8. Starter System / Automatic Choke /Back-up Alarm

When starting engine cold, determine proper activation of automatic choke. Listen for starter drag or grind and for any belt squeal or other unusual noises during initial start. As engine warms, monitor all gauges. While depressing the brakes, shift the vehicle into reverse and check the audible back-up alarm.

9. Windshield / Windshield Wipers / Washers / Blades

Inspect windshield for cracks, scratches and any visible damage. Operate windshield wipers through all ranges on wet glass. Inspect condition of windshield wiper blades and arms. Replace if needed. Check washer fluid level.

10. Windows

Inspect side and rear windows for cracks, scratches and proper operation of opening mechanisms.

11. Comfort System

Operate and check heater and air conditioning controls through all selector ranges and check varying fan speeds for proper operation. Check rear unit output, as applicable.

EXTERIOR INSPECTION

1. Exterior Body and Components

Inspect exterior of vehicle for signs of body damage, missing trim, decals, paint condition and any signs of developing rust. Inspect the outside of all windows for cracks, blemishes or other damage. Inspect bumpers for secure attachment or signs of damage. Inspect mirrors and mirror brackets for secure mounting, rusting or broken glass.

2. Tires and Wheels

Inspect all tires for signs of uneven wear due to imbalance or improper front end alignment, check for exposed cord or steel belts, inspect valve cores, check for scrubbing or sidewall damage. Determine tread depth. Tread group pattern depth

shall not be any less than 4/32 (1/8) inch, measured at any point on a major tread groove for tires on the steering axle and no less than 2/32 (1/16) of an inch, measured at any point on a major tread groove for all other tires. Check air pressure in all tires including spare. Check condition of spare tire and mounting.

Check tires for cuts, nails or other embedded foreign objects. Check wheel lugs for proper torque. Check all wheels, including spare, for any damage or improper bead seating of tire, or for any missing balance weights. Check hubcaps for secure mounting.

3. Access Doors

Inspect exterior access doors and lubricate hinges or spring latches as necessary. Check fuel cap for proper fit and any signs of damage to fuel servicing piping/hose. Check hood latch and lubricate, check retainer bar for proper operation. Secure hood open.

SERVICE AND OPERATION INSPECTION

1. Engine Oil and Filter

Under normal operating conditions, change oil and filter at every 6,000 mile interval. Check transmission fluid level and condition of fluid.

2. Ball Joints / Steering / Drive Line (Lubricate)

Lubricate and inspect all ball joints, steering and drivelines and all other points with zerk fittings. Check power steering for visible signs of fluid leaks. Check the driveline universal joints and yokes for wear. Replace any broken or damaged zerk fittings.

3. Battery

Check battery mounting tray condition (rusting or wear) and battery holddowns. Check battery case for cracking or damage. Check post and fasteners for corrosion - clean and cover with protectant. Check cables for fraying or signs of deterioration. If applicable, check and service water levels of individual cells or inspect "green" indicator.

4. Cooling System

Visually check cooling system for leaks. Check the overflow tank for adequate coolant and inspect the cleanliness of coolant. Inspect the condition of the upper and lower radiator hoses and check the security of the fasteners. Check butterfly drain for snugness. Inspect water pump and engine intake at the thermostat housing for signs of leaks.

Inspect radiator cap for signs of leaks or pressure loss. Before removing the cap, allow the engine to cool down. Relieve any built-up pressure in the system. Remove and inspect the radiator cap. At this time, the radiator core and the interior of the radiator housing may be visually inspected for corrosion or clogging. Also, if circulation problems are suspected, operation of the water pump and circulation of the coolant may be verified with the engine running.

5. Air Cleaner / Filters

Remove air filter and inspect. Inspect air intake hoses and clamps. Visually inspect all vacuum hoses and connections. Inspect fuel line for leaks or damaged lines.

6. Belts / Hoses / Wiring

Inspect all belts for signs of wear, fray, cracks, glazing and proper tension. Inspect heater hoses and connections. Inspect wiring for signs of chafing, corrosion, loss of insulation and crimping. Insure wiring does not come in contact with moving parts or heated surfaces.

7 Under Hood / Exhaust System

Check transmission fluid level with the fluid warm and the engine running. Check color of fluid for any signs of overheating. Visually inspect the transmission pan, front and rear seals, speedometer drive and dipstick tube for any signs of leakage. Visually check the transmission oil cooler, lines and connections for signs of a leak.

Inspect exhaust system, from the exhaust manifold to the tailpipe, for proper securement and for any signs of an exhaust leak.

B. 12,000 MILE SERVICE AND MAINTENANCE CHECK

1. Brakes

Remove wheels and inspect front brake pads and rotors for wear. Check calipers and brake lines for signs of wear or leaks. Inspect rear brake linings and drums for wear, scoring and warping. Check for any dirt or grease accumulation on the brake system. Replace or repair as necessary.

2. Operational Check

Check for smoothness of acceleration, centering of steering wheel and the proper tracking of the vehicle, smoothness of turns, balance of tires and front-end alignment. Also check for looseness in steering.

3. Transmission

Check operation of the shift lever and indicator and the smoothness of shift and operation in each gear. Check for proper acceleration through gear ranges in Drive position.

C. 24,000 MILE SERVICE AND MAINTENANCE CHECK

1. Wheel Bearings / Drive Shaft

Remove and inspect front wheel bearings, clean and lubricate or replace if necessary. Inspect drive shaft, u-joints and slip joints. Lubricate as necessary.

2. Shocks / Springs

Inspect shock absorber cylinders for signs of leakage. Check bushings for signs of wear and the mounting brackets for secure mounting. Inspect coil and/or leaf springs for signs of damage or wear. Inspect tie rod ends, upper and lower ball joints and drag links for signs of wear. Lubricate all points equipped with zerk fittings.

3. Rear Differential

Inspect rear axles and axle housing for signs of stress, wear and leaks. Check differential fluid level. (Note: Change differential fluid every other "C" inspection).

4. Engine Tune-up

See vehicle service manual for details.

5. Change Transmission Fluid and Filter

Remove transmission pan and drain fluid. If the transmission torque converter is equipped with a drain plug, drain fluid from it as well. Inspect debris in the bottom of pan for signs of internal transmission damage. Check the color of fluid for signs of overheating. Remove and replace filter screen. Not any abnormalities on the check off sheet.

ACCESSORIES

1. Fire Extinguisher / First Aid Kit / Safety Triangles

Inspect the above mentioned safety equipment to insure it is in proper working order, securely mounted and easily accessible. Fire extinguisher must be fully

charged, with a dry chemical or carbon dioxide, having at least a 1A:BC rating and bearing the label of Underwriters Laboratory, Inc.

2. Wheelchair Lift / Tiedowns

Inspect wheelchair tiedowns for secure mounting and anchoring to floor. Safety belts should be clean and properly installed. Check retracting assembly. If four point tiedowns are used, check security of floor fasteners, connectors and belts.

Operate lift through all ranges and functions. Check padding and labels. Check emergency back-up system if equipped. Check interlock system. Lubricate appropriate lube points.

3. License Plates / Registration / Operators Manual

Check condition and currency of license plate and registration and appropriate manuals. Insure accident report forms and other appropriate documents are up to date and available in the vehicle. Check for operating manual for the wheelchair lift.

4. Air Conditioning Systems Check

Each spring, prior to the season for constant air conditioning use, the air conditioning system should be scheduled for a thorough operational check. The system should be checked with the appropriate air conditioning service equipment and gauges. Check the entire system for leaks.

Note: The freon level should be checked and service as necessary.

If the system is to be serviced with the opening of a closed system, the complete system should be evacuated; the receiver dryer replaced and the system must be completely recharged, including refrigerant oil.

Note: a licensed and certified technician must perform All air conditioning work.

DAILY VEHICLE INSPECTION

Daily vehicle inspections are crucial to the success of a Preventive Maintenance Program. Investing a short time on a daily basis to inspect each vehicle will help detect problems early thereby improving safety and decreasing vehicle repair costs.

Each driver will inspect his or her vehicle before departure by completing the Daily Vehicle Inspection Checklist. The completed checklist is submitted to the transportation manager at the end of the driver's shift so that necessary maintenance can be noted and scheduled accordingly.

Attachment B includes a Daily Vehicle Inspection Checklist.

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COMPREHENSIVE MAINTENANCE RECORD

A Comprehensive Maintenance Record should be kept on file for each vehicle. This record should be filled out every time any maintenance is performed on that vehicle.

Benefits of keeping a Comprehensive Maintenance Record on file are as follows:

- Provides quick reference to the vehicle
- Provides a complete history of repairs
- Identifies chronic problems
- Shows trends in mileage and fuel consumption
- Track responsibility for repairs
- Records the amount of time vehicle is not available for service

COMPREHENSIVE MAINTENANCE RECORD FORMS

There are three basic forms commonly used for proper maintenance records. They are the Work Order, Monthly Summary and the Maintenance Log. Used properly they are a valuable tool in recognizing and correcting problems before they become costly. They are also a valuable tool for monitoring the quality of service you receive from a repair shop. Below is a brief description of the forms found in this manual.

These maintenance record forms are included in Attachment C.

Work Order

This is a detailed description of a specific repair performed on your vehicle. This form should be used for either in-house or private garage repairs. It can be very helpful when you are trying to identify a chronic problem or research maintenance history.

Monthly Summary

This form provides a monthly summary of the vehicles use. It will show trends in mileage and fuel consumption, provides a quick reference to the vehicle and records the amount of time the vehicle was not available for service.

Maintenance Log

This form provides a complete history of repairs, identifies chronic problems and tracks responsibility for repairs. The entire fleet is usually maintained in one

book, which will provide a quick reference to the vehicle without having to pull the file.

Pre and post trip inspection criteria

The vehicle inspection checklists provided in Attachment - will help you remember all of the important things that must be inspected on a daily basis, and it provides an easy to follow sequence for performing your inspection in a logical manner. Read through the following pages for general information and to clarify any of the parts of the inspection process. Then do dry run inspections while completing the checklist. Ask your manager if you have any questions at all about the procedure.

Under the Hood

Check for problems under the hood at the beginning of your inspection before starting the engine. It is easier and safer when the engine is cool.

Check the engine, radiator and battery fluids. If low, make a note of it on your inspection checklist. If any fluids are below the safe level, see the mechanic for assistance.

Also, check hoses for cracks or possible leaks and belts for any visible damage. Report any wear on the checklist as soon as it begins to show.

Vehicle Interior

- Since you will need to leave the vehicle compartment while the vehicle is running, it is a good idea to put chocks behind the wheels before starting the motor.
- Begin while seated behind the steering wheel. First, put on the parking brake, then turn on the ignition. Check the oil pressure, fuel and alternator gauges.
- If the oil pressure light stays on or the gauge shows the oil pressure to be dangerously low, turn the motor off until the problem can be corrected.
- If the alternator or generator light stays on or the gauge indicates a discharge, the battery may not be charging. To guard against the possibility of becoming stranded along the route by a dead battery, have the problem located and corrected right away.
- Check the windshield wipers to make sure they are working and not worn or stripped.
- Check the passenger door for proper operation.
- Adjust your mirrors so that you can see what you need to see from your normal driving position. When you are adjusting your mirrors, keep in mind what you want to be able to see within your safety zone.
- Test your horn to make sure it works.

- Turn the steering wheel gently to make sure it is not loose or there is no abnormal play or stiffness in the steering assembly.
- Push on the brake pedal. If the tension feels spongy or soft, note this on your checklist. Your brakes may need to be adjusted.
- Check the blower fan to see if it works so you will be able to use the heater, defroster or air conditioner.
- Check the interior lights. If any lights are not working, note this on your checklist.

Note on your checklist anything in the interior of the vehicle that needs attention.

Safety Equipment

Check your emergency equipment to make sure it is in the right location and in working order.

Emergency equipment should include:

- A properly charged fire extinguisher
 - Warning devices such as cones, triangles or flares
 - A first aid kit
-
- Look around your vehicle to make sure it is clean and clear of trash, debris or loose items. Trash or debris left in the vehicle can be tossed about by careless passengers and can cause slips, falls and fires. A clean vehicle presents a professional image.
 - Check any special accessibility equipment if your vehicle is so equipped.
 - Examine any tie-downs for signs of damage or excessive wear. Make sure they can be properly secured to the floor.
 - Check all lifts and ramps by operating them through one complete cycle. Make sure they are functioning properly. (You may have to move the vehicle to ensure proper clearance while performing this part of the inspection. This is also a good time to check the interlock system.)
 - Make sure all doors and emergency exits are functional and unobstructed.

Vehicle Exterior

- Turn on all exterior lights. With the vehicle in park and the emergency brakes still on, begin the exterior check from the front of the vehicle.

- During the exterior inspection, be sure to note and report any fresh damage to the vehicle. Reporting such damage now may save you a lengthy and difficult explanation or report later. Space is provided for you on the Daily Vehicle Inspection Checklist to note and describe any exterior damage.
- Check the headlights, signal lights, emergency flashers and clearance lights to make sure they are working.
- Check the left front tire for any signs of road damage, underinflation or missing or loose lug nuts. Check the condition of the side marker light. Check the air pressure with an air pressure gauge. Take care to maintain your tires at the recommended pressure. A soft tire is very susceptible to severe road damage. An overinflated tire causes a bumpier and less comfortable ride, especially for the elderly or disabled.
- Move to the back of the vehicle and inspect the left rear tire for obvious damage. Check the air pressure with an air pressure gauge.
- While at the back of the vehicle, check the taillights, brake lights, turn signals, emergency flashers and any other clearance lights, reflectors or signs. Make sure they are free from mud or dirt buildup. Carry a rag with you to clean any dirty lights, which may be hard to see even after dark.
- Check the right rear tire. If there are any other lights or outside signs for your boarding doors or lift, make sure they are in place and clean.
- Next, look under the vehicle. Make sure there are no foreign or unfamiliar objects hanging down or wedged underneath. Listen and check for any signs of an exhaust leak. Also, visually check for puddles of fluid under the vehicle. If the vehicle is leaking fluid, report it to your supervisor.
- Move to the front of the vehicle and examine the right front tire in the same manner as the left tire and check the condition of the side marker light.
- Now that the engine has reached operating temperature, check the transmission fluid level. Vehicle should be on a level surface in park.

Final Preparations

- Now, turn off all the lights and the engine and remove the wheel chocks.
- If your vehicle is safe and in good condition, you are finished with your daily inspection.
- If you are not sure or not satisfied with the condition of the vehicle, check with a supervisor before driving the vehicle.
- Remember that any problems you experience with the vehicle during your shift should be reported so that repairs or adjustments can be made as quickly as possible.
- At the end of your shift, turn in the Daily Vehicle Inspection Checklist to the maintenance manager or your supervisor.

GENERAL NOTES ABOUT THE DAILY VEHICLE INSPECTION CHECKLIST

- An important part of preventive maintenance is the establishment of strong communication ties between drivers, mechanics/repair garages and management. An easy way to ensure and document this communication link is by way of the driver's Daily Vehicle Inspection Checklist.
- Drivers should be given blank copies of the checklist to keep on a clipboard in their vehicle.
- Each driver will need to conduct the inspection and fill out the checklist before beginning his or her route. Safety problems should be reported immediately before you start your route.
- Drivers should add comments to the checklist if a problem arises during the shift.
- The person designated responsible for the maintenance of the vehicles should monitor these checklists daily and schedule maintenance accordingly.

The checklist provided is a sample and you may choose to add or delete items at your discretion, provided it meets or exceeds the minimum requirements. In any case, documented daily inspections must be included in the permanent vehicle file.

- Accident/incident reporting
- Fueling arrangements
- Vehicle cleaning
- Insurance requirements

SAFETY AND TRAINING REQUIREMENTS

The Broker has comprehensive System Safety Plans, Driver Training Manuals, and Customer Service Guides that should be made available to the system operator. *The Broker* will review existing training programs and make recommendations for improvement or supplementing with outside resources, if required. The following provides a sample approach to training, which may be adapted by the broker/operator(s) to the needs of the transportation system. Training elements include:

- Driver Training
- Broker staff training
- Call center training in reservations, scheduling and dispatching

DRIVER TRAINING

It is envisioned that the designated Operator will conduct the driver training with oversight by the Broker to ensure that the driver workforce is meeting standards of conduct. The following section describes an approach to the basic driver responsibilities including an overview of the role of the driver in paratransit, conduct and personal appearance and operation of the vehicle including emergency policies and procedures.

I. Introduction

Welcome to *intelitran* paratransit. You are about to embark upon a continuing training development program for *intelitran* paratransit vehicle operators.

intelitran is committed, and will put forth every effort to train and provide continuing education for all drivers that operate *intelitran* paratransit vehicles. In return, we expect each driver to assume the responsibility of learning. No less than 100% effort is expected from each driver.

Transportation is constantly changing and *intelitran* is no exception. Transportation that is utilized today is the creation of all generations that have preceded us, and we in turn will help create the transportation services for future generations.

The object of this handbook is to acquaint you with the *intelitran* paratransit policies regarding transportation services, and to help you in the performance of those services.

intelitran defines performance as:

1. Professional Passenger Assistance
2. Safe Operation of the paratransit Vehicle
3. Professional Passenger Relations

Read this handbook carefully. A thorough knowledge of its contents is recommended for you to effectively carry out your duties in transporting disabled people. This handbook is designed to introduce you to *intelitran* and is also to be used as a reference. Please keep it in your possession. Each driver will be required to sign for the handbook to acknowledge receipt.

II. *intelitran* Paratransit Program Overview

The *intelitran* paratransit program provides a door-to-door transportation service for persons with physical or mental disabilities that prevent them from riding the regular transportation systems that are available to the general public.

The *intelitran* Corporation, a national transportation management/consulting firm, was contracted to manage, administer and oversee the provision of services in this area.

III. The Role of the *intelitran* Paratransit Driver

A. YOU ARE AN *INTELITRAN* PARATRANSIT DRIVER:

Driving an *intelitran* vehicle is more than just a way to earn money. *intelitran* paratransit drivers are in the business of helping people. For most of the passengers, *intelitran* is the only means of transportation to work, school, recreation, cultural events, medical appointments or to the store. These people depend upon you to help them board, ride in, and leave the vehicle in a safe, courteous, and reliable manner.

intelitran services are not charitable activities. *intelitran* paratransit is a business. As the most visible representative of *intelitran*, your politeness, friendliness, and demonstrated ability to transport people scheduled on the manifest will earn both you and *intelitran* the respect and gratitude of the passengers.

Passengers are our business, our only business. Therefore, you are expected to be courteous to them no matter how they appear to respond. Many of our passengers are elderly or disabled and may require assistance. You are expected to help them board and exit the vehicle comfortably, expressing friendliness and kindness to them.

B. *INTELITRAN* PARATRANSIT DRIVER QUALIFICATIONS:

All paratransit drivers must have the following qualifications at the time of employment:

1. No convictions of DWI/DUI in the past five years or a felony (any degree) including, but not limited to, sex offenses, armed robbery, robbery, forgery, fraud, conspiracy to commit a felony, assault, illegal firearms possession, arson, murder, etc. No employee shall have served time, including deferred adjudication or probation.
2. Drivers will have a Chauffeur's license or appropriate Commercial Drivers License. All drivers must be at least 21 years of age and have a safe driving record without a chargeable accident in the last two years. Drivers must have vision that is correctable to 20/50 or better and have a physical that shows them to be in good health. In addition, drivers must have a current certification in First Aid and CPR and attend all scheduled training programs.

3. Not have been convicted for, not served any sentence including probation or deferred adjudication for driving while intoxicated or under the influence of controlled substances.
 - a. Within the preceding 5 years; or
 - b. More than one time within the preceding 7 years.
4. Not have criminal charges pending for an offense for driving while intoxicated or under the influence of controlled substances, or not have charges pending for any offense that is a felony.
5. Not be addicted to the use of alcohol or controlled substance.
6. Not be subject to outstanding warrants of arrest.
7. Ability to read, write, and speak English.
8. Thorough knowledge of the *intelitran* paratransit service area.
9. Sensitivity to passenger's needs.
10. Ability to handle complaints and problems as required.
11. Provide upon request all employee medical records, personal character references and a history of any complaints filed against such a person in the course of any employment as a professional driver, whether by a bus service provider or otherwise.
12. Not be convicted of a felony, nor served any sentence, including probation and/or deferred years.

C. INTELITRAN PARATRANSIT DRIVER JOB DESCRIPTION:

All *intelitran* paratransit drivers are responsible for the following:

1. Safely maneuvering and operating an *intelitran* paratransit vehicle in traffic.
2. Following the manifest and dispatcher's instructions particularly regarding locations and times for pick-ups and drop-offs of passengers.
3. Observing and obeying all traffic laws.
4. Using correct FCC and *intelitran* paratransit radio procedures when communicating with the paratransit dispatcher.
5. Adhering to all safety guidelines provided in training.

D. Safety and Training:

New drivers will receive initial training in the following areas before they are allowed to operate an *intelitran* paratransit vehicle. See section entitled Curriculum.

1. Passenger Assistance Techniques and Defensive Driving

2. Wheelchair Tie Down Procedures
3. CPR and First Aid

IV. Uniform and Grooming Code

Policy:

To establish clear and concise guidelines, governing the wearing of *intelitran* paratransit uniforms and the *intelitran* paratransit driver grooming code while driving vehicles with *intelitran* paratransit graphics.

Procedures:

This policy is applicable to all *intelitran* paratransit drivers when on duty. Drivers that report to work not wearing a complete, clean uniform will be subject to disciplinary actions, up to termination.

Specifications for Wearing Uniform

1. Uniform shirts must be tucked into the trousers/skirts. Shirts must be clean and only white or the company colors are permitted. Neckties are optional with a short sleeve shirt. Neckties are required with long sleeve shirts. All shirts must display the driver's nametag on the right pocket. Men's slacks must be blue or black or color designated by the Company. Ladies may wear slacks or skirts of the same color. Skirts should be of a proper fit and length to insure both modesty and ease of movement when climbing or assisting the client into or from the vehicle or while driving.
2. Patches are to be consistent with the current *intelitran* paratransit patches.
3. Belts which keep the slacks or skirt in place and from slipping down are required.
4. Shoes: Comfortable shoes with no slip soles are required. Sneakers are permitted, if clean. High heels and sandals provide less sure fit and grip than regular shoes and are forbidden.

A. Appearance Standards

1. At all times while on duty, drivers shall be well groomed, clean and in complete uniform. Drivers shall conform to the following standards or appearance at all times while on duty or when in uniform. All drivers must be neat in appearance, uniform cleaned and pressed, shoes shined, and hair clean and neatly groomed.

2. Hair rules: Hair shall be neatly and evenly trimmed. At no time shall hair be worn in such a manner that it obscures vision or creates a safety hazard.
3. Cosmetic use: If cosmetics are used, they shall be applied conservatively so that the outward appearance of wearing makeup is lessened.
4. Ornament and jewelry on clothing: Ornaments, jewelry or similar devices will not be worn if they depict any association, individual, occupational groups, religion, race, creed, color, nationality, or sex in any way, especially in an unfavorable light.
5. Flowers on hair: Braids, hair ornaments, bows, and cornrows are not uniform and shall not be permitted.

B. Personal Hygiene

Personal hygiene and appearance are important aspects of your job. Good grooming habits develop self-confidence that in turn develops a positive attitude. You look attractive and feel good about yourself. Good grooming includes care of your skin, hair, teeth, hands and feet, and attention to proper rest, exercise, and diet.

The basis of good grooming is cleanliness. A bath or shower must be taken daily, and a deodorant or antiperspirant must be used to keep your body clean and reduce body odor.

Dental hygiene includes eating the right foods, brushing teeth after each meal and visiting a dentist regularly. Care of hands and feet also contributes to good appearance. Nails must be clipped, filed and cleaned.

Feet should receive proper care. Shoes and stockings that fit poorly will rub or bind the feet. Blisters, corns and calluses may develop.

Adequate sleep and rest help you look fresh and energetic. Fatigue causes irritability and affects your attitude. You should regularly sleep approximately eight hours each day. Well-rested drivers are alert to handle any situation.

Exercise tones the body, conditions muscles and promotes good health. Exercise strengthens muscles and aids posture. Good posture conveys that you are ready to serve passengers.

C. Tips

Drivers are not permitted to accept tips in any form. Drivers accepting or requesting tips will be subject to suspension and/or dismissal as an **intelitran** driver.

V. intelitran Paratransit Driver Duties and Responsibilities

A. Vehicle Operation Procedures

1. Definition of Selected Manifest terms

- Assigned Run: The name of the company employing the driver and the Manifest Number.

- Driver: Driver's name

- Vehicle Number: Fill in the number located at the back and the front of the van.

- Mileage-Leave Garage: Fill in when you leave garage.

- Mileage-Return Garage: Fill in when you return.

- Run: A run begins with an empty vehicle and ends with an empty vehicle. During each run, many riders may board and leave the vehicle at various locations.

- Time: The time that the rider actually boards the vehicle and the time that the rider actually leaves the vehicle.

- Fare: The amount the Passenger is required to pay.

- Disability: The rider's disability. This will be provided on the Manifest.

- Needs: Any disability or requirement the passenger has in order to ride the vehicle; i.e.: wheelchair.

- Program: **intelitran** paratransit System of specialized transportation service (or paratransit)

- Number of Riders/People: The number of riders to be picked up. Each rider could have one person travel as an attendant and/or one guest/escort, provided that the listed number of riders includes the attendant. Attendants/escorts must be pre-scheduled and the number of persons going shown on the manifest.

- Grid: The map grid location of the pick-up address and the map grid location of the drop-off address. At the beginning of employment, each **inteltran** paratransit driver is instructed in the use of MAP Books for their service areas.

- Origin or Destination Directions: Special passenger location instructions.

- Comments: Space for message to the driver, to be read daily.

- Status Type: S – Subscription (the rider makes the trip from the same address at the same time to the same place at least once per week for at least 30 days).

- Trip Number: LD Number for that Trip.

- Central: The dispatch office at **inteltran** paratransit.

- Garage: The Bus/Van facility.

2. **inteltran** Paratransit Radio Procedures

a. Basic Radio Equipment

- (1) Check On-Off Switch t make sure switch is in 'on' position.

- (2) Microphone – Speak in normal voice (approximately 6 inches away from microphone).

- (3) Microphone Key – Depress key only when transmitting; wait 2 seconds before speaking; release key when receiving. Make sure that the microphone key is not depressed except when transmitting.

- (4) Microphone light – The microphone light indicates when the microphone key is transmitting. If the light stays on after you have released the key, depress the key again and release. If light remains on, turn off the radio and report broker radio to dispatcher or supervisor.

- (5) Volume – Set radio volume loud enough to hear your run number in a running vehicle, but not so loud that it is annoying to the passengers.
 - (6) Squelch – The squelch control filters out static and interference from the channel. Adjust squelch control until static is low, but dispatcher can still be clearly understood.
- b. Radio Communication Code and Signals for *inteltran* paratransit: All *inteltran* paratransit drivers will use the following communication codes when talking to the dispatchers. These codes should be used in the noted situations.

10 CODES

- 10 – 3 Stop transmitting on radio
- 10 – 4 Message received – acknowledgement O.K
- 10 – 5 Running late
- 10 – 6 Busy this moment
- 10 – 7 Out of service, lunch break, rest room, end of day
- 10 – 8 In service – ready to operate
- 10 – 9 Repeat message
- 10 – 13 Last drop off
- 10 – 15 Passenger(s) loaded at (advise location)
- 10 – 16 Call dispatcher by telephone
- 10 – 17 Advise vehicle number being operated
- 10 – 20 Give me your location
- 10 – 21 No show
- 10 – 22 Mechanical Breakdown
- 10 – 24 First Pick-up
- 10 – 29 Passenger has no fare
- 10 – 30 Accident/Incident (all units standby)
- 10 – 31 Accident with injuries (all units standby)
- 10 – 32 Illness-client on board
- 10 – 36 Advise current military time

CODES

3 RADIO CHECK-Operator responds with HIS/HER run number or operator ID.

5 NO-RIDE-Advise trip pick up time.

6 CLIENT READY EARLY-Advise trip pick up time.

c. Suggested General Guidelines for Drivers

- (1) Answer your radio the first time the dispatcher calls you.
- (2) Begin each transmission with your run or van number. Wait for the dispatcher to respond.
- (3) Do not open the mike until you know what you are going to say.
THINK IN ADVANCE.
- (4) All transmissions **MUST** be for business purposes under F.C.C. regulations. If you must discuss or explain something, use the telephone (10-16)
- (5) Be brief – other drivers are using the same frequency.
- (6) When you receive the entire address that is dispatched to you, repeat the address to the dispatcher.
- (7) **ALWAYS** write down the entire address that is dispatched to you. If you are driving and cannot receive the address from the dispatcher, radio 10-6 to the dispatcher. Then pull over to the side of the road and prepare to write down the information when ready to receive the message. Radio again and copy the address. Repeat address to dispatcher then proceed.

- (8) BE CAREFUL not to 'cut off' another vehicle call by transmitting when the dispatcher is trying to get an acknowledgement from another driver. LISTEN before transmitting.
- (9) If you do not hear the dispatcher clearly, ask them to 'repeat.' Do not say 'huh' or 'I can't get you there partner,' use the radio codes to respond. Please, no 'trucker' talk.
- (10) If for any reason you will be out of the vehicle for more than five minutes, tell the dispatcher. Always tell the dispatcher how long you will be out of service in minutes. Do not say 'I'll be out a while.' Instead, say 'Central, run 330 requesting a 10-7, for X minutes.' Never assume the dispatcher heard you. Always wait for the dispatcher to say 'run 330, 10-4 on your 10-7.' Always notify Central when you are back on the vehicle.
- (11) When requesting information or needing assistance from the dispatcher, you need only to call your number such as 'Run 330.' The dispatcher will then acknowledge.
- (12) Once a driver has accepted a trip, the driver is responsible for handling the trip.
- (13) Drivers must carry and be able to use an up-to-date service area MAPSCO/detailed map(s) of the service area.
- (14) Driver-Dispatcher Relations – Dispatchers and drivers should maintain courteous, businesslike relations in all radio communications.
- (15) The use of personal names or nicknames over the air is not allowed under F.C.C. Regulations.
- (16) Arguments over the air, provoked by either the dispatcher or driver, are unlawful under F.C.C Regulations and confusing to the passengers.

d. Driver/Dispatcher Interaction

- (1) The driver will call the dispatcher when starting and ending his/her shift.

- (2) Drivers are to be available for calls by radio at all times during their shift except when the operator is on an approved 10-7.

- (3) Drivers are responsible for letting the dispatcher know when they fail to pick up a passenger:

Example: Vehicle Run 330
 Dispatch: Run 330
 Vehicle: Run 330, 10-21, 10:55 pick up
 Dispatch: Run 330, 10-4, 10-21

The driver may not depart a "no show" before the dispatcher gives a 10-4.

- (4) Drivers must report all vehicle accidents and passenger incidents to the dispatcher at the time of occurrence.

Example: Vehicle: Run 330, 10-30
 Dispatch: Run 330, 10-30 go ahead.
 All other operators Standby.

B. Before You Start Driving

At the beginning of each workday all intelitran paratransit drivers should be well rested, alert, and prepared for the day's schedule.

- 1. All intelitran paratransit drivers will have a valid (Class 'C') State Drivers License in his/her possession at all times.

- 2. Check in with your supervisor. You must check in when you arrive at work and check out when you are off for the day. If you have a problem with your time, consult with the supervisor at the time that the problem is discovered.

- 3. Check the Vehicle

- a. Check under the hood for oil level, radiator level, battery water level, belt tension and loose wires.
- b. Walk around the exterior of the vehicle to check the cleanliness of windows, body, mirrors, lights, and to make sure they are operational. Check for any indication of leaking fuel, oil, water or other fluids. Make sure that you have the proper gasoline tank cap and that it fits securely. If the vehicle has multiple fuel tanks, always have both tanks full of fuel before leaving the garage.
- c. Inspect the interior of the vehicle for cleanliness of floors and windows and check for the number of seat belts to ensure there is enough for the day's activities. Check the belts to see if they operate properly. Check and be sure that the emergency door is operational. Check the tie downs and lift to ensure proper operation.
- d. Check all emergency equipment. Be sure that the fire extinguisher is full and ready for use. Also check the first aid kit to be certain that it contains all of the needed supplies.
- e. Check to see that all accessories are off before starting. Never start the vehicle while the air conditioning or fan is on. Doing so could blow the fuses and damage the air conditioner or the lift.
- f. If the engine is a diesel, DO NOT press the pedal to the floor. With foot off the accelerator, turn key, wait for the start light and start engine. DO NOT race the engine during the first three minutes after ignition as this would cause a great deal of excessive engine wear. If the engine does not start, turn off key, wait 5-10 seconds, and turn on key restart. (DO NOT PRESS ACCELERATOR).

If the above does not work do not continue to crank the engine. This will only deplete the battery. During the warm-up period, make these additional inspections: oil pressure gauge, alternator, and fuel gauges, and (after putting vehicle in motion) service and parking brake lights, transmission, engine, and steering operation. The driver must know and be alert to identify these trouble indicators. Automatic transmission – for forward operation, use only the 'D' range, not the '1' or '2' positions. Do not manually shift the transmission.

- g. Start the engine, check the windshield wipers, and operate the wheelchair lift through one cycle. (See the wheelchair lift procedures). Check the air conditioner and heater. Heaters will not warm up until the engine is warm.

- h. Adjust the driver's seat and then the mirrors for maximum comfort and visibility.
 - i. Report any problems to the driver supervisor before leaving the garage.
4. Wheelchair Lift Check: Open the lift door (outside). Pull lift down to a horizontal position. Push button to lower lift to down position. After the lift is fully lowered, raise the lift to the full up position. Release the open door lock and close the lift door securely. Properly lock and unlock switch both.

In the event of a malfunction, the wheelchair lift can be operated manually. The outside door must be opened and door lock set. The wheelchair platform can be lowered by opening the hydraulic pressure valve and allowing the platform to move into the full down position. To raise the platform, close the hydraulic pressure valve and insert the hydraulic jack handle into the hydraulic jack and jack the platform into the up position. Release the open door lock and close the outside door securely. The Emergency Brake must be on to operate the lift manually.

When a malfunction is encountered with the lift, they should be noted on the daily driver vehicle report form that is turned in to the driver supervisor. An alternative vehicle will be assigned.

5. Count and Check Seat Belts: All seat belts should be counted before each day's run to determine if all seat belts are present. There should be 3 or 4 separate seat belts for each wheelchair rider per van. If any seat belts are missing, the driver must immediately report this to the supervisor.

Check all seat belts for tears, cuts, frays, splits or excessive wear and cleanliness. All mounting hardware and couplings should be checked for cracks, excessive wear or other malfunctions. Seat belt problems should be noted on the vehicle defect card or reported to the supervisor or dispatcher.

6. Emergency Equipment: All vehicles will have the following emergency equipment on board at all times.

- a. First Aid Kit – Removable metal or plastic container securely mounted near the driver’s seat. This should contain at least the following items:

2 units – 1 inch by 2 ½ yards adhesive tape, 2 units sterile gauze pads, 3 inch by 3 inch (12 per unit),

2 units – not sterile triangular bandage approximately 40 inches by 36 inches by 54 inches with 2 safety pins,

3 units – sterile gauze 36 inches by 36 inches (V.S.P. 2, 428 count),

1 pair scissors.

- b. Fire extinguisher – 1, dry type, 10 pound securely mounted in the vehicle readily accessible by the driver.

7. Check the Radio: Check the radio before starting out to be sure that it is working properly. Be certain that the radio is on and the volume is up so that you can hear the dispatcher. If you are operating on Run number 330, depress the mike button and say ‘Run 330, radio check.’ Release the mike button as soon as you finish talking because you cannot hear the dispatcher when the mike button is depressed. The dispatcher will respond with ‘loud and clear Run 330.’ If you hear no response, wait a few seconds and repeat your message. If there is still no response, consult the dispatcher by phone or notify your supervisor.

8. Study the *intelitran* paratransit manifest. Be certain you understand all of the pick ups and destination information before you leave. If you notice any routing or scheduling conflicts or problems, or if you have any questions, consult your supervisor. Fill in the ‘mileage at garage’ when you leave to begin your pick-ups.

C. When You are on the Road

1. Operate the Vehicle with Passenger Care and Safety in Mind

Always start and stop your vehicle gently. Keep in mind that you are carrying people who are easily injured and many of them are presently ill. You should assist every passenger according to his/her needs when entering or leaving the vehicle. Sometimes when you arrive at the location of a pick up, no one will be visible. You should do everything necessary to notify the passenger of your presence, including knocking on the door. If no one appears, call the dispatcher and check on the address or the status of the caller. If there is no reason to expect the passenger to take this long to appear, the dispatcher will usually clear you to proceed. You would then record 'No show or 10-21' in the comments column of your manifest. You should not wait longer than five minutes for a passenger but you should never leave without dispatcher approval.

PLEASE NOTE: It is unacceptable to beep your horn to notify clients of your presence. The noise, especially in the early mornings is disturbing to neighbors.

All passengers must be in seat belts before the vehicle is moved. No exceptions will be allowed. This is so serious that a single violation could mean the loss of your job. You must secure all passengers.

2. Obey All Traffic Laws While Operating the Vehicle: every passenger will use Seat Belts. Advise the driver supervisor if a passenger has not or will not conform to this requirement.

No one is authorized to drive the vehicle you are assigned except you. Do not allow anyone to park your vehicle for you or drive for you without your supervisor's authorization.

Obey all traffic laws and signs. Citations for traffic violations are the responsibility of the driver.

Defensive driving is the key to avoiding accidents. You can be the best driver in the world but if you do not watch the other motorists, an accident can result. **inteltran** PROHIBITS SMOKING, EATING AND DRINKING IN ANY **inteltran** PARATRANSIT VEHICLE.

The driver should never lose sight of his/her vehicle, especially while passengers are on board.

Vehicles will be kept locked and the hand brake set when not occupied.

A turn around is a procedure used to turn the vehicle around by backing, so as to proceed in the opposite direction. This is a hazardous maneuver that should be avoided whenever possible! For turn around, the golden rule is:

When loading, make the first pick up first, then turn around; when unloading, make their turn around first, then discharge passengers! This method eliminates the possibility of accidentally hitting the waiting passengers when completing the maneuver. **ALWAYS OBTAIN PERMISSION FROM YOUR SUPERVISOR OR DISPATCHER BEFORE BACKING ANY VEHICLE.**

3. Proceed as Scheduled on the *intelitran* Paratransit Manifest: If the dispatcher assigns you any extra trips, write them on the manifest in the same format as those already printed on the manifest. (See sample manifest – exhibit A).

Collect fares as indicated on the manifest. Fares should be turned in with manifest to the driver supervisor at the end of your shift.

4. Follow These Emergency Procedures When Necessary - Mechanical Breakdown:
 - a. Make certain that the vehicle is out of traffic in a safe place.
 - b. Set out reflectors at the scene as required by law.
 - c. Contact the dispatcher and advise that you have a breakdown (vehicle mechanical failure) or flag someone to call the dispatcher to report the problem if you have lost use of your radio. Advise the dispatcher of the number of passengers in the vehicle.
 - d. Make certain that the passengers are calm; assure them help is on the way.
 - e. While waiting for assistance, try to determine the cause of the problem.

Accident

- a. Radio and tell the dispatcher that you have a 10-30 or 10-31 (accident) giving your location and the condition of all passengers on board the vehicle, or try to flag someone to call the office for you if your radio is inoperable. Do not leave the passengers unattended.
- b. If immediate danger exists for passengers, evacuate them from your vehicle to a safe location (at least 100 feet away).
- c. If your vehicle is movable, request permission from your dispatcher or supervisor to pull it out of traffic to avoid additional collisions.
- d. If your vehicle is in traffic, warn other motorists by using flares, reflectors, etc.
- e. Check for fuel leaks.
- f. Remain calm. Your passengers are counting on you in an emergency situation. It is up to you to provide leadership until help arrives.
- g. Before the police arrive, use the following guidelines:
 - (1) Obtain the names, addresses, and telephone numbers of all passengers in your vehicle if there is not a telephone number on the manifest.
 - (2) Obtain the names, addresses, and telephone numbers of any witnesses.
 - (3) Obtain the names, addresses, and telephone numbers of the driver(s) and passenger(s) of the other vehicle(s) involved.
 - (4) Obtain the make, model, and license plate number of the other vehicle or vehicles involved.

- (5) Any statements regarding the accident should only be given to the police officer, **inteltran** paratransit supervisor, or driver supervisor. **DO NOT DISCUSS ACCIDENT MATTERS WITH ANY OTHER PERSONS.**
- (6) You may never depart an accident site without authorization of your supervisor or dispatcher.

Medical Emergency

If a passenger shows signs of severe physical problems, the driver will:

- a. Stop the vehicle in a safe place and put on emergency flashers.
- b. Ascertain the problem to the best of your abilities.
- c. Notify the dispatcher by radio that you have a sick rider on board vehicle or call the dispatcher by telephone.
- d. Remain with the passenger until expert help is secured.
- e. Do not administer first aid except that for which you are trained to administer.

D. At the End of Your Shift

1. Turn in the vehicle:
 - a. Remove all loose articles from inside the vehicle such as pens, maps, and litter.
 - b. Be sure the vehicle is in park with parking brake applied.
 - c. Park the vehicle in the assigned area, turn off the radio, lock the doors, turn off the heater or A/C, and turn in keys immediately.

2. Turn in Vehicle Defect Damage Report to Supervisor, Daily.

3. Turn in the Manifest and fares to the Driver Supervisor.
 - a. Be sure all necessary items are properly filled in (including mileage) and the manifest is complete.

 - b. Write notes on any problems encountered during the shift and staple to the manifest. This will include any items that you feel need the scheduling department's attention, or problems concerning the mechanical condition of the vehicle.

 - c. Be sure to sign and date each of the notes, and refer to the vehicles by their numbers.

4. Be certain that the keys are turned in to the driver's supervisor along with the manifest.

VI. Passengers Disability Awareness

A. Paratransit Passengers

Almost 40 million citizens in the United States have physical or mental disabilities. Most disabled people occupy their time just like you. They go to work, go shopping, go to dinner, raise families, and pay taxes. When you meet a disabled person, you will probably discover several similar interests.

A disability does not always present a handicap. It means that a disabled person may do something different from a non-disabled person. People with disabilities should not be stereotyped. Each person is an individual. Each disabled person deals with his/her disability differently. One way to be sure that you demonstrate a positive attitude toward a disabled passenger is to adhere to the three (3) 'C's:

1. Communication
2. Courtesy
3. Common Sense

B. Attitudinal Barriers

Attitudinal barriers are ways of thinking or feeling that cause disabled persons to feel less accepted, inferior, and not a part of our society. Some attitudinal barriers include prejudice, fear, stereotyping, bigotry, dislike, insecurity, discomfort, ridicule, sarcasm, and indivisibility. Your attitude makes a difference not only to the disabled riders, but also to your own professional and personal growth.

Everyone will have some disability at sometime. Many able-bodied people have family members, business associates, friends or spouses who are disabled. It is incorrect to assume that everyone is sensitive to disability issues; however, attitudinal barriers do exist. For years, disabled people were not seen because they attended deperate schools and had deperated accessible facilities. Today, disabled people are becoming integrated into regular schools, transportation, and social situations. As a result, non-disabled people are and will be seeing and meeting disabled people as individuals, not just as members of a group. This continued exposure will help to breakdown the barrier.

C. Passenger Relations

Be patient with passengers. As a professional **intelitran** paratransit driver you will find that things are done basically by using a schedule. We start a certain time and we stop at a certain time. We pick up our passengers at a certain time and place. To do this you will need a dependable watch and your map book at all times.

intelitran paratransit provides its passengers with safe, smooth, and comfortable rides. Driving defensively, making smooth stops and getting your passengers to their destinations safely and on time is the mark of a good professional **intelitran** paratransit Driver. During your training period you will be taught defensive driving skills and techniques. You will be expected to demonstrate good driving skills, as a student and as an **intelitran** paratransit driver. Remember, showing courtesy and consideration for other users of our streets and highways is the best and most basic driving attitude there is. It is the foundation on which all other defensive driving techniques are based.

As a professional driver you will serve as a public relations representative for **intelitran** paratransit. That encompasses maintaining a courteous, friendly, and helpful attitude at all times. Showing a helpful attitude will make your job easier and more pleasant for everyone concerned.

Remember

- Always greet passengers with a smile
- Always use a polite tone of voice and speak clearly
- Give passengers the benefit of the doubt
- Do not ever embarrass a passenger
- Practice tact and consideration
- Use good grammar
- Avoid sarcasm
- Never swear or call names
- Do not bring your troubles on the job or discuss them with passengers.
- Depart on time and try to stay on schedule
- Drive safely and smoothly
- Do not play vehicle radio loud enough to offend your passengers.
- Adjust temperature controls for your passenger's comfort

D. Basic Characteristics of Disabilities

intelitran paratransit passengers may use wheelchairs, use walkers or canes, be blind, or have difficulty walking or stepping up into the vehicle or may be very weak from medical treatments. You, the **intelitran** paratransit driver, must be aware of how to assist all **intelitran** paratransit passengers. Remember boarding chairs are available and should be used for persons in three wheeled vehicles or those unable to climb steps to board the vehicle.

Listed below are basic characteristics of major disabilities or function loss.

1. Loss of Muscle Control – A gradual loss of muscle control can occur throughout the body from diseases such as multiple sclerosis or muscular dystrophy. In addition, traumatic injuries to the spinal cord can result in instant loss of muscle control. Common ASSISTIVE devices for loss of muscular control includes use of an amigo (or three wheeled) scooter. Assistive devices for loss of muscular control include use of an amigo (or three wheeled) scooter.

2. Loss of Balance - A common cause for loss of balance is the thickening of the fluid in the middle ear. This condition is common among many elderly persons. Another major cause of loss of balance is from loss of muscle coordination in the knees and ankles preventing adjustment to quick changes in speed or direction. Common assistive devices used to compensate for loss of balance range from walkers to canes. Severe loss of balance would result in confinement to a wheelchair.

3. Loss of Limbs - Amputation can occur in the legs and arms. Amputation of the leg can range from a toe up to the hip joints. A common assistive device for a leg amputee would be an artificial leg or prosthesis. Artificial legs are very functional. However, the greater amount of leg removed, the greater difficulty the passenger has in accommodating steps or ramps.

The amputation of an arm will not generally affect mobility. However, it may affect the handling of money or tickets. Missing limbs make it more difficult to grab onto something to maintain their balance in the event of sudden start or stop of the **intelitran** paratransit vehicle. Never move your vehicle unless all passengers are securely seated and wheelchairs are tied down.

4. Breathing Disability - A breathing disability is caused by a shortness of breath due to physical activity such as climbing stairs or walking. The passenger with a breathing disability may use a ventilator or oxygen to sustain breathing. Common causes include asthma, emphysema, cystic fibrosis and nerve damage from spinal cord injuries. Drivers should never smoke in an **intelitran** paratransit vehicle. The residual smoke can trigger breathing difficulties for this type of passenger.

5. Pain - Many disabled passengers will have intermittent or chronic pain. Not all types of pain can be helped with medication. Even when medication can be taken to relieve pain, it cannot be used at all times. NOTE: Drivers should be especially careful of road conditions such as pot-holes and railroad crossings which may cause severe bouncing of the **intelitran** paratransit vehicle. If the driver is aware that a passenger is in pain, the driver should place that passenger toward the front of the **intelitran** paratransit van.

6. Loss of Vision - Visual losses may be quite variable and can range from a total loss of sight to a very restricted field of view, or to vision which is essentially a blur. The losses can occur from traumatic injury or disease. Common assistive devices range from special eyeglasses to canes or guide dogs, also known as Seeing Eye dogs. These dogs are easily recognized by a white or brown harness.

7. Loss of Hearing - Hearing loss can be quite variable can range from partial loss to total deafness. As with loss of vision, there are different types of hearing loss. Some types of deafness can be helped with hearing aids, some cannot. In some

cases, hearing ear dogs may be used. These dogs are easily recognized with their orange harness. Communication with the deaf is covered in the passenger assistance section of this manual.

8. Mental Retardation - Subaverage intelligence can be measured by standardized achievement tests. This condition is called mental retardation. A Wexler (Standard I.Q.) test score below 60 is a requirement for **intelitran** paratransit eligibility. A score between 60 and 70 can be a measure of eligibility as well. Mental retardation can be birth related or can be caused by diseases such as German Measles. Mentally retarded passengers often have other physical or emotional problems that may complicate effective handling of the passenger. Attendants can be required to accompany such a rider. Check I.D. card. Contact your dispatcher is no attendant accompanies the rider required to have one.

 9. Loss of Mental Functions - Since the brain performs so many functions, if it is injured there can be a large variety of both physical and mental losses. One of the most common causes of brain damage and loss of both physical and mental function is a stroke. While strokes occur most commonly in people over 55, they can occur in any age group. Severe skull injury can also cause loss of brain function similar to that of a stroke.

 10. Dementia and Alzheimer - Often times these are the most difficult to recognize of all mobility impairments. Riders with either of these disabilities require a great amount of care. Usually, these riders need to be observed for the completion of their trips. They can become disoriented and run away; therefor, when not in the driver's care, the rider should be in someone's care. DO NOT depend on these riders for trip information. Always ask your dispatcher or supervisor.

 11. AIDS - Acquired Immune Deficiency Syndrome is a recently recognized disability. Typically, AIDS itself does not render a rider disabled. A series of infections over a period of time may disable a rider to the point of needing **intelitran** paratransit. You can only become infected with HIV through exchange of certain body fluids.
- E. Basic Characteristics of Assistive Devices: A disabled person may require the help of a variety of devices in order to be able to perform simple every day tasks. The use of one or more of these devices may pose special problems for the **intelitran** paratransit driver. The following is a description of common assistive devices that the **intelitran** paratransit drivers will encounter and a brief discussion of any problems associated with their use.

1. Crutches - Crutches will be one of the three basic types: underarm, forearm, or full arm (often called triceps crutch). They may be either metal crutches (usually aluminum) or wood. Generally, underarm crutches are the most common type seen. They are used by the temporarily disabled (someone who has a broken leg or sprained an ankle, etc.), as well as by those permanently disabled. In contrast, the metal forearm crutch will tend to be used by those more permanently handicapped. The full arm crutch is usually used by the individual who has sufficient arm strength to manage wither underarm or forearm type crutches. Crutch users will generally have difficulty in achieving and maintaining standing and walking balance. Walking on a moving vehicle will tend to be very unsafe and in not permitted.

2. Canes - Canes are used to assist in maintaining standing/walking balance. Canes are more common among the elderly. The degree of assistance that is required by a cane user will ordinarily be minimal. If assistance is required it should be to the side opposite the cane. NOTE: canes and crutches should be placed out of the way to avoid becoming an obstacle to the movement of other passengers or a danger in the event of a sudden stop. Most white canes are of a folding type and will be folded be the passenger once seated.

CAUTION: If the white cane is not of the folding type and presents a hazard, the driver should speak to the passenger before taking hold or moving the cane.

3. Walkers - Essentially, walkers are a substitute for crutches. Two types of walkers are apt to be encountered. The first is a frame mounted on four wheels and may or may not have a seat. The second type is a "U" shaped frame that, instead of wheels, merely has crutch tips on each of its four legs. The person using a walker chooses to do so because it provides a more stable base than crutches. The walker is usually essential to this person's moving about. It is difficult to assist a person using a walker. The main concern will be to prevent the person from falling backwards. Since most walkers are collapsible it may be necessary to provide assistance in folding and storing the walker and to also assist in the unfolding. Other assistance might be necessary to help this type of passenger to sit down and stand up.

4. Wheelchairs - Wheelchairs come in several types. The most common are:
 - a. Standard Folding Wheelchair - This wheelchair has two large wheels in the rear (one placed on each side) and two smaller front wheels. Almost all wheelchairs will have brake levers on each side which are designed to lock the large wheels. Wheelchair brakes are not very positive stopping devices. The brake lever may be out of adjustment, tires may be worn, or in the case of inflatable tire - tire pressure may be low. All of these factors contribute to brakes not holding well. Some wheelchairs will have footrests. In many cases footrests can be swung to

the side, placing them out of the way. Some will have removable and detachable arms for ease in transferring to and from the chair.

- b. Reclining Wheelchair - some passengers will not be able to sit erect, or if they can, for short periods only. This type of passenger may be in a wheelchair with a high back that can be lowered partially or all the way to a level position. Footrests may also be adjustable so that the legs may be elevated to any position up to horizontal. The passenger will ordinarily have to remain in this chair.
- c. Electric Wheelchair - Because of not being able to walk and not having the use of their arms, some passengers may require the use of an electrically powered wheelchair. The wheelchair itself will resemble a standard wheelchair, but it will have motors driving each of the large wheels. The motors usually powered by a battery system. The wheelchair may be controlled by buttons or by a "joy stick" type of lever, by mouth switches, or by head activated switches. Electric wheelchairs do not fold.

Another version of the electric wheelchair is an electrically powered three-wheel scooter (Amigo) used by people who have reduced walking endurance. This unit is front-wheel drive with steering by means of bicycle-type handlebars. These compact units will take up approximately the same amount of space as an open wheelchair and most cannot be folded. The passenger will normally transfer to a regular seat when transporting on an *intelitran* paratransit vehicle.

- d. Wheelchair Brakes - All wheelchair brakes are friction type, involving a metal bar pressing into the tires of the large wheels. There are generally brakes on both sides of the chair. Levers activate the brakes. These brakes may be of two types: a ratchet type in which the brake lever is pushed to the on-position and maintained there by moving the lever into a holding slot; and a lever type which operates on a compound linkage system.

A compound brake lever is generally seen on wheelchairs. The brake is usually locked by pushing the lever forward and unlocked by pulling the lever back. In some cases, however, the action may be reversed.

- 5. Braces - Many passengers will be wearing leg braces. Two types will commonly be seen. The most common is a brace for the ankle, in which case the brace hardware does not extend above the knee. The second type is for the ankle and/or knee and will usually extend nearly to the hip. The ankle brace is intended to keep the wearer from stubbing his toe. The knee brace will generally be worn to hold the knee locked so the wearer can stand and walk. A passenger wearing a knee brace will first have to unlock the knee joint before sitting down. Seating on the vehicle should provide ample legroom as well as room in which to maneuver while going to a sitting or

standing position. Here again, balance will tend to be shaky, so the consideration under "Loss of Balance" should be remembered.

6. Prosthesis (Artificial Limbs) - The passenger wearing an artificial arm should present no problem except perhaps slowness in handling money. This assumes the existence of no other disability. Leg amputees will have problems that are roughly proportional to their level of amputation.

Amputees with one or both legs off below the knees will not have many walking problems with properly fitting artificial legs. Amputees with legs missing at or just above the knee may require the availability of good handrails. They will be slower in climbing steps but they will generally require little assistance. If amputations are at the mid-thigh or higher, some walking problems will exist - mostly when going up and down steps. The ability to walk well on artificial legs will diminish with age. The older amputee will walk more slowly, be somewhat unsure, and work a great deal harder while climbing steps or ramps. Seating for the leg amputee should provide more legroom and more space in which to maneuver when arising. Riders with difficulty maneuvering stairs may elect to use the available boarding chair.

7. Slings - Slings may be used to support the arm of a person who can other wise walk. A person walking with an arm in a sling loses some of his senses of balance since the arm cannot be readily shifted to accommodate changes in the body's center of gravity. The passenger wearing a sling, who has had a stroke is wearing it to reduce pain and protect the shoulder joint form separating. If assistance is required, it should be to the side of the passenger where there is no sling.
8. Guide Dogs - The visually impaired passenger and hearing impaired passenger may travel with a guide dog. This individual will have the problem described in sections on loss of vision and loss of hearing. The only assistance this passenger may require will be an indication as to where to sit. Seating should provide ample space for the dog in which to lie down where he will be out of passenger traffic.

VI. Passenger Assistance

The Blind Passenger: Visual losses may be quite variable and can range from a total loss of sight to a very restricted field of view, or to vision which is essentially a blur.

If a blind person seems to need help, offer your assistance. Do not help unless the individual says you may. Always ask before you act. If you are not sure exactly what to do, ask the person to explain how you should help.

To guide a blind person, let him/her take your arm. Do not grab the blind person's arm - this is dangerous, insulting and frightening. The blind individual will walk a half step behind you, following your body motions. If you come to steps, curbs, or others obstacles, identify them. In places too narrow for you to walk abreast, bring your arms back and let the guided person follow you.

When talking to a blind individual, use a normal tone and speed of voice. Shouting or speaking to an adult as a child is very insulting. Blindness does not affect hearing or intelligence. Speak directly to the blind person, not to a third party. When you are leaving the vehicle say so; anyone would feel foolish talking to thin air. Do not avoid using words such as blind, look or see; blind people use them too. When giving a blind person directions, be as clear and specific as possible. Make sure to point out obstacles in the path of travel. If you are not sure how to direct a blind person, say; "I'd be happy to give you directions. How should I describe things."

Do not pet guide dogs. If the dog is distracted from its work, its owner may be in danger. Never refuse transportation service to a passenger with a guide dog.

Use common sense and sensitivity. A blind person is just like you, only without sight. Give him/her the same respect as you would a sighted person.

The Mentally Retarded Passenger: More than 6,500,000 Americans are mentally retarded. The degree of mental retardation differs in many ways. Approximately 90% of all retardation is considered mild.

When talking to someone who is mentally retarded, keep your ideas clear. Do not change the tone of your voice. Make your points clear and easy to understand. Offer help, but wait until your offer is accepted before doing anything. You may think someone needs help when they do not.

Do not assume that a person with mental retardation is sick. Mental retardation is not an illness. It is not contagious and does not cause health problems.

Do not take advantage of a person who is mentally retarded. Sometimes they are friendly and their eager to please attitude encourages people to ask for favors and chores.

Remember, people who are mentally retarded are passengers and patrons and deserve equal attention when riding in your vehicle.

A mentally retarded person may appear to be ignoring you. Remember that lack of or slow response does not mean the person is being rude.

Talk to mentally retarded adults as adult, not as children.

The Passenger in a Wheelchair: Offer assistance, but do not insist. If a person needs help, he/she will accept your offer and tell you what will be helpful. Talk directly to the person using the wheelchair, not to a third party. The person is not helpless or unable to talk. Do not be sensitive about using words such as "walking"

or "running." People using wheelchairs use the same words. Do not lean on a wheelchair. A wheelchair should be considered part of a person's body.

Passengers using a wheelchair require that drivers be fully knowledgeable concerning the operations of the wheelchair lift and wheelchair tie down equipment. Never attempt to handle a passenger using a wheelchair unless you have had proper hands-on training. Sections of this handbook provide the driver with a reference for safe operation of wheelchair lifts and tie downs. **ALWAYS BE SURE THE WHEELCHAIR RIDER IS PROPERLY SECURED BEFORE TRANSPORTING.**

1. Management of the Wheelchair

- a. Treat the wheelchair as if it had No Brakes.
- b. Place yourself on the downhill side of the wheelchair so if you for some reason cannot hold on , the wheelchair will roll towards you, not away from you.
- c. Do not lift a wheelchair by the arms or wheels; use the rear handgrip.
- d. When jumping up or down a curb with a wheelchair, be sure the wheelchair is at a right angle to the curb or step, or it will tip over.
- e. Prior to moving the wheelchair up or down stairs, make sure the handgrips are on tight.
- f. Offer to guide the wheelchair onto the lift and into the proper position on the van unless the person requests otherwise.

2. Assisting a Wheelchair Up a Single Step - Place your foot on the rear extension. Push down with the ball of your foot while also pulling back on the two handgrips. This pivots the wheelchair on the big axle. Tilt the wheelchair back to the neutral balance position. (This is easy to find) It takes very little force to maintain the wheelchair in the neutral balance position, and this is the position in which the chair is put for almost every act of going up and down steps. In this position, tilt the chair back until the front wheels clear the curb, then move forward until the large wheels are tight up against the step. The amount of force required to lift the wheelchair up over the curb will be substantially less if you lift and roll the chair over the curb in one simultaneous motion.

Lift your arm, legs and knees. Keep one foot back to provide thrust. If necessary, place your thigh up against the chair to provide additional thrust. Lift and push in

one simultaneous motion. Lean into the chair with the thigh of the leg you are leading with. Be careful leaning, however. The person you are assisting may have degenerative arthritis of the spine and leaning too hard against them can cause discomfort.

3. Assisting a Wheelchair Down a Single Step - The proper way to bring a wheelchair down a single curb is backwards. Bring the chair to the edge of the curb with the passenger's back toward you, the driver. The wheels must be at right angles to the step. You will literally roll the wheelchair down the edge of the curb. A minimum amount of strength will be required to guide the chair down. Roll it down until the big wheels are firmly on the ground, then put your foot back and continue bringing the wheelchair back to the balance position. From this position move the chair backwards until the footrests are completely clear of the curb. While moving the chair backward do not try to hold the chair up by the handgrip. Just use them to ease the chair down and keep it square to the curb.

SPECIAL COMMENT: You should not have to maneuver wheelchairs up or down steps, but if you need to, these instructions will help. Do not try to use brute strength. After coming off the curb, move the chair backward in the tilt position until the edge of the curb or step is visible over the passenger's toes or footrests before lowering the chair. Always be careful. DO NOT injure the passenger or yourself.

4. Wheelchair Lift Procedures

- a. When stopping the vehicle be certain that the lift is clear of hydrants, sign posts, trees, benches, etc., so that unobstructed access will be available.
- b. When using the lift, be sure the transmission is in park and the emergency brake is set.
- c. The passenger should be wheeled on the lift facing away from the vehicle. This will allow for easier movement into the wheelchair locks. When the lift is to be operated with a passenger on the platform, be sure the safety rail is in place and secure. The safety rail is to prevent wheelchairs from rolling off the platform.
- d. If for some reason it becomes necessary to load a wheelchair passenger facing the van, be sure that the passenger's feet are clear of the toe guard flap. The toe guard flap covers the space between the vehicle floor and the lift platform when it is in its raised position. If the toe guard flap should be jammed for any reason instead of hanging freely, it could cause serious injury to a foot caught between the moving lift platform and the guard flap.

- e. The driver will insure that both brakes are set on the passenger's wheelchair while the lift is moving either up or down. The driver will stand beside the lift when it is moving. Under no circumstances is the driver to stand on the lift with a wheelchair and passenger when the lift is to be raised or lowered. Do not use the wheelchair nor it's passenger as a support to climb into nor exit from a vehicle. It is recommended that wheelchair passengers place their hands and arms in laps to avoid any possible chance of getting them caught as the lift moves in either direction.
 - f. Give verbal warnings when raising or lowering the lift, and assist the passenger on entry to the vehicle.
 - g. Passengers should never operate the lift.
5. Wheelchair Tie Down Securement (Forward Facing) - Once the passenger is on board the *inteltran* paratransit vehicle, position the wheelchair passenger along side of the wheelchair tie down plates parallel with the flip seats. The passenger must be facing forward. The rear wheel of the wheelchair should be snug against tie down plates. Be sure the spokes and valve stem are not in the way. The straps should then be used to tie down the passenger's wheelchair in the following manner.

Place the metal tie down hooks in to the anchor place located in the center of the vehicle's floor. Next, loop the other end of the tie down around the frame of the passenger's wheelchair. (Avoid strapping to the wheelchair's handlebars) Take all of the slack out of the tie down to prevent the passenger's wheelchair from moving. Repeat this procedure until at least a minimum of three sides of the wheelchair is secured. Be certain that the wheelchair passenger is secured to the wheelchair with a snug fitting seat belt to prevent the passenger from sustaining injuries.

Passengers With Walkers and Crutches: The person using a walker chooses to do so because it provides a more stable base than crutches. The walker is usually essential to this person's ability to move. Passengers utilizing walkers may be placed in a boarding wheelchair and use the wheelchair lift to access the vehicle or they may use the vehicle's normal entrance. In no event should the lift be used for a passenger utilizing a walker or cane while standing. In this case, use the available boarding chair.

It is difficult to assist a person using a walker. The main concern is to prevent the person from falling backwards. Since most walkers are collapsible, it may be necessary to provide assistance in folding and storing the walker and to also assist in the unfolding. Other assistance might be necessary to help this type of passenger to sit down and stand up.

Remember

1. People who use crutches, braces, wheelchairs, etc., must work very hard to get around.
2. Individuals who are disabled may take longer to do things.
3. Many individuals who are elderly or disabled may have constant pain.
4. People who use crutches, braces, wheelchairs, or some other assistive device, may have a hard time keeping their balance.
5. Do not equate a handicap with a lack of intelligence.

The Deaf Passenger: Hearing loss may also be quite variable and range from a partial loss to total deafness. Some hearing losses can be compensated for by the use of hearing aids. Some deaf persons read lips very well; others will not have learned and may have a great deal of difficulty understanding as well as making themselves understood. It will be helpful if the driver always clearly pronounces his words and accentuates his lip movement when forming words. This may make lip reading easier for the deaf or hard of hearing passenger. A pencil and pad should be available for convenient communications with the hearing impaired.

Speak clearly and distinctly, but do not exaggerate. Use normal speed unless you are asked to speak slowly. Face the rider and provide a clear view of your mouth. Waving your hands or holding something in front of your lip makes lip reading impossible. Use normal tone unless you are asked to raise your voice. Shouting does not help. Speak directly to the person, instead of from the side or back of the person.

Speak expressively. Many people who are deaf rely on your facial expressions, gestures and body movement to understand you. They may not hear subtle changes in tone that may indicate sarcasm or seriousness.

If you have trouble understanding a person who is deaf, ask them to repeat themselves. If that does not work, use paper and a pen. Communicating is your goal, the method does not matter. NOTE: Use this same procedure when communicating with people that speak other languages.

If you know sign language, use it. Usually your attempts will be appreciated and supported. If a deaf person is with an interpreter, speak directly to the deaf person, not with the interpreter.

Keep in mind that persons who are deaf may use a hearing dog as an assistive device.

F. Do's of Assisting Passengers

1. Do ask if you are not sure of what to do.
2. Do plan how you are going to assist.
3. Do tell the passengers what you are going to do.
4. Do be patient.

G. Don'ts of Assisting Passengers

1. Do not surprise a person by taking hold of them unexpectedly.
2. Do not hurry - Be careful.
3. Do not become socially involved with your passengers.

VII. Summary of Training

Each driver will complete the minimum training of 80 hours as outlined below.

I. MAPSCO

- Training - reading, use of, and familiarity with
- Driving - use of MAPSCO on the road
- Test

Total Time: 15 hours

II. Defensive Driving

- National Safety Council Approved Course

Total Time: 4 hours

III. Passenger Assistance Training

- PAT certified course administered by a certified instructor.

Total Time: 8 hours

IV. Sensitivity Training

- Recognizing and understanding disabilities
- Handling passengers

Total Time: 5 hours

V. Driver Training

- Hands on use of Manifest
- Understanding the vehicle
- Application of *inteltran* paratransit rules and procedures.

Total Time: 48 hours

COORDINATION OPPORTUNITIES

The implementation of the SIPS program is designed to increase the efficiency of the human service transportation currently provided. It is also the goal of the program to expand opportunities for transportation dependent individuals to access means of mobility to allow them to reach destinations that were not accessible due to limitations on the transportation resources in Southern Indiana.

Feeder Services

One conclusion of the study has been the availability of a variety of transportation services that have been underutilized by the clientele of the human service agencies. A critical factor in this underutilization in addition to the ever present lack of detailed knowledge on how to use these services (and fear of the unknown) is the lack of feeder services to provide access to these services. While the TARC 3 services are curb to curb and hence do not require feeder access to effectively use these services, the TARC Shuttle services are an underutilized resources due to the limited residential pickup area which such a fixed route service is able to serve. These shuttles include the 284 Sellersburg Shuttle, serving Clarksville and the Greentree Mall, and the 282 New Albany Shuttle, serving New Albany, the River Falls Mall and the Floyd County Hospital. Both of these Shuttles provide weekend and evening service with an approximate 60-minute frequency of service.

One of the ways in which the SIPS services may be able to expand opportunities to access medical, shopping and downtown services for senior citizens and persons with disabilities is to use existing SIPS vehicle trips. These vehicles can be used to bring agency customers and other transportation dependent persons to a key stop on the route, allowing them to use the Shuttles. While this may not be an option for more frail passengers, there is an opportunity to provide travel training and set up vehicle to vehicle transfers where the paratransit driver is waiting at the stop when dropping off and picking up SIPS passengers. This can greatly reduce the cost of providing this off-hour service for shopping and recreation and at the same time provide drivers with some extra hours of pay time.

Medicaid Coordination

In addition to the Medicaid trips that are currently provided by the SIPS agency services, there are estimated 75,000 annual passenger trips that are being provided by a variety of private transportation providers. As referenced in the earlier section on Ridership Projections, half of the Year 2-5 ridership growth attributed to Life Spring is for expanded Medicaid ridership. It is our recommendation that an on-going relationship needs to be established with the local Medicaid offices to identify trips by geography and time frame that fit with existing SIPS vehicle trips and can reduce costs to Medicaid while increasing the efficiency of SIPS vehicle runs. This recommendation is also sensitive to the political ramifications of taking trips away from local private sector carriers. It has been our experience that it is better to begin this process right

away and incrementally identify trips that fit into the paratransit system rather than waiting for a wholesale change in the way Medicaid assigns trips. This was evidenced in a project involving paratransit coordination in Buffalo, NY where the resistance of the Medicaid office to change has prevented the implementation of an agency transportation consolidation proposal.

BROKERAGE ACTIVITIES

The following section outlines some of the Broker responsibilities to ensure the safety and quality of the services provided, as well as the smooth performance of basic administrative and fiscal functions.

On-street supervision and monitoring program

The will provide for the on-street supervision and monitoring of provider performance through once per week checks of a provider motor vehicle operator in the field. This inspection will include but not be limited to the following checklist of items:

- Completion of pre-trip inspection form
- Proper use of wheelchair tiedowns
- Observance of proper operation of vehicle
- Use of radio in accordance with established procedures
- Observed proper passenger assistance techniques

The performance of these inspections on a once per week basis will ensure that each driver is inspected a minimum of once each quarter. The Broker will modify this schedule based on their evaluation of system performance and needs.

Payment Administration

An important broker function is to accurately track system costs and equitably allocates them back to the participating agencies. It is proposed that the agencies continue to receive their funding from the key funding agencies (OAA, Medicaid, etc.) and be billed for the combined cost of the brokerage and operation by the *Broker*. The designated **Operator** will bill the *Broker* on a vehicle hour basis for the vehicle services provided on a monthly basis.

Reporting and Record-Keeping

The Broker will review and detail the reporting requirements of each of the participating agencies. Typical reports include:

- Financial reports

- Operating statistics
- Complaints
- Service description
- Agency reports
- State and federal reports
- Vehicle usage reports
- Invoice preparation

Policy and Procedure Development

The service parameters and performance goals of the system will incorporate the standards of the participating agencies, their funding sources and the paratransit industry.

Customer Telephone Reservations

Individuals calling to make reservations will be kept on hold no longer than 2minutes.

Requested Pickup Time

The pickup time provided to the customer will be based on the destination arrival time required for the trip, the scheduled travel time required to complete the trip and compliance with the maximum ride time standard.

Maximum Ride Time

The maximum ride time will not exceed more than twice than the estimated direct ride time. In no case should the ride time for any passenger exceed 90 minutes.

Trip Request Denials

A record will be maintained of trip requests, which the Broker is unable to meet due to capacity constraints. A weekly review of unmet requests will be made to determine if the vehicle runs can be adjusted to accommodate the requested trip geographic and time requirements. The Broker will attempt to identify alternative times, which may meet the need of the individual or agency.

On-Time Performance

A passenger trip will be considered on time if it is within + or - 15 minutes of the requested trip arrival time or return trip departure time.

No-Show And Cancellation Policy

Cancellation of a previously booked trip on a TARC vehicle must be made by calling the Call Center at ----- no later than two hours prior to the scheduled pickup time. Customers who fail to cancel a trip within the designated time will receive a written warning notice discussing the policy that is mailed to their residence. A second failure

to cancel a trip in the same month will result in a second warning letter warning that another violation in the same month will result in a thirty (30) day suspension from transportation services. A third violation in the same month will result in a notice of suspension being mailed to the client. These letters will be standardized, signed by the General Manager and generated by the Scheduler when warranted by customer failure to meet this policy.

Complaint And Grievance Procedures

Brokerage customers can file a formal complaint regarding the program or its employees, either verbally or in writing, to the General Manager:

Name	Address
Title	Telephone
Company	Telefacimile

If the complainant provides a telephone number, a return call will be made within two business days of receipt of the complaint acknowledging receipt of the complaint. Complaints taken over the telephone will be taken on a complaint form that includes the following information:

- Complainant Name (if offered and if response is desired)
- Complainant Address and Telephone (if response is desired)
- Date of Incident
- Time of Incident
- Location or Vehicle #/Operator
- Description of Incident

The complaint form is forwarded to the General Manager for conduct of complaint investigation and completion of a corrective plan within five (5) business days. Written responses will be mailed within ten (10) business days to the complainant.

Accident/incident procedures

The following section provides a suggested approach to an accident/incident procedure policy for the transportation provider.

GUIDELINES TO FOLLOW IN THE EVENT OF A COLLISION/ACCIDENT

IMPORTANT NOTICE!!

In the event of an accident in which any person requires immediate medical care away from the scene, is fatally injured, either vehicle needs to be towed away due to damage disabling the vehicle, or the employee performing the safety sensitive function is issued a summons for a moving violation, **the employee shall be required to undergo an alcohol and controlled substance test in accordance with the County Alcohol and Drug Testing Policy.**

Radio your Dispatcher immediately. The Dispatcher will call the police and/or an ambulance. If you cannot communicate with the dispatcher by radio, telephone the dispatcher as soon as possible:

Phone numbers: _____

- DO NOT move the vehicle until the police instruct you do so.
- If possible, remain with the vehicle and customers.
- Keep all passengers on the vehicle unless potential dangerous conditions warrant their removal. Safety of the passengers is of the utmost importance and must be considered first.
- If you must disembark passengers, have them assemble in a safe area.
- At the scene of the accident, collect all data required on a Vehicle Accident or Loss Report (see figure 7). Make sure that the accident description is detailed and accurate. Draw a diagram to aid in the description of the accident. Make absolutely sure that you obtain the license plate number, registration, operator's license number and insurance company name(s) of all vehicles involved in the collision.
- DO NOT OFFER ANY COMMENTS except that which is requested by the investigating authorities. DO NOT sign any statements for anyone other than the

authorized representative of the law enforcement authorities or our Transportation Department supervisor or manager.

- Note names, addresses, and telephone numbers of customers on board the vehicle; they are potential witnesses.
- Obtain badge number and name of the investigating officer at the scene of the collision.
- DO NOT become involved in controversy at the scene of the accident. Speak to the passengers regarding only their physical condition and/or medical requirements.
- Follow dispatcher's orders regarding customers on board, route changes, and tow truck.
- You must obtain a copy of the police report as soon as it is available. Waiting periods vary by municipality.
- Within five working days the Accident Review Committee will review all circumstances of the accident to determine whether or not the operator could have prevented the accident. The operator will be required to give an account of the accident to the Accident Review Committee.

IMPLEMENTATION PLAN

Unlike the startup of a new system, the implementation of the SIPS will focus on the coordination and transfer of resources rather than the development of new structures. Accordingly, the procurement of facilities, equipment and hiring of personnel will be limited and the emphasis will be on training employees to perform expanded and slightly different roles.

The following tables provides an outline of the implementation activities anticipated during the first three months and some of the key elements to expanding service in Years 2-5.

SITAG Working Group Activities	Week
Establish SITAG Working Group	1
Provide Agency Subscription Schedules to TARC Customer Service	2
Set Estimated Billing for Participating Agencies	3-4
Finalize Passenger Reservation and Riding Policies	2-4
Agencies Present Estimated Budget to Boards and Funding Entities	4-8
Negotiate Modifications to Subscription Schedules	4-6
Inform Agency Staff of Transportation Changes	6-7
Execute Broker/Agency Agreements	8-12
Execute Agency/Operator Vehicle Lease Agreements	8-12
Establish Schedule for Agency Travel Training (Shuttles, TARC 3)	On-Going
Obtain County Commissioner Support for FTA Section 5311 Application	4-12

Operator Activities	Week
Obtain Expanded Vehicle Parking	1-12
Order additional radios for Agency Vehicles	1
Inspect Agency Leased Vehicles	2-4
Advertise for Operations Manager	1
Interview and Hire Operations Manager	2-4
Identify Agency Vehicle Improvement Costs	4-6
Identify Existing Agency Drivers to be Hired	4-8
Hire Drivers	8-10
Establish Driver Training Schedule	8-12
Training of Dispatcher on use of PASS Scheduling Software	8-12
Negotiate Final Contract with TARC	6-12

TARC Activities	Week
Order Furniture, Telephones and Computer Stations	1-2
Review Current Agency Schedules for Modifications	2-4
Work with SITAG Agencies on Cost Allocation	3-4
Work with SITAG on Finalizing Passenger Policies	2-4
Negotiate Modifications to Agency Schedules	4-6
Hire and Train Additional Customer Service Agents	6-10
Execute Broker/Agency Agreements	8-12
Establish Driver Training Schedule with Operator	8-12
Perform Agency Travel Training	On-Going
Provide PASS Training to Operator Dispatcher	8-12
Familiarize Road Supervisors with Southern Indiana Agency Service	8-12

During Years 1-5, there will be key activities involving the expansion of service and funding resources. The following schedule identifies these activities whose time frame may be modified by changes in funding application and other deadlines.

Major Milestone Activities (Years 1-5)	Lead Agency	Year
Develop Initial FTA Section 5311 Application	TARC	1
Prepare Consolidated Section 5310 Application	SITAG	1-5
Prepare Access to Jobs Application	TARC	1-5

Attachment A

**PREVENTIVE MAINTENANCE INSPECTION
MILES / INTERVALS
SMALL BUS, VAN AND WAGON**

Mileage	Type Inspection
6,000	A
12,000	B
18,000	A
24,000	C
30,000	A
36,000	B
42,000	A
48,000	C
54,000	A
60,000	B
66,000	A
72,000	C
78,000	A
84,000	B
90,000	A
96,000	C

Attachment B

DAILY VEHICLE INSPECTION CHECKLIST

Carrier/Service Provider: **The Broker - Warren County Coordinated Transportation System**

Date: _____ Vehicle No.: _____ Mileage: _____

Inspected by: _____

Inspect each item below. If there is not a problem, place a (v) in the box to the left of the item. If there is a problem, an item needs maintenance or if damage is found, place an (X) in the box to the left of the item. Use the box to the right for comments.

<i>Under Hood</i>		<i>Comments</i>
	Oil level/condition	
	Transmission fluid level/condition	
	Radiator level/antifreeze condition	
	Battery level	
	Windshield Washer level	
	Engine / Hoses / Belts	
<i>Interior</i>		<i>Comments</i>
	Gauges / Instruments	
	Windshield Wipers	
	Passenger Doors	
	Horn	
	Steering	
	Brakes	
	Blower Fans	
	Interior Lights	
	Cleanliness	
<i>Safety Equipment</i>		<i>Comments</i>
	Flares / Triangles	
	First Aid Kit	
	Fire Extinguisher	
	Back-up Alarm	
<i>Accessibility Equipment</i>		<i>Comments</i>
	Fully Operable Wheelchair Lift / Ramp	
	Proper Number of Belts / Securement	
	Belts / Securement Devices in Good	
<i>Exterior</i>		<i>Comments</i>
	Headlights	
	Tail / Brake Lights	
	Turn Signals	
	Clearance Lights	
	Windshield Wipers	
	Body Damage	
	Exhaust System	
	Tires / Wheels	
	Cleanliness	

Attachment C

WORK ORDER

Carrier
Name: _____

CHECK HERE IF ROADCALL

WORK ORDER #

<u>Vehicle No.</u>	<u>Car</u>	<u>Make</u>	<u>Model</u>	<u>VIN</u>	<u>Odometer Reading</u>
	<u>Van</u>				
	<u>Bus</u>				
<u>Shop Location</u>			<u>Date Shopped</u>		<u>Date Released</u>
REPAIR INSTRUCTIONS					

MAINTENANCE SUMMARY

Carrier: _____ Month: _____ Year: _____ Veh#: _____ VIN: _____

Odometer Reading (End of Prior Month) : _____ Next PM Due At (Date / Miles): _____ Type of PM: _____

Day	Miles Daily	Fuel Svc.	Oil	ATF	Work Order #	Labor Hours	Parts Costs	Remarks
1								
2								
3								
4								
5								
6								
7								
8								
9								
10								
11								
12								
13								
14								
15								
16								
17								
18								
19								
20								
21								
22								
23								
24								
25								
26								
27								
28								
29								
30								
31								
Month Total								End of Month Odometer Reading:

NOTE: ATTACH REPAIR ORDERS FOR REPAIRS MADE DURING MONTH AND COPY OF PM INSPECTION CHECKLIST ON SCHEDULED INSPECTIONS.

VEHICLE DAMAGE

PLACE AN X AT DAMAGE LOCATIONS

