

Southern Ute Community Action Programs, Inc.

Road Runner Transit

**OPERATING POLICIES AND BUS OPERATOR'S
GUIDE**

**All drivers are responsible for knowing all the material in
this guide.**

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On-Board Emergency Equipment

1. First Aid Kit
2. Bio-Hazard Spill Cleanup Kit
3. Fire Extinguisher
4. Three (3) Reflective Triangles
5. Fire Blanket
6. Safety Belt Cutter
7. Flashlight
8. Single Use Camera
9. Cell phone

Note: **All** emergency equipment needs to be secured on vehicle.

Accident Kit

1. Business Cards
2. Clip Board and Working Pen
3. Release of Liability Forms for Injury
4. Release of Liability Forms for Vehicles
5. Courtesy Cards for Witness Comments
6. Incident Report Forms
7. Accident Review Follow-up Forms

Section I INTRODUCTION AND DRIVER REQUIREMENTS

The safe operation of vehicles and the safe transportation of passengers is SUCAP's first concern.

As a driver, you have a very important and responsible position at SUCAP. Every minute that a vehicle is in operation, the safety and welfare of our passengers depends on your skill, knowledge and judgment.

SUCAP drivers are people who are willing to listen to a passenger’s concerns, people who not only deal with each passenger’s mobility challenges, but often take a few seconds to give assurance to the passenger as an individual. Equally

important is the driver’s attitude. For example, senior and disabled individuals may have dealt with upsetting social prejudices. When a driver shows respect and concern, he/she creates a very comfortable and enjoyable environment for passengers. As a result, drivers enjoy many rewarding experiences with their passengers and passengers enjoy “visiting” with a driver they know and trust.

The following policies, along with a lot of teamwork, are necessary for smooth day-to-day operations. If each employee accepts total responsibility for their job and follows the policies and procedures, it will create a more enjoyable working atmosphere.

Note: It is the drivers responsibility to keep their licenses and DOT physicals current. You will not be permitted to drive with either one expired.

Requirements	Due Date	Payment Responsibilities
*CDL Class “C” License Endorsement Class P1 or , valid Colorado license (regular)	At employment and upon renewal	Company pays training and test Employee pays permit, final license, and renewal fees.
DOT Physical card (a CDL is not valid if not accompanied by a valid DOT card)	At employment and every two years thereafter	SUCAP pays.
Current “clean” Driving Record (less than 4 points within the last 2 years on a moving violation)	At employment every year	Employee pays for pre-employment MVR Employer pays for annual MVR

Defensive Driving	Ongoing	SUCAP pays employee time and course cost
Passenger Assistance Training	Ongoing	Employee is responsible for attending all in-house training and, any additional training deemed necessary Employer pays employee time
Drug and/or Alcohol Screening	Pre-employment Random Post accident For cause / suspicion Return to Work	SUCAP pays SUCAP pays SUCAP pays SUCAP pays Employee Pays
Contact your supervisor for procedures on how to fulfill the above requirements. * If CDL is required for the position.		

1. SUCAP personnel policies and employee handbook

Generic employee behavior, expectations and other requirements are defined in the SUCAP Employee Handbook, and further defined in the SUCAP Policy and Procedure Manual. Items governed by these documents include, but are not limited to:

- Attendance and punctuality, including procedures for calling in sick
- Employee time records
- Employee appearance on the job (dress codes)
- Employee discipline procedures, including termination
- Use of computers and communication systems
- Personal conduct on the job
- Drug-free workplace policy, including drug and alcohol testing for safety-sensitive positions such as *Road Runner* transit drivers
- Client and organization confidentiality
- Use of SUCAP/*Road Runner* equipment and supplies

Please refer to these manuals for details.

2. Work Hours

The *Road Runner* Transit is a small transit service. The *Road Runner* cannot guarantee that the number of working hours will remain the same from week to week for every driver.

Drivers must notify the supervisor immediately if there is a conflict with previously agreed to driving schedules.

3. Training

- A. New employees will be required to undergo a transit training program of no more than 60 hours. Employees will be compensated for this at their wage level as defined in their hire notice.
- B. Training or refresher training may be required by the Transit Director at any time. Such training is used to increase safety and eliminate any driver weaknesses that may be discovered through observations, ride-alongs or post-accident investigations. Such training may include, but is not limited to, passenger control, passenger relations, passenger assistance, equipment knowledge or paperwork etc.

4. Qualification for employment (driving)

- A. All applicants must pass a drug-screen before starting or transferring into safety-sensitive positions, including all driving positions. SUCAP will pay for this drug screen.
- B. All applicants will undergo a motor vehicle license check with the Department of Motor Vehicles.
- C. All applicants will be required to carry a minimum of current Colorado Class C, Commercial Driver’s license with a P1 endorsement while they are employed by the *Road Runner*.

- D. All *Road Runner* drivers are subject to drug-alcohol testing requirements as defined in the SUCAP Policy and Procedure Manual.
- E. All drivers are subject to random ride checks.

Section II Emergency and Legal Procedures

1. Accident Prevention

- A. The safety of passengers, employees and travelers on the street or highway must be given precedence over every other consideration.
- B. Exercising good judgment in avoiding risks and strictly complying with rules and instructions will, in most instances prevent accidents.
- C. Do not assume that all pedestrians or motorists will exercise the same degree of care and caution that you do. When nearing a street or highway crossing, look out for pedestrians and automobiles approaching from both directions, give sufficient warning, and take no chances. Don't force right-of-way at the risk of an accident.
- D. When approaching any vehicles being driven ahead of you, slow down to a speed that will enable you to stop, as the driver ahead may be forced to make a sudden stop because of other traffic or a change in traffic signals.
- E. When passing another moving vehicle, watch the vehicle closely; at any moment the other driver may turn toward you to avoid collision with another vehicle stopping in the street or moving out from a parking space. Watch out for vehicles starting out from the curb that may turn sharply into your path. Sound your horn and reduce your speed. In passing either standing or moving vehicles, maintain sufficient clearance.
- F. When a vehicle passes you and cuts in front of you, reduce speed and prepare to stop. If the driver is preparing to turn, it is possible he/she will be forced to stop in front of you because of opposing traffic.
- G. Be a good judge of your own speed and the distance required to stop the bus. At twenty miles per hour you are moving thirty feet per second. Those who exert every effort at the last second to avoid an accident and think they have done their best are mistaken. The best way to avoid an accident is to foresee traffic development and start precautionary actions a few seconds sooner, when possible. A split second can save the five or ten feet your bus might otherwise move after an accident. In all cases **BE PREPARED TO STOP TEN FEET BACK**. Keep the right side of your bus close enough to the curb or parked vehicles to keep traffic from entering on your right side.
- H. Rough starts or stops, operation at reckless speeds, inadequate distance from vehicle ahead, or other safety rule violations sooner or later result in accidents.
- I. You will avoid a frequent type of accident and actually save time when an elderly or infirm person is hurrying to board or alight by saying to him: "Take your time; be careful."
- J. Do not open the doors until the bus is stopped and close doors before starting. Check rear-view mirror. Look to the left, to the right and ahead before starting.
- K. Any act of gross carelessness, indifference, or recklessness will be regarded as evidence of unfitness of an employee for such responsible duties.

2. Accidents

DEFINITION: (1) Any time any part of your vehicle comes in contact with anything other than the tires touching the pavement. (2) Anytime a person is injured as a direct result of contact with our service.

You must always report any contact or potential injury while providing our services to dispatch or a supervisor immediately. Failure to do so may result in disciplinary action.

Follow the procedures below if

- Our vehicle is involved in a collision with another vehicle, fixed object, or pedestrian; or
- if a passenger is injured by falling, being caught in the door, or otherwise:

- A. Do not drift or continue to move your vehicle after an accident. Stop as soon as possible. Secure the vehicle in a safe manner. **KEEP COOL**. Calmness on your part will discourage excitement among the passengers.
- B. Check the degree of injuries to passengers and occupants of any other vehicle and notify dispatch or the supervisor as soon as possible.
- C. Aid the injured if possible.
1. In case of an accident or incident involving personal injury of a passenger on our vehicle, a pedestrian, or a passenger in another vehicle, your first duty is to render care to the injured person or persons. Do not attempt to move a seriously injured person. This is often dangerous and likely to increase the injury. Make the injured person as comfortable as possible,

- then call "911" without delay and indicate that an ambulance and police are necessary. Then call dispatch or your supervisor as soon as possible.
2. If a medical professional is at the scene, you must allow him/her to administer first aid to the injured person or persons.
 3. In the event the injured person is taken to a hospital, doctor's office, or to his home by a motorist, document the motorist's name, address, phone and vehicle license number.
 4. An individual who claims no injury, and refuses medical treatment must sign the release from medical responsibility form in the accident kit.
- D. Witnesses should be secured as quickly as possible after the occurrence of an accident or incident.
1. Obtain the license numbers of any other vehicles involved, including those who may have witnessed the accident and exchange information required by law. Get the name and address of every occupant of the vehicle, indicating which is the driver. Copy the name and address of the registered owner from the registration slip and document the license number, state and year issued. Get their insurance information.
 2. Pass out the Courtesy Cards among passengers and also to people on the street. You cannot obtain too many witness statements. Obtain the names of all witnesses regardless of their attitude. Pass out a Courtesy (witness) Card to each person and say, "May I have your name and address for my report?"
 3. Indicate on each Courtesy Card whether the witness was a passenger on the bus involved in the accident, the other vehicle involved, a passenger or driver of some other vehicle, or was on the street or in the vicinity of the accident.
- E. Obtain the names of all passengers and any other people who may have seen the accident. Gather all information necessary for a detailed report.
- F. Cooperate with police if they have been called or arrive on the scene, and do not leave until released. When police officers are present at the scene of an accident, obtain their badge numbers for follow-up and/or insurance information.
- G. Do not make any statements to anyone (except police, SUCAP administration or personnel assigned to investigate the accident) describing the accident, how it occurred, or your opinion of fault. If other persons ask for information, simply state that you will make a complete report and forward to the agency administration.
- H. In any accidents, vehicles must not be moved until the police or authorized SUCAP personnel have arrived. When cleared to leave, notify the dispatcher or supervisor and await instructions.
- I. A DETAILED ACCIDENT REPORT MUST BE COMPLETED WITHIN 24 HOURS.
- J. If a student operator was driving the vehicle, both the student and the instructor must make out separate reports.
- K. The Accident Report is an official SUCAP document (see section VIII). It must be completed accurately by the operator involved in the accident. Your signature confirms your agreement with the entire contents. Failure to disclose all information is a major infraction and may result in termination.
- L. In addition to the Accident Report, an Incident Report must be completed by the driver describing what happened, in detail. This is the driver's account of the story and will be used in determining preventability and cause of the accident.
- M. After having an accident, do not become involved in any argument as to the responsibility for the accident. Guard against remarks and tone of voice that could cause any hard feelings with the other party involved.
- N. In case of collision with a motorist who is obviously intoxicated, try to detain the driver until police arrive if the driver is not injured; however, no forcible action should be taken. Do not make any remarks as to the person's condition except to a police officer.
- O. People are considered to have been injured when they fall, when they have any appearance of having received an injury, or when they complain to you of being injured.
- P. Do not discuss the mechanical condition of equipment or street conditions with ANY person other than one you know to be an authorized representative of SUCAP.
- Q. Refer any and all claims to the SUCAP office. Do not assume any obligations nor attempt to settle any claim.
- R. If requested, give only your name and vehicle number to other party.

- S. If called or subpoenaed by the police department or any other public authority to make statements or make identification in any case in which SUCAP is directly or indirectly involved, notify your supervisor as quickly as possible.
- T. When completing your accident report, be sure to have all of your courtesy cards and all accident information with you. Do not reveal the name of any witness or give ANY information in regard to the accident to ANY person other than a proper official of SUCAP and the Police. Do not call on the injured person without the consent of SUCAP. Refer anyone requesting information regarding any accident to SUCAP.
- U. Full and complete information must be given in all reports. What may seem trivial or immaterial to you at the time may become the deciding factor in the event of a lawsuit. Do not wait for SUCAP to learn of an accident or learn that you have information regarding an accident. Report it yourself at once.

3. Responding to Accident Information Requests

Drivers are sometimes contacted by various individuals to provide information concerning an accident. If you are uncertain about how to respond, please contact your supervisor or transit service administrative personnel. Attorneys may also attempt to gather information about an accident. DO NOT discuss any matters with an unknown attorney. Ask for the attorney's name and firm and contact your supervisor to find out if you should provide any information.

4. Driving Record and Accident Evaluation Policy

SUCAP defines an accident as an unexpected, unplanned occurrence that results in injury or harm to person, property or the environment. If your vehicle is involved in an event that causes injury and/or damage to anyone or anything, it is an accident. If your vehicle is involved in an event that does not cause damage and/or injury to anyone or anything, but had the potential for doing so, this is an incident. Failure to report any accident or incident may result in a corrective personnel action and/or termination at the supervisor's/manager's discretion.

- A. Accident, Preventable: When a person is injured and/or damage exceeds \$300 to our vehicle and other property combined.
- B. Incident, Preventable: When damage is under \$300 and no personal injury.
- C. Accident/Incident, Non-Preventable: When the driver is found to be in *no way* responsible and it could not be avoided in any way.

5. Emergency Procedures

- A. Use cell phone to call "911" when police or medical aid is needed. Notify dispatcher or supervisor as soon as possible.
- B. Give your name, location, route, block or mile marker or any other clear point of reference and vehicle number.
- C. Do not change locations unless staying at that location will place you or your passengers in greater danger.
- D. If possible, keep cell phone with you so the dispatcher or supervisor can contact you for any additional information, if necessary.
- E. Appropriate SUCAP personnel will respond in addition to the authorities requested. Notify the dispatcher or supervisor when your vehicle is released by authorities at the scene.
- F. Follow the procedure for accidents.

6. Hit and Run

In the event you become involved with a hit and run driver, notify the dispatcher or supervisor immediately. Do not move the bus or leave the scene until your vehicle is released by the police, dispatcher or supervisory personnel. Remember to turn in an Accident or Incident Report (whichever applies).

7. Incident Reports

You must turn in an Incident Report when

anything unusual happens

while vehicle is under your control. Use incident reports for client injury, property damage occurring within the vehicle, loading or unloading, disruptive passengers, unusual circumstances while loading or unloading passengers, complaints, etc. It is often a good idea to get passengers who are witnesses to the incident to fill out Courtesy Cards. The Incident Report must be filled out in ink. Submit the report and any Courtesy Cards at the end of the shift in which the incident occurred, unless otherwise advised by dispatch or administrative personnel. All accidents or personal injuries **MUST** be accompanied by an Incident Report.

When a passenger claims an injury, the driver treats the injury as an accident and follows all documented procedures. (*Note: at no time admit liability or fault.*)

- Bring vehicle to a safe stop if bus is in motion.

- Assess medical needs.
- Contact dispatch with basic information. Determine if ambulance or police response is necessary. Ask dispatch to call the passenger's emergency contact if necessary.
- Note on schedule all passengers on-board at the time of the incident (these riders will be interviewed later by the investigating staff).
- Start filling out the incident report.

8. Inspection of Equipment Involved in an Accident

In the case of an accident in which the mechanical condition of the bus comes into question, the supervisor or administrative staff will decide whether our vehicle should be kept in service or sent to the garage.

9. Fires

At the first indication of fire on the vehicle, proceed as follows:

- Stop the vehicle immediately, turn the engine off and open doors to discharge passengers.
- Ask the passengers to get off of the vehicle in an orderly manner. Their safety is your first concern. Assist all frail or disabled passengers off the vehicle. Have all passengers go to a location approximately 100 feet from the vehicle and have them stay together in a group. Designate one passenger to be in charge of the others while you continue to evacuate. Wheelchair-using clients may need to be removed from their chairs to evacuate quickly.
- Notify the dispatcher or supervisor as soon as possible giving the location of the vehicle and fire. If possible, attempt to control the fire using the extinguisher. If fire occurs in the engine compartment, do not open the hood to try to extinguish it. This could cause the fire to flash or increase.
- Follow the outline for accident reporting.

10. Violence and Disturbances on Vehicles

- You must never engage in a physical encounter with anyone except to defend yourself or a passenger in the event of a direct physical attack, and when you have good cause to believe that physical harm, serious injury or death may be the result.
- Prompt reporting will help identify, apprehend, prosecute and convict parties committing violent acts on vehicles or outside of the vehicle. Report such incidents to the

dispatcher or supervisor immediately. You should also secure the names of witnesses.

- If involved in a violent incident, you may sign a complaint against the violator if you are personally aware of the facts; otherwise, do not sign a complaint. When any violent incident occurs while on duty, contact the dispatcher or supervisor by phone as soon as possible.

11. Complaints Against Citizens

If you are requested by the police to sign a complaint against a person involved in an accident with a vehicle, and are personally aware of a violation by that person, you may sign such a complaint. If you have no knowledge of a violation or are unsure, you should not sign the complaint.

12. Requesting Arrests

Do not request the arrest of anyone unless authorized by a supervisor or official of SUCAP with the following exceptions:

- you or a passenger is robbed, assaulted, or in apparent personal danger.

If an arrest is made, immediately report it to the dispatcher or supervisor. Fill out an Incident Report giving names and addresses of any witnesses and the person arrested.

13. Heart Attack

Passengers who experience a heart attack or cardiac difficulties may lapse into unconsciousness and need immediate attention. Stay calm and secure the vehicle. If unconsciousness seems likely, gather as much information as possible such as history, medicines and allergies.

- Remember that help should be obtained immediately. This is your **FIRST** priority. You should call the dispatcher or supervisor **IMMEDIATELY** for assistance.
- Stay calm.
- Make the person comfortable.
- Keep other passengers away unless they are familiar with and can help with CPR until an ambulance arrives. Try to calm others.

14. Seizures

Passengers who have seizures may need immediate and careful attention. Individuals affected by epileptic seizures will not endanger other passengers but may do harm to themselves. Some types of seizures cause a person to lapse into

unconsciousness. They may be identified in the following ways but be sure to look for a bracelet or ID card.

A. Tonic clonic seizures (Grand-Mal) may show any of the following symptoms:

- sudden cry
- fall to floor followed by muscle jerks
- saliva on lips
- shallow breathing or temporarily suspended breathing
- skin may appear bluish in color
- possible loss of bladder or bowel control
- seizure may last from two to five minutes duration; normal breathing usually starts
- may be confused or fatigued after return to full consciousness

B. Non-convulsive seizures (Petit-Mal)

- blank stare
- eyes roll upward
- person does not respond when spoken to

C. Complex-partial (temporal lobe) seizures

- usually starts with a blank stare followed by chilling
- followed by random activity (may pick at clothing, may pick up objects, may try to take clothing off, etc.)
- may appear dazed or mumble
- may run or appear afraid
- may struggle or flail with restraint
- has no memory of what has happened.

D. If a passenger experiences a seizure on board a vehicle, follow these procedures:

- Stop your vehicle
- Immediately call "911".
- Ask other passengers to move away from the area, allowing the affected passenger plenty of room. Stay calm. You cannot stop a seizure once it has started. Let the seizure run its course. Do not try to revive the person.
- Ease the person to the floor and loosen clothing.
- Try to prevent the passenger from injuring himself.
- If possible, turn the person's face to the side so that saliva can flow out of their mouth.
- Do not force anything between the person's teeth.
- Do not be frightened if the person having a seizure seems to stop breathing momentarily.
- Reassure the other passengers that they will not be harmed.
- Remember that help will arrive shortly
- Call the dispatcher or supervisor as soon as possible.

15. Emergency Equipment

Each *Road Runner* bus should be equipped with the following emergency equipment:

- First aid kit
- Bio-Hazard Spill kit
- Fire Extinguisher
- Three (3) Reflective Triangles
- Fire Blanket
- Safety Belt Cutter
- Flashlight
- Single Use Camera

Section III

SERVICE TO PASSENGERS WITH DISABILITIES¹

The Americans with Disabilities Act (ADA) was passed by the US Congress to supply equal access for people with disabilities by providing barrier-free public facilities. By law, public transit vehicles must make reasonable accommodation for people with various types of disabilities.

1. ADA (Americans with Disabilities Act) Requirements
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- A. Transportation cannot be denied to a wheelchair or its user on the grounds that the device cannot be secured or restrained satisfactorily. This means you **must** accommodate any wheelchair, even if it won't fit into the tie-downs. Secure the wheelchair with the belts if you can. Always notify the dispatcher or supervisor if problems arise.
- B. Drivers may be confronted with a safety problem with a wheelchair-bound rider if the wheelchair handles are loose or the brakes don't hold. If there is another wheelchair available we will transport the individual in another wheelchair. Otherwise,
1. Take special care to load and unload the passenger safely
 2. Inform the passenger politely about unsafe aspects of the chair
 3. The driver must inform the dispatcher or supervisor of the problem with the passenger, identifying the passenger if possible.
 4. The dispatcher or supervisor will, if known, contact the rider's caregiver and identify the problem.
- C. Assist individuals with disabilities onto the lift platform and with the use of tie-downs, lifts and ramps. All passengers must be seated.
- D. Passengers with visual impairments must be allowed to sit where they want. It is the responsibility of the driver to orient the passenger when his/her stop is coming. It is also recommended that the driver escort and/or further assist passenger when disembarking.

Colorado and Federal law recognize the right of people with disabilities to be accompanied by specially trained

guide or service animals. These animals are usually dogs. Service dogs typically wear pouches or collars that identify it as a service animal. If the animal is unruly, ask the owner to control the animal.

- E. Wheelchair lifts must be cycled as part of the pre-trip inspection. Notify dispatch immediately whenever a lift malfunctions.
- F. Individuals using oxygen or portable respirators cannot be denied transit services. Passengers using oxygen supplies need to be sure to have enough oxygen for their round-trip. If a passenger doesn't have enough oxygen to complete his/her travel, the driver needs to follow emergency procedures.
- G. Personal care attendants or aides ride "free".
- H. It is the operator's obligation to insure that all passengers with disabilities have access to priority seating and/or a secure location on board the bus.
- I. Operators must permit standees to use the vehicle lift to board the bus if requested by the passenger. The following will help the driver provide the necessary assistance to the "standees" in a safe and unobtrusive manner:
- Make sure ground is as level as possible
 - Be sure client is clear of the lift
 - Lower lift to ground level
 - Explain to client your intentions
 - Assist the client onto the lift and place them into position as close to the vehicle as practical. Passenger needs to hold onto the handrails
 - Driver should stand behind and to the left of the client, placing a hand in the center-upper back to help control passenger's movement.
 - Secure the safety belt and raise the lift in one smooth motion. Do not stop during this action as the lift will jerk. Remind the client it will jerk slightly as the lift engages.
 - Ask the client to look into the bus, not down.
 - After complete ascent and stop, help the client off the lift and into their seat
 - Descent is the reverse of above but place the client facing out of the bus.
 - Driver must make sure that wheel chair riders are safely secured with tie downs and seat belts.
- J. Exceptions

¹ Assistance to passengers with various disabilities and/or mobility devices is covered in Passenger Assistance Training. Greater detail is beyond the scope of this document.

- Clients as well as drivers are not the same size. It may be prudent that the driver not ascend or descend with the client.
- Clients that are known to have bad knees cannot stand the jerk of the lift.
- Clients that are known to have balance or equilibrium problems.

K. Conclusion

The safety of clients comes first. If there is any doubt, *do not* place the client on the wheelchair lift as a standee. If the client cannot negotiate the steps, *do not* assume that person is a good candidate to ride the lift. Use proper judgment. Passengers may need to use a wheelchair to enter and exit vehicle. If a wheelchair is necessary, it should be noted on the driver's schedule.

2. Passenger assistance

Drivers need to get up and out of the bus to assist or escort ALL passengers who request assistance. However, many elderly or disabled passengers will not request assistance. Drivers must therefore use judgment and information gained during training to identify passengers who may need assistance, and always offer assistance to those individuals.

3. Wheelchairs and lifts

A. Wheelchair basics

1. Always treat the wheelchair as if it had no brakes. This means that as a passenger attempts to stand, sit or transfer, the wheelchair should be prevented from moving or tipping. Although the brakes may be locked, they get out of adjustment easily and may allow the wheels to move. If you are not physically assisting the passenger, maintain a firm grip on the pushing handles at the rear of the chair. If the passenger is transferring to a regular seat place a foot along side the large wheel on the side away from the seat. There is a tendency to thrust against the chair for leverage which may cause the chair to slip sideways, causing the passenger to fall to the floor.
2. You should place yourself on the downhill side of the chair when going up and down curbs, steps and ramps. This will be particularly true of ramps commonly used on the van-type vehicle. These ramps tend to be steep. By taking the chair down backward and remaining on the downhill side you are able to maintain better control of the chair and minimize risk of losing control of it. Ramp surfaces may tend to become slippery when wet, which will further reduce the traction (friction) between the ramp surface and

wheelchair tire. The surface will also be slippery under foot. Never attempt to load or unload a chair without the side rails being in the up position. These rails, in addition to preventing the chair from rolling off, also make the ramp stiffer and easier to roll a chair.

3. The arms of the wheelchair may be removable, do not attempt to lift the chair by the arms. The chair is likely to spin if you attempt to pick it up by the large wheels.
4. Wheel chair lifts are only for wheelchairs and scooters. We will not load strollers on the lift.

B. Moving a Wheelchair Up a Curb or Single Step

1. Taking a wheelchair up a curb or single step is relatively easy, but does require some strength since it involves lifting and pushing part of the weight of the passenger and wheelchair.
2. Most wheelchairs are equipped with tubular projections at the rear base of the wheelchair frame. Place your foot on either projection and push down while at the same time you firmly grasp each handle, pulling backward and downward. This will cause the chair to tilt on the axle with the front wheels coming up off the ground. The chair should be tilted sufficiently for the front wheels to clear the upper edge of the curb or step.
3. When the front wheels are clear of the curb, move the chair forward until the large wheels are snug against the curb. Lower the tilt angle until the front wheels touch the ground.
4. CAUTION: be sure both large wheels are in contact with the curb. With both feet securely planted on the ground, lift upward on the push-grips and at the same time push forward to move the wheelchair up and over the curb.

C. Moving a Wheelchair Down a Curb or Single Step

1. Taking a wheelchair down a curb or step backward is essentially the reverse of taking it up, with one exception—the chair need not be tilted first.
2. The wheelchair is placed facing directly away from the curb.
3. CAUTION: Be sure that the chair is at right angle to the curb or step so that both large wheels will be in secure contact with the edge of the curb. There is a great possibility of tipping a wheelchair over if this precaution is not carefully observed.

D. Lift operating procedures

Wheelchair lifts make it possible to load wheelchairs of all weights in an efficient and safe manner. However, lifts are

potentially hazardous equipment. They must be maintained and operated properly. Considerable caution and awareness is needed when operating a lift. No one but the vehicle operator should operate the vehicle wheelchair lift. Every vehicle operator will be familiar with all lifts likely to be used.

Drivers will cycle the lift during their pre trip inspections.

1. Upon arriving at your destination, stop on level ground, put the vehicle transmission in "park" and secure the emergency brake and start your four-way flashers. Make sure there is room for the lift platform to open without hitting obstacles. There also must be room to maneuver the wheelchair onto the lift.
2. Open the lift doors from outside the vehicle and secure doors in the open position. Do not remain in the vehicle while raising or lowering the lift platform. Always operate the lift from the ground.
3. Greet your passengers. Talk to them, not around them. Ask your passenger if they would like assistance in getting onto the platform. The passenger may ride on the lift facing the vehicle or facing out. Remember, under the ADA it is their choice.
4. Set the brakes on the wheelchair and tell the passenger you are going to raise the lift.
5. Stand on the ground with one hand on the wheelchair and one hand operating the controls; raise the platform only a couple of inches. Check the front safety barrier to be certain it is locked. Only after you are certain the barrier is locked, continue raising the lift platform to vehicle floor level. Put the lift controls in a secure location with one hand while holding the wheelchair with the other.
6. Release the wheelchair locks and push the wheelchair into the vehicle. Reach in and lock the wheels. Never leave a wheelchair sitting on the lift platform unattended. When loading, push it into your vehicle, when unloading, pull it out.
7. Secure the wheelchair in the vehicle with tie-downs. The wheelchair will be secured at four points. The lap and shoulder belts are an option. However, all drivers should encourage the passenger to use them.

Section IV

Operating Procedures

1. Articles, Packages and Baggage

- A. Articles, baggage or packages are not permitted on vehicles if they are dangerous, offensive to other passengers or restrict free movement of passengers. Articles permitted on the vehicle must not interfere with the vehicle's operation or with any other passenger. Baby strollers and grocery carts must be folded or positioned so they do not block the aisles of the vehicle.
- B. Skate boards must be totally encased in protective bag or adequately secured to be allowed on the vehicle.

2. Baby Carriages and Strollers

Folded baby carriages or strollers are allowed, but operators must not load or unload one with a baby in it. Never allow a baby to ride in a carriage while on the bus. **REMEMBER:** there are types of wheelchairs for children that look like a baby stroller and these children must be allowed to remain in the chair while on board the bus. (Use tie-downs on the chair.) All other carriages and strollers shall be folded and removed from bus aisles.

3. Backing Vehicle: Avoid Backing At All Times

Drivers must carefully approach all stops and avoid getting themselves into situations that will require backing.

- A. Do not back a vehicle unless it is absolutely necessary. Only after you have gotten out and checked behind your vehicle and are sure that such movement can be made without endangering pedestrians, other vehicles, or a stationary object may you back up. You will be held responsible for any damages or injuries incurred when backing the vehicle.
- B. Emergency hazard lights must be used when backing a bus.
- C. Do not back up further than absolutely necessary.
- D. When backing, full attention must be to the rear of the vehicle until the vehicle has completed the backing maneuver. Glance forward occasionally to monitor traffic.

- E. Do not accelerate while backing. Idle with your foot covering the brake. Your foot should not be on the accelerator at all, unless backing uphill.

4. Blocked Stops

- A. When access to a stop is blocked by an illegally parked vehicle, make every effort to pick up and discharge passengers safely from the traffic lane.
- B. If a blocked stop is creating a serious safety hazard, preventing the pickup or discharge of a passenger with a disability, or causing a delay on route, call to dispatch with a description of the vehicle and the license plate number.

5. Brakes - Use of Service

- A. Brakes on the vehicles are hydraulic and applied by pressing brake pedal gradually. Varying degrees of brake application are obtained by varying the distance the pedal is depressed.
- B. The best braking can be obtained by making the initial brake application gradually to the extent of braking required. The brake pressure should then be reduced gradually as speed is reduced so that, at the end of the stop, only slight pressure remains in the brake chambers.
- C. **DO NOT pump** the brake pedal. This practice causes poor brake performance, rough operation that is uncomfortable and unsafe for passengers, and causes excessive wear on the brakes. Pumping does not increase brake pressure, but decreases BOTH the fluid reservoir and brake pressure.

6. Brakes - Parking

- A. Do not use the parking brake except to hold the vehicle in a parked position or for stopping the vehicle in an emergency when the service brakes fail. The parking brake must be completely released at all other times when the vehicle is in motion.
- B. Do not leave a vehicle parked without first firmly securing the parking brake. If there is the slightest hill, up or down, the wheels must be turned to the curb.

7. Breakdowns

- A. If the vehicle has mechanical trouble, try to get the vehicle to a safe place out of traffic. Use 4-way flasher lights.
- B. If the vehicle must be stopped on a road or the shoulder of a road for more than 10 minutes, place reflective triangles at the following locations:

- On the traffic side of the vehicle, within ten feet of the drivers side rear corner, to mark the location of the vehicle.
 - About 100 feet behind and ahead of the vehicle, on the shoulder or in the lane where the vehicle is stopped.
 - Beyond any hill, curve or other obstruction that prevents other drivers from seeing the vehicle within 500 feet.
 - If vehicle is stopped on or by a one-way street or divided highway, place warning devices 10 feet, 100 feet and 200 feet toward the approaching traffic.
- C. When placing the triangles, the driver should hold them between him/herself and the oncoming traffic.

- A. Check-in times vary with the different shifts. All drivers must check in with dispatch when they begin their routes.
- B. Employees who are unable to report to work must call the dispatcher or supervisor as soon as possible. Failure to call may result in an unexcused absence.
- C. Check employee bulletin board for notices about scheduled route deviations, demand response rides, changes in procedures, road closures, driving conditions, etc.
- D. Review your schedule promptly and advise dispatch of any complications or gaps that may affect your day. This gives the dispatch/scheduler an opportunity to ease your route or assign additional trips during scheduling gaps.

8. Broken Windows

- A. When glass is broken through scuffling, carelessness, or malice, obtain names and addresses of witnesses and the offending party (if possible). Turn in an Incident Report.
- B. If a window in the passenger area is cracked, avoid sitting passengers next to or around the area of the cracked window.
- C. Be sure to make note of cracked glass to your supervisor.

9. Vehicle, Leaving Unattended

- A. Drivers must not leave their vehicles (except to escort passengers) while in service, except in cases of emergency.
- B. Before leaving the vehicle, the driver must set the parking brake firmly and make sure that it holds, place gear lever in neutral position or *park*, turn the engine off and take the keys. If the vehicle is on the slightest hill (either uphill or downhill), set the front wheels to the curb.
- C. While carrying passengers, operators are not permitted to leave a vehicle at any point along the route to buy or eat a meal or to transact personal business.
- D. When carrying passengers with severely diminished capacity for understanding, do not leave them unattended. If the schedule requires leaving the vehicle to load/unload other passengers, be sure that all clients are secure and that driver will not be away from the vehicle for more than 1-2 minutes. If there is a concern about leaving a particular passenger, call dispatch for advice.
- E. During layovers, drivers must lock and secure the vehicle if it is left unattended. This is done for security reasons.

10. Check-In Procedures

11. Cleanliness of Bus

Show pride in the appearance of your vehicle while in service. Specific cleanliness practices include, but are not limited to the following:

- Keep newspapers and loose trash cleaned up and placed in a trash receptacle
- Do not throw trash into the streets.
- NEVER scatter supplies on the window ledge in front of you, or carry anything in the front window or on the dash other than authorized portable signs.
- Straighten seat belts. Pick them up off the floor.
- Keep floors swept and free of debris.
- Keep all windows clean inside and out.
- Sweep and mop your bus floor daily.
- Clean head lamps, tail lamps, mirrors and windshield daily for safety reasons.

12. Complaints

If you can answer a passenger's complaint to his or her satisfaction, do so. If not, refer the individual to the Transit Director at 563-4545. If a passenger asks you to identify yourself, you must give your name. If asked for this information by a bystander or another motorist, the driver should obtain witnesses by handing out courtesy cards and make out an Incident Report when he/she returns to the office. This will protect you, as well as SUCAP.

13. Damaging SUCAP Property

If you notice passengers damaging vehicles or property, immediately notify the dispatcher or supervisor. Get witnesses to complete courtesy cards and complete an Incident Report.

14. Descending Grades

- A. Check brakes at top of hill.
- B. Do a traffic check and gain control of the vehicle at the crest of a grade by reducing speed and avoid descending the grade at a high rate of speed.
- C. Shift the vehicle to a lower gear. In hilly or mountainous areas, use the same gear (or one gear lower) going downhill as used going uphill.
- D. Maintain a steady speed, keep right, monitor traffic behind, beside and in front of the vehicle.
- E. Depress the brake pedal to reduce speed. Bring speed down to 5-10 mph under what is safe to travel for the hill. Release the brake and brake again when speed increases to the safe traveling speed. An equipment or brake failure may require emergency measures in stopping. Use a runaway truck ramp or try your emergency/parking brake. Shift into the lower gear, and check brakes **BEFORE** descending the hill. The best way to avoid emergencies is to do a thorough pre-trip at the start of the day.

15. Disabled Bus

- A. Should the vehicle become disabled, telephone the dispatcher or supervisor immediately. Use 4-way flashers. Reflectors should be used if you will be down for more than ten minutes or if you are in any way affecting traffic.
- B. When reporting trouble, explain the problem as clearly as possible to minimize the delay for repairs. Do not make derogatory comments in regard to the problem or condition of the vehicle over the telephone or in a public place. Remember, the customer can hear what you say too!
- C. Give your name, vehicle number, route number, location and nature of problem.
- D. Do not move a partially disabled vehicle while passengers are on board. You will be held responsible for moving a partially disabled vehicle and injuring a passenger or colliding with another vehicle or pedestrian because of such disability, unless otherwise directed to do so by dispatch or a supervisor.
- E. Do not start a vehicle while repairs are being made unless instructed to do so by a qualified maintenance professional. Such instructions should be repeated back to the maintenance person and verified to avoid accidents.
- F. Turn off all lights except hazard lights to conserve battery life. When vehicles are disabled the reflectors provided must be set out to prevent possible collisions.

- G. Do not tamper with any adjustments on the vehicle engine. This must be left to a qualified maintenance professional, unless otherwise instructed.

- H. Do not push a disabled vehicle with another vehicle!

16. Disputes

Do not intervene in disputes or assaults between passengers. At the first indication of possible violence between passengers, use your passenger interaction skills. For example, ask individuals to sit quietly at opposite ends of the vehicle or to continue the disagreement after they arrive at their destination. If the disturbance escalates, call the dispatcher or supervisor for assistance. Protect yourself and other passengers. Document disputes or altercations between passengers with an Incident Report.

17. Door Operation

- A. Vehicles are not to be moved with the door open.
- B. During heat, cold or inclement weather, keep the doors closed whenever possible. Close the doors immediately after discharging passengers. This conserves air conditioning (or heat) in the vehicle.
- C. Drivers may only leave the engine running while escorting a passenger on/off the vehicle if:
 - 1) The temperature is above 85 degrees and the air conditioner is on; and,
 - 2) The driver will not be escorting the client INTO a location.
- D. When loading a wheelchair onto or off of the vehicle, close the lift door as soon as possible, without putting the client at risk.

18. Driving on SUCAP Property

- A. Vehicles must be limited to a speed of five (5) miles per hour in SUCAP parking lots and driveways.
- B. Vehicles must be brought to a complete stop before entering the street and when entering or exiting a parking space, driveway, or alley.
- C. Be especially careful to avoid starting a vehicle with someone under it or working on it.
- D. Use extreme caution when moving a vehicle on the lot. If other vehicles are blocking your vehicle, see that they are moved sufficiently before attempting to back or pull out.

- E. During the hours of darkness, passenger dome lights must be off. Dome lights must be on when the vehicle is stopped and passengers are loading and unloading.
- F. Drivers seat belt must be fastened when vehicle is moving.
- G. Be careful walking through the garage and in the parking lot.

19. Eating/Drinking

- A. Operators are not allowed to consume food or beverages while operating the vehicle.
- B. Passengers are not allowed to bring open containers of food or beverages onto the vehicle, since it could spill on the seats, spill on other passengers, or be the cause of someone slipping or falling. Food or beverage containers that are covered may be transported on the vehicle.

20. Ejecting Passengers

- A. NEVER eject any of the following passengers:
 - a young child under the age of 12,
 - a person of unsound mind, or
 - a person with a disability who is unable to take care of himself
- B. No passenger shall be ejected for mere intoxication unless the passenger becomes dangerous or offensive. This person must be turned over to a Police Officer or SUCAP administrative staff .
- C. No person will be ejected from a bus without direct permission from dispatch.

21. Emergency Vehicles (Approach of Emergency Vehicles)

- A. As soon as any emergency vehicle siren is heard, the vehicle must be stopped immediately on the right side of the road and remain stopped until the emergency vehicle or vehicles have passed. Make sure all emergency vehicles have passed before pulling into the traffic lane.
- B. When stopping for an emergency vehicle, pull to the curb and leave the street clear if at all possible.
- C. If an automobile approaches rapidly with the horn blowing continuously, and/or blinking lights, regard it as an emergency vehicle.

22. Exit and Entrances

- A. Operators must keep exits and entrances as free and as unobstructed as possible so that passengers may board or disembark in safety. Emergency and other exits must always be unlocked whenever the vehicle is put into motion.
- B. Passengers blocking the passageways must be courteously told (or assisted) to move out of the passageway.
- C. Make every effort to have passengers move to the rear of the bus in order to accommodate as many passengers as possible.

23. Flammable Fluids

Under NO circumstances will passengers be allowed to board a vehicle carrying gasoline or any flammable fluid in any container or anything that is corrosive or explosive. Oxygen in a personal use containers are the only exception.

24. Four Second Rule

- A. The national Safety Council and SUCAP recommend the "FOUR SECOND RULE" to establish your safe following distance. Here is how it works:
 - Note when the vehicle ahead passes a stationary point (telephone pole, bridge, etc.). The driver begins counting "One thousand and one - one thousand and two - one thousand and three - one thousand and four."
 - The vehicle should not pass that same point before you count to "one thousand and four." If it does, the driver is following too close. ***DROP BACK.***
- B. The four second rule is for the distance between our vehicle and the vehicle ahead of it. This Four Second Rule allows for a safe stopping distance under normal driving conditions. For adverse weather increase your following distance to a MINIMUM of five seconds for rain and seven seconds for ice.

When following another bus, or other vehicle, the driver needs to be careful to maintain a safe following distance between our vehicle and the bus or other vehicle ahead. A good gauge is the "FOUR SECOND RULE." Be alert and prepared for unexpected stops by keeping your vehicle under control at all times. By using the "FOUR SECOND RULE," the distance will increase as speed increases. Failure to allow sufficient following distance could result in a rear-end collision.

- C. When stopping behind another vehicle, keep the

“following distance” in mind. This lets the driver establish the safe following distance. It gives the driver enough room to maneuver around the vehicle ahead, should it stall.

- Allow 10 feet between the vehicle and the stopped vehicle ahead.
 - When the vehicle ahead moves forward, allow another five feet before you move your vehicle.
- D. Allow the same following distance for a bicycle, motorcycle, or moped as you would any other vehicle. Remember that the following distance is determined by the driver's ability to stop the vehicle. If any conditions exist that affect your stopping distance, you must increase your following distance.
- E. Be aware of the clearance to the side as well as the front of your vehicle. Leave four feet between the vehicle and curb or parked car. Don't forget overhead clearance too. Allow “10 Feet” of clearance to be sure.

25. Fueling Procedures

Never fuel with passengers onboard!

- Turn off engine.
- Turn off radio.
- Write down odometer reading.
- Dispense fuel into tank. Do not completely fill to neck.
- Replace nozzle on pump.
- Replace gas cap.
- Enter gallons of fuel on Pre/Post trip sheet.

26. Funerals and Parades

- A. Funerals - Vehicles must never be operated so as to cut in or in any way interfere with the procession of a funeral procession or convoy. Most funeral processions may be identified by ‘Funeral’ stickers on windshields of the automobiles and by headlights turned on.
- B. Parades - Follow the directions of the dispatcher or supervisor and/or special parade route instruction sheet.

27. Hazard Lights

Emergency hazard lights should be operated when:

- When loading and unloading wheelchair clients
- At railroad crossings
- Backing a vehicle
- Vehicle is disabled (if necessary flag the traffic around the disabled vehicle)

Whenever the driver is getting out of the driver's seat to assist a passenger

28. Holdups

You are cautioned not to resist in case of a holdup. Give the suspect whatever she/he asks for. Get a good description of the suspect and notify the dispatcher or supervisor immediately. Hand out courtesy cards to any witnesses and complete an Incident Report.

29. Horn - Sounding Of

The horn is the only means you have of warning others of the approach of the vehicle. It should be used for the purpose of preventing drivers of other vehicles or pedestrians from getting into a position of danger. Excessive use of the horn can be annoying to other people and is illegal. Use it only when necessary.

30. Intoxicated or Ill Persons

- A. At your discretion, if the person appears capable of caring for him/herself and is not likely to annoy or assault other passengers, allow the person to board. If the passenger does not meet these criteria, you may refuse transportation.
- B. No person who is noticeably intoxicated shall be permitted to board a vehicle, nor shall any person be allowed to drink intoxicating liquor while on a vehicle.
- C. Call the dispatcher or supervisor immediately if you do not allow an intoxicated person to board. If you allow a questionable passenger to board the vehicle, do not accelerate until the person is seated. If the passenger is too intoxicated or ill to exit safely, you should call the dispatcher or supervisor for assistance.
- D. If the intoxicated person succeeds in boarding the vehicle without having been noticed and is able to take care of him/herself and at no time annoys passengers, permit him/her to ride. If an apparently intoxicated passenger is unable to take care of him/herself, or annoys other passengers or the driver, the driver should ask the passenger to stop the offensive behavior. If the passenger still does not cooperate, indicate that you may have to have him/her put off the vehicle. Then call the dispatcher or supervisor.
- E. In no circumstances shall intoxicated passengers be ejected unless turned over to a police officer or a SUCAP supervisor. Call dispatch and arrangements will be made to have a police officer or supervisor meet the vehicle at a specific location.

- G. Witnesses should be obtained and an Incident Report made on all situations requiring action taken against an intoxicated passenger.
- H. In the event a passenger on your vehicle becomes ill, stop at the nearest bus zone and assist the passenger off your vehicle. If a passenger is seriously ill, call the dispatcher or supervisor for assistance. If a passenger becomes unconscious and does not respond to an attempt to rouse him, an ambulance must be called. In any event, obtain witness cards and turn in an Incident Report.

31. Language

- A. Use of boisterous, loud, profane, or vulgar language (by both drivers and passengers) is prohibited on all vehicles.
- B. If a passenger is creating a disturbance on the vehicle by using loud or profane language, ask him/her to stop and explain why you need his cooperation. If s/he will not comply with your request, call the dispatcher or supervisor for assistance.

32. Lost articles

- A. Caring for and returning lost articles is an important part of our service to passengers. Operators need to walk through the vehicle at the end of a run and upon returning to the garage to look for lost articles.
- B. Articles found on vehicles, SUCAP Transit property, or the street must be turned in at the end of your run. Call dispatch if you have found an item and give a brief description so they will be more helpful to clients calling about a loss.
- C. If the owner claims the article before you have had time to turn it in, require the owner to describe the lost article.
- D. Articles found by passengers should be turned over to the operator. It is wise to examine the contents of purses or containers in the finder's presence.
- E. If a passenger refuses to give up a found article, get the name and address of the passenger, if possible, and turn it in with an Incident Report. If an item appears highly valuable, call for assistance.

33. Mirror Adjustment

With clean and properly adjusted mirrors you can view what is happening in and around the vehicle with very little movement of your head. This enables you to be immediately aware of any situation that requires prompt defensive action.

- A. Clean the side windows and mirrors as part of the vehicle pre-trip inspection. Water droplets and smudges can reflect sunlight and limit visibility.
- B. Be sure mirrors are adjusted properly before moving the vehicle. Before checking the mirrors ensure that the seat is in the proper position.
- C. Adjust the left side-view mirror so that you can see the left side of the vehicle from the rear of the front wheels to the back of the vehicle. The left side-view mirror does not cover the areas directly to your left. For this reason you cannot pull from the curb safely without looking to be sure that there is no vehicle in that position.
- D. Adjust the interior rear-view mirror so that you get the widest possible view of the vehicle interior. When adjusted properly you can also see through the rear and right side windows of the vehicle.
- E. Adjust the right side-view mirror so that you can see the right side of the vehicle, including an area outside the front and rear doors.

34. Misconduct - Adult

For acts of misconduct such as intoxication, vandalism, passenger disputes, assaults, robbery, or threat of such actions on the vehicle, you should:

- Try to remain calm (speak slowly and clearly).
- Notify the dispatcher or supervisor by giving your name and location - most importantly your location. DO NOT move vehicle from that location.
- State the nature and seriousness of the problem.
- Open door(s).
- Do not detain or chase suspect(s). Note the features and mannerisms of suspects for future identification. Look for scars, tattoos, hair, eye, & skin color, clothing color and style, height & weight (approx.). To get a more accurate height, make a mental note of where his/her head reaches to in doorways or against railings.
- Follow the dispatcher, supervisor's and/or police instructions. Be sure to make out an Incident Report at the end of the incident.

35. Misconduct - Student

When you see school children breaking windows, tampering with equipment, fighting, using profanity, smoking, sticking hands or bodies out the windows or engaging in other malicious mischief you should:

- If possible, get the name, address, and telephone number of offender(s), and attempt to get witnesses to complete courtesy cards.
- Report this information on an Incident Report.
- If assistance is needed, report the situation to the dispatcher or supervisor by phone.

36. Peddlers, Solicitors, Beggars, Panhandlers

Do not allow newsboys, peddlers, or solicitors of any kind to sell papers or merchandise or to solicit funds for any purpose on board vehicles. Panhandlers are not allowed.

37. Obscured Vision

If vision is obscured by fog, rain, sleet, smoke, or any other cause, operate the vehicle at such speed which will permit you to stop within the distance you can see. This is done by counting one-thousand-one thru one-thousand-four from the time a post or another object comes into clear sight until your vehicle reaches it. Also use only your low beam headlights.

38. Operating Vehicles on Bridges and Viaducts

Travel at a speed of no more than five miles an hour under the maximum speed posted on all bridges and viaducts. Passing other buses while operating on bridges and viaducts is prohibited.

39. Operating Vehicles on High Speed or Divided Highways

As vehicle operation on high speed or divided highway increases, the following list of rules will help the professional driver's image and make your job easier:

- Travel in the right lane ONLY.
- Maintain your "Space Cushion."
- Watch for motorists entering the roadway and adjust your speed up or down to assist them in merging in to traffic.
- Obey the posted speed limits. Travel 5 mph below posted speed whenever possible.
- Use a safe following distance at all times. (4 second rule) Govern speed accordingly. Maintain stopping distance between your vehicle and car ahead to avoid chain reaction collisions.
- Avoid frequent lane changing. Plan ahead to be in the lane you will need to be in later. Do not weave from one traffic lane to another.
- Maintain steady speed.
- Keep eyes constantly on the move (far ahead, just ahead, left to right). This avoids fatigue and keeps you aware of other traffic.

- If vehicle indicates some sort of trouble, take the first exit possible.
- Do not straddle lane-dividing lines.
- Watch particularly when entering expressway at ramp to be sure that the car ahead of you has proceeded.
- Allow ample time and give proper signals when making turns, slowing down, changing lanes or making forced stops.
- Keep the vehicle properly lighted before daylight and after dark. One hour on either end.
- Make no sudden stops except in emergencies. In the event you must stop, observe traffic behind you and make sure it responds to your signal to slow down or stop. Signal by use of brake lights, hazzard lights, and if necessary, hand signals and remember to stop gradually.

40. Passenger - Comfort

- A. In controlling the temperature in your vehicle, consider the season and the general mode of dress in order to create a comfortable atmosphere for the passengers.
- B. Use of air conditioning: Open roof vent. Keep passenger doors closed after loading or unloading passengers. Before shutting off vehicle, shut off the air conditioning.

41. Passengers - Dress Code

Shirts and shoes are required attire for passengers. For safety and sanitation reasons, passengers with bare feet and/or no shirts must be refused.

While drivers are not responsible for how a client is dressed, be aware that some passengers, including the developmentally disabled or the mentally ill may be dressed inappropriately for the weather. Therefore, drivers should report to the supervisor if a client is being allowed to leave their home in inappropriate attire. Law enforcement or SUCAP Administrative staff will contact the care providers or nursing home.

42. Passengers - Loading and Unloading

- A. Drivers must notify dispatch of any change of destination that a passenger may request. You do not have to accommodate a change of destination requested by a client if it does not easily fit into your schedule. Changes of destination must be approved by dispatch.
- B. If the passenger becomes upset or unruly, be as polite as possible and treat it as an incident. Call dispatch for assistance if the clients conduct is interfering with the safe operation of the vehicle.

- C. If a passenger stop is not accessible to the vehicle, drivers will attempt to stop as close as possible maintaining safety protocols. During demand-response (dial-a-ride) trips, vehicles will make every effort to get as close as possible to the client's destination. Let dispatch know if someone needs to meet the vehicle because the distance from the designated destination is too great.

All other runs will follow current route deviation procedures.

- D. DO NOT block crosswalks or intersections when stopping your vehicle.
- E. When making a stop for passengers, pull to the head of the bus stop, if possible, to permit passengers to board from the curb without stepping into the street. Bring the vehicle to a complete stop no farther than one foot from the curb.
- F. Avoid injury to passengers and damage to the vehicle, especially the doors, by keeping a safe distance from trees, poles, fire hydrants, or other obstructions near the curb line. Do not stop with doors opposite an obstruction on the curb or a hole in the street. Be sure to line lift door up with as level an area as possible for loading/unloading a wheelchair.
- G. Operate in the correct lane of traffic (right lane) to maintain visibility of passengers waiting at loading zones. Drive at a speed that allows a safe and proper stop at the curb.
- H. A vehicle must never start moving or be operated with the doors open. Bring the vehicle to a complete stop before opening doors.
- I. When passing regular loading zones at any point, be extra cautious. The other drivers may expect you to stop.
- J. Whenever a passenger appears disabled or unsteady on their feet, drivers *must* assist passengers to and from the vehicle. Exceptions may be made depending on client and/or destination.
- K. Drivers must be sure all clients are properly seated. Except for children under age four, seat belts are optional. Ages 4 and under or 40 pounds or less must be in an age appropriate car seat provided and installed by the parent/guardian.

43. Passengers - Spitting

If a passenger violates the law prohibiting spitting, you must quietly and courteously call the passenger's attention to the law prohibiting such conduct. Should passenger become unruly,

call the dispatcher or supervisor for instructions.

44. Passing Schools and Playgrounds

Operators must use extreme caution while operating near schools and playgrounds. Adhere to the school zone speed limit and obey signals of the school patrol, police officers, and other authorized persons stationed to protect the children.

45. Passing Standing Buses or Other Vehicles

- A. When passing slowly moving, disabled or standing buses or other vehicles, exercise extreme caution. Slow down, sound horn twice, and look for pedestrians. At intersections, watch out for autos or pedestrians crossing from behind or in front of the other vehicle.
- B. Pedestrians, particularly children, should be cautioned to watch for traffic when crossing in front of the vehicle to board or disembark.
- C. Do not pass a school bus at any time or in either direction when its red lights are flashing.

46. Pedestrians

- A. You must yield the right-of-way to pedestrians crossing the street regardless of whether they are at a marked crosswalk or in the center of the block where there is no crosswalk. When a pedestrian is crossing the street, you must drive with caution until sure the pedestrian is safely out of the way.
- B. You must not assume that because the pedestrian is moving he/she will continue to move and be out of the way by the time the bus reaches him/her.

47. Pets and Working Animals

- A. Guide Dogs, hearing animals, and service animals are allowed in the passenger compartment of vehicles in regular service. These animals must be properly leashed or harnessed and must stand, sit or lie at the feet of the passenger.
- B. No animals or birds other than domesticated pets will be allowed on *Road Runner* buses except by permission. SUCAP will not be responsible or liable for loss, damage or injury caused by pets.

48. Pre-Trip Inspection

- A. Check for any obvious conditions that might render the vehicle un-drivable, i.e., leaks under vehicle, broken glass, flat tire, etc. If such a condition exists, contact the dispatcher or supervisor and report the conditions. Check for vehicle cleanliness, both interior and exterior.

- B. Use daily vehicle Pre-Trip Sheet found on vehicles. Make sure you mark any damage found on vehicle.
- C. If you have any problem with your vehicle that is not corrected within a few days, contact the Transit Director.

49. Problem Reports

- A. Any time you have a mechanical problem, you must document it carefully and accurately on the bottom section of your Daily Pre/Post-Trip form. Use the back if more space is needed. In addition, Problem Report forms are available in the office. These can be filled out after your shift and placed in the "in" basket in the dispatch office.
- B. Only through accurate reporting of mechanical problems by all operators can the vehicle fleet be maintained in top condition. This is a team job that requires compliance by all operators so that the vehicle you take from the lot each day will be free from mechanical defects. You will assist the supervisor in locating and reporting trouble quickly by describing mechanical difficulties as fully as possible. Vehicle mechanics don't operate vehicles under actual load conditions. Your clear and complete explanation of problems will let them know where and how to start repairs.
- C. In case of accident, report any damage to vehicle, no matter how slight on your pre/post trip sheet.
- D. Keep your dash clear of anything that might obscure the important mechanical gauges that need your frequent monitoring.

50. Railroad Crossings

- A. Railroad crossings ARE POINTS OF EXTREME DANGER. The utmost care must be exercised when approaching and crossing them.
- B. You must approach any railroad crossing at a speed not exceeding twenty-five (25) miles per hour during the last one hundred (100) feet of approach; and, must bring your vehicle to a full and complete stop at a point where you can see the track clearly in both directions, but not less than fifteen (15) feet or more than fifty (50) feet from the nearest rail of such track. While stopped you are to listen and look in both directions along the track for any approaching railroad train or other vehicle using the rails.
- C. When approaching railroad crossings, pull to the right as far as possible and activate hazard signals at least 150 feet prior to the nearest rail.

D. No stop need be made at a rail crossing where an officer is on duty and directs traffic to proceed, or where a locked gate is across the track, or the track and the street is regulated by a red, yellow, green traffic signal.

E. After making a stop at any railroad grade crossing, the shifting of gears is prohibited until all tracks have been crossed. Coasting with gears in neutral or clutch engaged on approach to any railroad grade crossing is also prohibited.

F. Do not start vehicle after making a railroad crossing safety stop when gate or other mechanical signal device is sounding or flashing a warning, except when there is a flag man on duty who gives you a signal to proceed.

G. Should vehicle become stalled on a track, immediately request and assist passengers to alight to a place of safety. Then make every effort under the existing conditions to stop trains approaching from either direction.

H. Where crossings are protected by gates, such stops must be made at a location that will permit proper operation of the crossing gates when trains are approaching.

I. At night, dome lights are to be turned off at railroad crossings, then turned on after crossing of tracks. This assures you greater visibility in looking for oncoming trains.

J. Nothing contained in this rule shall be so construed as to relieve you of the responsibility in any case of exercising due caution to be certain that the way is clear before proceeding over a crossing.

51. Radios, Tape Players and Other Audio or Video Devices

A. Operators must not use any personal radios or other electronic, audio or video devices for the purpose of listening to broadcasts while operating vehicles or at recovery points at any time. We are obligated to provide all passengers with the highest degree of care, and the playing of any of these devices can be quite distracting to your driving and to your ability to operate the vehicle safely.

B. If drivers play tapes, volume must be kept down to a background level. A good rule of thumb is if you can hear the music, the volume is too loud.

C. Passengers should not operate radios, tape players, or other audio or video devices when it annoys other passengers on any vehicle in regular route service. A passenger may, however, operate a radio or recorder with the proper use of earphones.

- D. When a passenger violates the above guidelines, courteously inform him/her playing radios without earphones violates regulations. Should the passenger fail to comply with your request, call the dispatcher for your instructions.
- E. If a passenger asks you, as driver, to turn down the bus radio or a tape player, or to change the channel, turn the radio off until the passenger leaves the vehicle.

- Perform post-trip check and document any problems on the Pre-Post Trip form.
- Make sure the cell phone is turned OFF.
- Remove vehicle keys and all necessary paperwork to be turned in to the dispatch office. Return keys to key box.
- Complete all paperwork including any Incident Reports from the days events.
- Check your mailbox and bulletin board for any messages and sign out on your time sheet.

52. Refusing Transportation

- A. In extreme circumstances, you may refuse transportation to an individual or group who are behaving offensively, threatening the safety or comfort of other passengers, or who are so ill or so intoxicated that they cannot care for themselves.
- B. If you must refuse transportation, do it as politely and discreetly and quickly as possible.
- C. Call the dispatcher or supervisor immediately for permission and fill out an Incident Report when you return to base.

53. Relief Drivers

- A. Drivers scheduled to be relieved and finding no relief when arriving at scheduled relief point should wait ten (10) minutes, then proceed on and call the dispatcher or supervisor by phone. Drivers will then be required to continue their scheduled routes until they can be relieved.

Any driver arriving at the relief point late and unable to find the relief driver is to call dispatch for instructions

Any relief driver arriving at the relief point late, or unable to find the driver to be relieved, should contact dispatch immediately.

- D. You shall not knowingly allow another operator under the influence of liquor or drugs, or with the odor of liquor on his/her breath to relieve you. Remain on duty and call the dispatcher or supervisor for instructions. State that you have a concern about the relief driver.

54. Returning Buses to Base

- A. All drivers MUST FUEL the bus at some time during their shift if at the end of the shift the bus has ½ tank of fuel or less.
- B. When parking vehicle you should:

55. Right Lane Use Policy

- A. All SUCAP vehicles must be driven in the right lane whenever possible. The left lane should only be used to prepare for a left-turn or to pass another vehicle.
- B. When there is more than one lane available at a railroad crossing, you must make your stop in the far right lane.

56. Right-of-Way

- A. SUCAP vehicles, when operating on the streets, have only the rights equal to those of any other vehicle on the road. You must not take the right-of-way from another vehicle on the assumption that the driver of the other vehicle will permit your vehicle to proceed.
- B. SUCAP vehicles should proceed only when it is safe to do so, regardless of the right-of-way. Whether or not a vehicle has the right-of-way will not be accepted as an excuse for a collision with a pedestrian or another vehicle. Drive defensively!
- C. Police and fire department vehicles, ambulances and other emergency vehicles have undisputed right-of-way. On approach of these vehicles, as indicated by a flashing light or audible signal, vehicles will be pulled as far to the right as possible and brought to a full stop. All vehicle doors must be kept closed while emergency vehicles are passing.

57. Roller Skates/Blades

The wearing of roller skates/blades by passengers on any SUCAP vehicles is a dangerous practice. It can interfere with safe vehicle operation and the safety and well being of other passengers. To provide safe service for all passengers, we prohibit the wearing of roller skates/blades on our vehicles.

58. Route Deviation

Road Runner policy allows deviations from the standard route to enhance passenger safety and convenience. Deviation policy is subject to change, based on balancing passenger demand

with the need to maintain a predictable schedule. Because of the rural nature of the *Road Runner's* service area, schedules are designed to allow time for deviations.

Drivers are asked to remind passengers regularly to communicate any requested route deviations for pickup in advance so that drivers may plan. Drivers must check the bulletin board before beginning each route for any recently requested route deviations.

59. Safe Driving

- A. It is important to carry passengers on schedule, but more important is carrying them safely. Under the law, we owe our passengers the highest degree of care. In case of inclement weather, bad streets or traffic conditions, **SAFETY MUST NOT BE SACRIFICED FOR SCHEDULE**. You must drive at a speed that is safe, considering driving conditions.
- B. Maintain a safe distance from vehicles ahead of your vehicle so that you can make a safe stop without collision, no matter what kind of a stop the driver ahead makes. **REMEMBER, BE PREPARED TO STOP TEN FEET BACK OF VEHICLE AHEAD.**
- C. Driving faster than road and traffic conditions permit and following too closely have caused more accidents than any two other unsafe driving factors.
- D. As a professional driver, you must practice defensive driving and compensate for the lack of skills exhibited by other non-professionals.

60. Seat Belts

- A. Employees are responsible for wearing seat belts when utilizing a company vehicle. It is also the employee's responsibility to report any defective seat restraints.
- B. **CAR SEATS:** All children under 4 years or 40 pounds must be seated in a car seat that is age appropriate and that is securely fastened with a seat belt.

61. Slippery Streets and Bridges (due to loose gravel, dirt or icy conditions)

- A. **REDUCE SPEED** to gain better control of the vehicle. Safety must come ahead of schedules.
- B. **WHEN STARTING UP**, depress the accelerator pedal lightly. If rear wheels begin the slightest spin or side-slip, release the pedal immediately and repeat the procedure until the vehicle moves without spin or side-slip.

- C. **WHEN APPLYING BRAKES**, begin much sooner than you would on a dry street. Depress the brake pedal lightly. If rear wheels begin the slightest slide or side-slip, release the pedal immediately to allow wheels to roll and downshift if necessary. Repeat the procedure until the wheels no longer slide or sideslip.
- D. **INCREASE FOLLOWING DISTANCE** between yourself and other vehicles, parked cars and fixed objects to provide a safety factor in case of side-slipping. However, do not allow so much clearance that another vehicle could get between the bus and a fixed object or parked car.
- E. **INCREASE FOLLOWING DISTANCE** to allow the additional space for braking. The more slippery the pavement, the greater the following distance required.
- F. **AVOID QUICK OR ABRUPT TURNING MOVEMENTS**. Steer more slowly and gradually reduce the possibility of skids.
- G. **PROTECT YOUR PASSENGERS**. Make warning announcements to boarding and alighting passengers. Avoid any actions to hurry passengers since injuries could result. Keep your vehicle steps clean and remember a simple "watch your step" may save a passenger from injury.

62. Smoking in Vehicles

The use of chewing or smoking tobacco is prohibited. Leaving a vehicle to smoke when delayed in route is prohibited. Operators will not be permitted to smoke on any SUCAP vehicle. Drivers who wish to smoke at layovers, must exit the vehicle to do so. You must keep a sufficient distance while smoking as to keep the odor from permeating the interior of the vehicle.

63. SUCAP Property

- A. All drivers are issued certain items which are used to perform their jobs. These items must be properly cared for and returned at the termination of employment. Promptly report any lost or damaged article to your supervisor.
- B. Operators may be charged for replacing items if the supervisor determines that loss or damage was due to the operator's negligence. These items must remain in the possession of the operator to whom they were issued at all times.

64. Speed

Vehicles must be operated safely at all times with due regard for other users of the streets and the safety of passengers. In addition to posted speed regulations, observe street, weather and traffic conditions. Maintain a speed of 3-5 miles per hour BELOW the POSTED SPEED Limit.

65. Starting and Stopping

- A. Start the vehicle smoothly without jerks or sudden changes in acceleration in order to avoid throwing or injuring passengers.
- B. Most vehicles are fully automatic. The gears shift automatically as the vehicle speed increases. Do not fan accelerator. Apply an even pressure to the accelerator so as to get into direct drive.
- C. Sudden stops that result in throwing passengers must be avoided unless a collision is imminent. Such stops are likely to cause injury to frail and/or disabled passengers. If the sudden stop was caused by a vehicle cutting in, etc., identification of the vehicle by license number or other means should be noted and reported to dispatch right away.

66. Tire Trouble

Upon detecting a flat or partially flat tire, stop the vehicle and phone the dispatcher or supervisor. When reporting a tire condition, state whether it is a front tire or inside or outside rear tire and condition of the adjoining tire, if any. The dispatcher or supervisor will tell you what to do.

67. Traffic Signals - Observance of

- A. Do not enter an intersection unless you know you can get the vehicle completely across. You must not proceed into the intersection if your vehicle will block the cross street when the signals change.
- B. Operators must avoid "running" a yellow or red light. Proceed through signal only on "Go" or a green light or arrow.
- C. Vehicles after stopping, may turn right on a red signal unless otherwise restricted and the lane is clear to enter.
- D. Be governed by signals of police officers directing traffic at any point, and strictly observe "STOP SIGNS" operated by traffic patrol at school crossing.
- E. An operator has no authority to signal auto drivers or pedestrians to cross in front of his vehicle and should not assume this responsibility. This can create liability on

your part.

- F. Watch for red pedestrian signal to warn you of the imminent change of the traffic signal to red.

68. Traffic Tickets

Procedure to follow if you receive a traffic violation ticket while operating any SUCAP vehicle.

- Call the dispatcher or supervisor and inform them of the circumstances.
- When you return to base complete an Incident Report. Give all necessary information.
- Turn in the Incident Report and a copy of the ticket to the supervisor.
- SUCAP is not responsible for cost of ticket and/or court costs associated with traffic violations.

69. Traffic Laws

All vehicle operators must be familiar with (and will be held responsible for adherence to) the traffic laws and regulations of the United States, as well as the State of Colorado, counties and municipalities served by SUCAP.

70. Turning Corners

- A. No turn should be made at more than 5 mph.
- B. Right turns should be made from the traffic lane as near to the right-hand curb as possible in the manner in which you have been instructed. Do not swing wide enough for an automobile to get on your right side.
- C. Adequate room should be allowed when making a right turn so that the right rear wheel of the vehicle does not ride the curb, or the right side of the vehicle scrape against poles and fire hydrants.
- D. Left hand turns should be made from the traffic lane nearest the centerline of the street when possible, or the left lane on one-way streets. When there are two left-hand turn lanes, always turn from the outside lane rather than the inside turn lane. Left turns must be ended in the lane closest to the centerline, unless it is a double turn lane. A double turn lane would end in the second lane from the centerline.
- E. SUCAP Transit training practices state that the turn indicator lights must be used not less than 150 feet before the vehicle turns. The turn indicator lights on buses are operated by hand lever. Turn indicators should be used when changing from one lane to another and when pulling out from the curb after making a stop.

71. Unauthorized Driver

- A. Do not permit any person to operate the vehicle except the driver in charge or a SUCAP supervisor or maintenance official.
- B. Employees are permitted to operate only those vehicles on which they are qualified by SUCAP.
- C. Qualified employees must not take over equipment controls from an employee assigned to the vehicle except in an emergency and only if the employee has permission from a dispatcher, supervisor or Transit Director.

72. U-turns

Avoid U-turns whenever possible. Drivers are encouraged to go around the block. More often than not, vehicles end up having to do some backing to complete the turn-around. Be safe.

73. Communications – Cell Phone Use

Road Runner does furnish cell phones for each route bus and for Dial-A-Ride. These phones are for company business only.

Do not attempt to place or receive a call when the vehicle is in motion. You should stop your vehicle in a safe place before making or receiving a call. If you choose to use a company issued blue tooth you can receive calls when you are moving.

In the event dispatch attempts to call you can wait and return the call when you get to a safe place.

74. Water - Operating Through

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

75. Reports and paperwork

- A. First report of injury. Report all injuries, including small cuts on fingers or sprains using a SUCAP first Report of Injury form. Supervisors or the Transit Director will then complete a supervisor's Employee Injury report.

This report is **required** for any injury which receives

medical attention. Worker's Compensation paperwork will need to be filled out for an injury sustained by an employee while on the job. For any work-related injury, contact the supervisor on duty.

- B. Incident Report - This form is to be used to document anything that occurs during your shift that is out of the ordinary. Difficult passengers or problems that do not require any other paperwork would be included in these reports. This is the form to use to report anything that might return to bother us later on. This form is to be used in addition to a report of a vehicular accident, property damage or personal injury.

- C. Exposure - Use the Risk Management Form to report any exposure to bodily fluids (blood, urine, vomit, feces) and what steps were followed in handling the fluid, incidents where skin is punctured by a syringe, toxic fumes are inhaled, or contact has been made with hazardous liquids or materials.

76. Stop announcements

Drivers will announce all stops, since some riders may be visually impaired or hard of hearing.

Section V

PASSENGER RELATIONS

As a SUCAP Transit driver, you are a key person. Other people in the Operations Department are here to support you with equipment, schedules and other services that will help you do your job well. As a driver you have more opportunities to make friends for SUCAP and yourself than any official of the Company.

SUCAP is committed to serving the transportation-disadvantaged citizens of Ignacio, Bayfield, Aztec and the surrounding area, by providing specialized transportation services which emphasize excellence of performance and which adhere to the principles of our mission:

Every day we carry passengers who have never ridden our vehicles. Many of these new customers will become regular riders, because of our high service standards. Most will continue to be riders only as long as they are satisfied with the quality of service we provide. In other words, you must be the public representative of our service. There are five things you must do to make your job pleasant and successful:

- Present a pleasing appearance.
- Be friendly, helpful and considerate to your passengers.
- Operate your vehicle skillfully and safely, providing a smooth, comfortable ride.
- Use good mature judgment at all times.
- Treat passengers as you would expect to be treated yourself.

1. Passenger Interaction Program

A. Overview:

Good passenger relations are essential to SUCAP Transit success. Passengers who are satisfied with their SUCAP experience are more likely to become consistent riders. We all benefit when that happens. Likewise, poor passenger relations cause problems for all of us. Dissatisfied passengers often become "problem" passengers not only for the company, but for the drivers who deal with them again and again.

More than anyone else at SUCAP, drivers are the key to maintaining good passenger relations. You are the SUCAP representative they see and talk to day in and day out.

Sometimes all it takes to keep passengers feeling good about riding with us is to provide them with safe and comfortable transportation and to be polite in dealing with them. Other

times it takes much more.

From time to time you are faced with complaints and other sensitive interactions that require you to work at maintaining good passenger relations. For example, the elderly woman who argues over the price of her fare, the rowdy teenagers in the back of the vehicle, the man who misses his stop, the disabled passenger having a hard time boarding or the rider who doesn't know where he's going.

You've seen these and a thousand other situations that require you to act quickly and effectively to handle problems and maintain good passenger relations. As you know, handling these situations can be difficult. Very often you're dealing with people who are angry, frustrated or downright hostile. You may not be able to resolve every complaint or problem on the spot, but you can defuse potentially explosive situations just by saying and doing the right things at the right time.

B. Techniques for handling difficult situations:

There are a number of things you can do to effectively handle difficult situations with passengers.

- Acknowledge the passenger's situation and feelings. A good way to get results in an emotional situation is to show passengers you understand and care about their situation and feelings. Passengers find it harder to argue or be angry when you send them the message, "What you have to say and how you feel are important!"
- Maintain or enhance the passenger's self-esteem. Self-esteem is defined as "having a positive view of oneself." Treating passengers in a friendly and respectful way (especially people with complaints and problems) can do much to reduce harsh feelings and gain cooperation.
- Present the rules or position of the company and offer suggestions for solving the problem. It is important for you to listen to passengers who present problems or complain, but it's just as important that they hear and understand what you are saying (especially if safety is the issue).

C. KEY PRINCIPLES

Benefits of maintaining or enhancing passenger self-esteem

- Reduces defensiveness and hostility
- Helps gain cooperation
- Creates a positive impression of you and SUCAP Transit

Maintain these practices at all times, but especially when

passengers:

- Express strong feelings such as anger and resentment
- Become agitated or hostile
- Are having problems
- Treat the passenger with respect and in a friendly manner
- Focus on the problem, not the passenger
- Acknowledge the passenger's situation and feelings

Ask for, rather than demand the passenger's cooperation

Listen and respond with empathy. *Empathy...*

- Maintains/enhances self-esteem
- Encourages open communication
- Helps passenger vent emotions
- Listen attentively, ask for clarification and paraphrase back to the passenger
- Recognize the passenger's situation and feelings
- Encourage cooperation, look for win/win solutions
- Phrase suggestion so that you're asking, not telling.

D. CRITICAL STEPS RATIONALE

1. *Address the passenger in a friendly manner.*

The way you address the passenger can greatly affect your success in dealing with difficult situations. A friendly manner can win cooperation, or at least keep emotional situations from really getting out of hand. When you address passengers in a friendly and courteous way, you are indicating they are important as people and you are interested in what they have to say. It's hard not to respond positively to someone sending this message.

The manner in which you address passengers initially is particularly important. By being friendly and courteous from the start, you set a positive tone for the rest of the interaction. By doing that, you've just put the odds of resolving the situation in your favor.

2. *Acknowledge the situation.*

One of the most basic and effective ways of resolving a difficult situation with a passenger is to show the passenger you are aware of, understand and want to deal with his/her situation. You can do this by:

- Focusing on the problem, not on the passenger
- Listening attentively
- Making statements that show you understand (even if you may not agree with) the passenger's situation and feelings.

3. *Openly present your position and check for understanding.*

As important as it is for you to acknowledge the passenger's situation, it's just as important that he/she understands your position. Passengers who are aware of the importance of a given policy or guideline are much more likely to cooperate with you in enforcing it.

Present your position, then check that the passenger understands what you've said. You can check the passenger's understanding by asking questions such as, 'Do you see what I mean?' or "Do you see my point of view?'

4. *Ask for the passenger's cooperation.*

Demanding a passenger's cooperation in a difficult, emotional situation usually doesn't work. In fact, that approach usually just makes them angrier and more defensive. Asking for a passenger's cooperation is usually much more effective. One of the best approaches is to offer suggestions in question form that are acceptable both to you and the passenger.

5. *Thank the passenger.*

A final sincere 'thank you' shows the passenger you appreciate his/her cooperation. It also ends the interaction on a positive note.

2. Information to Passengers

- A. To help passengers who request information, familiarize yourself with operating instructions and the area of your route.
- B. If you don't know the answer to a question, say so and suggest that the passenger call 563-4545 for information. Under no circumstance should you give a passenger wrong information.
- D. You may call the dispatcher or supervisor on the cell phone for information. Above all, you should try to accommodate the passenger. Use your good judgment. Call the dispatcher or supervisor at any time if you feel that the passenger may be stranded or greatly inconvenienced by not having the correct information.

3. Remember

CUSTOMERS are the most important person in our business — in person, by phone or by mail.

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

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

CUSTOMERS are not a cold statistic — they are flesh and blood human beings with feelings and emotions like *you* and *me*, with biases and prejudices.

CUSTOMERS are not persons to argue with or match wits with, or to outsmart. No one ever won an argument with a passenger.

CUSTOMERS are people who bring us their wants. It is our job to handle their requirements so pleasantly and so helpfully that they will take SUCAP Transportation again and again.