



Franklin Transit Authority

PUBLIC TRANSPORTATION PROGRAM POLICIES AND PROCEDURES MANUAL

Managers and Operators of Franklin Transit Authority:

**The TMA Group
708 Columbia Ave, Franklin, TN 37064**



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1 Introduction

1.1 *Mission Statement*

The TMA Group operates and manages the Franklin Transit service for the Franklin Transit Authority in the City of Franklin, TN.

The Mission Statement of The TMA Group is: The TMA Group is a regional leader in customizing environmentally friendly, multimodal transportation solutions for employer and communities.

1.2 *Procedures for Communicating Changes*

Communication among all staff is achieved informally on a person-to-person basis. Depending upon the content of the changes or new policies, the Transit Manager/Dispatcher or the Executive Director should inform the appropriate persons the information as soon as possible. Communicating changes may also take place during staff meetings and training sessions. In some cases, written addenda may be produced. Only if major changes are made, or a significant number of minor changes have been made over time, will an updated manual be produced.

2 Employee Conduct

2.1 Employee Code of Conduct

Employees are expected to observe "common sense" rules: Honesty, good conduct, a concern for the job, safe work practices and to adhere to generally accepted good behavior in our relationship with each other.

Disciplinary action may vary from a warning to termination of employment, depending on the nature and circumstances of the infraction, and the employee's prior record and seniority with the agency. Except as indicated below, violations of agency rules are subject to progressive discipline. Rules marked with an asterisk (*) are serious offenses, the violation of which may subject the employee for discharge upon the first offense.

1. Failure or refusal to use required safety equipment.
2. * Possession of firearms, ammunition, or dangerous explosives on agency property, including agency vehicles.
3. * Intimidation, coercion, threatening or attempting bodily injury to another employee or client, or fighting on agency property; or off agency property if related to the participants' employment with the agency.
4. * Insubordination, direct or indirect, including refusal to follow instructions of management.
5. * Falsification of agency records or reports.
6. * Walking off the job or leaving the facility without notifying your supervisor.
7. * Failure to report to work for two consecutive days without personally calling in. If physically unable to use the telephone it is appropriate to have someone else call on your behalf.
8. * Participation in, or involvement (other than as a victim) with a serious crime, on or off duty, without regard to whether or not the employee's conduct results in a criminal conviction.
9. * Deliberately recording another employee's time card; recording own time card in order to obtain payment for time not worked; or repeated failure to record time card.
10. Engaging in dangerous horseplay or disorderly conduct on agency property.
11. * Sleeping on the job or gross inattention to duties.
12. Negligence or carelessness.
13. Violation of agency safety rules.
14. * Deliberate or grossly negligent conduct that endangers the safety of the employee, another person, or damage to property.
15. Gambling on agency property.
16. Smoking on agency property except in designated areas.
17. Unsatisfactory job performance; including failure to meet required performance standards.
18. * Use of excessively profane, abusive or inflammatory' language toward another employee or clients.
19. * Sexual harassment.

20. * Tampering with, posting or removing notices from bulletin boards contrary to agency policy.
21. Unsuitability for employment due to excessive absenteeism or tardiness, regardless of reason and whether the absence is paid or unpaid.
22. * Theft, misuse, destruction, damage, defacement or deliberate abuse of agency property, materials, supplies or equipment, or the property of a fellow employee.
23. * Deliberately restricting work efficiency, or soliciting or encouraging co-workers to do so.
24. * Refusal to permit inspection of lunchboxes, large purses, coats, bags or boxes upon reasonable cause.
25. Excessive talking to and visiting other employees which supervision determines adversely affects work efficiency.
26. * Disclosing to anyone the confidential matters of the Agency, its personnel or a client.
27. * Removal or attempted removal of agency property from the premises without written permission.
28. * Refusal to use work saving devices or improved techniques.
29. * Falsification of employment application or misrepresentation of fact in obtaining employment.
30. * Outrageous or indecent conduct on agency premises or while on duty.
31. Failure to follow established procedures in the performance of assigned work.
32. * Failure to report a suspected work-related injury within 24 hours, or as soon as possible, to cooperate in the investigation of same.
33. * Illegal use, sale or possession of narcotics, drugs or controlled substances by employees, whether on or off duty or on agency premises.
34. * Failure to make known, to any appropriate agency official, the employee's use of controlled substances, prescribed to that employee by a licensed physician, which may affect behavior, safety or job performance.
35. * Consumption of alcohol on agency property and during regular business operations, or working under the influence of alcohol.
36. * Refusal to submit a blood or urine sample in accordance with the agency's drug testing policy and upon reasonable cause.
37. Leaving your work area during working time without authorization from your supervisor; excessive loitering in other departments.
38. * Behavior or attitude which affects the efficiency or effectiveness of the Agency.
39. Excessive garnishments.

When an employee is given an oral warning as a matter of discipline, a notation of the oral warning may or may not be placed in the employee's personnel file.

The approval of the Director must be obtained prior to terminating the employment of any regular full time or part time employee.

Written warnings will be null and void for disciplinary purposes' twelve months from the date of issuance—provided no further warnings have been issued during that period.

When an employee commits a minor violation of agency policies or procedures, or when the employee appears to experience difficulty in meeting performance expectations established for the position, the Agency may use corrective actions to improve performance as an alternative to the more severe measure of dismissal for misconduct.

The corrective actions referred to in this section do not apply to the serious violations, indicated with an asterisk (*) above, and determined by the Director to be employee misconduct.

2.2 Dress code

Dress, grooming and personal cleanliness standards contribute to the morale of all employees and affect the business image we present to the community and visitors to our facilities. All employees are to wear uniforms provided by Franklin Transit Authority. If you are in doubt as to the appropriateness of a particular item, ask your supervisor.

Drivers should always dress neatly. You are Franklin Transit Authority's contact with the public and you have a public image to uphold. Please represent us well.

Items that should not be worn are as follows:

- Excessively loose apparel that could become entangled when operating machinery
- Open-toed shoes
- Flip flops or sandals with no backs.

2.3 Sexual Harassment Policy

Franklin Transit Authority is committed to maintaining a work environment that is free of discrimination. In keeping with this commitment, we will not tolerate harassment of our employees by anyone, including any supervisor, co-worker, third party contractor, or customer.

Harassment consists of unwelcome conduct, whether verbal, physical or visual; that is based upon a person's protected status, such as sex, color, race, ancestry, religion, national origin, age, medical condition, physical or mental disability, marital status, veteran status, citizenship status, or other protected group status. This agency will not tolerate harassing conduct that affects tangible job benefits, that interferes unreasonably with an individual's work performance, or that creates an intimidating, hostile, or offensive working environment.

Sexual harassment deserves special mention. Unwelcome sexual advances, requests for sexual favors, and other physical, verbal or visual conduct based on sex constitute sexual harassment when:

- Submission to the conduct is an explicit or implicit term or condition of employment,
- Submission to or rejection of the conduct is used as the basis for an employment decision, or
- The conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

Sexual harassment may include explicit sexual propositions, sexual innuendoes, suggestive comments, sexually oriented "kidding" or "teasing", practical jokes, jokes about gender-specific traits, foul or obscene language or gestures, displays of foul or obscene printed or visual material, and physical contact, such as patting, pinching, or brushing against another's body.

All employees are responsible for helping to assure that we avoid harassment. If you feel that you have experienced or witnessed harassment, you are to notify your supervisor immediately. This agency forbids retaliation against anyone who has reported harassment.

Our policy is to investigate all such complaints thoroughly and promptly. To the fullest extent practicable, this agency will keep complaints and the terms of their resolution confidential. If an investigation confirms that harassment has occurred, we will take corrective action, including such discipline up to and including immediate termination of employment, as appropriate.

2.4 Violence in the Workplace

Nothing is more important to Franklin Transit Authority than the safety and security of its employees. Threats, threatening behavior, or acts of violence against employees, visitors, guests, or other individuals by anyone on Franklin Transit Authority property will not be tolerated.

Any person who makes substantial threats, exhibits threatening behavior, or engages in violent acts on agency property will be removed from the premises as quickly as safety permits, and shall remain off Franklin Transit Authority premises pending the outcome of an investigation. Franklin Transit Authority will initiate a decisive and appropriate response. This response may include, but is not limited to, suspension and/or termination of any business relationship, reassignment of job duties, suspension or termination of employment, and/or criminal prosecution of the person or persons involved.

In carrying out these Franklin Transit Authority policies, it is essential that all personnel understand that no existing policy, practice, or procedure should be interpreted to prohibit decisions designed to prevent a threat from being carried out, a violent act from occurring, or a life threatening situation from developing.

All personnel are responsible for notifying the Transportation Manager of any threats, which they have witnessed, received, or have been told that another person has witnessed or received. Even without an actual threat, personnel should also report any behavior they have witnessed which they regard as threatening or violent, when that behavior is job related or might be carried out on a company-controlled site, or is connected to company employment. Employees are responsible for making this report, regardless of the relationship between the individual who initiated the threat or threatening behavior and the person or persons who were threatened or were the focus of the threatening behavior.

This policy also requires all individuals who apply for or obtain a protective or restraining order which lists company locations as being protected areas, to provide to the designated management representative a copy of the petition and declarations used to seek the order, a copy of any temporary protective or restraining order which is granted, and a copy of any protective or restraining order which is made permanent.

Franklin Transit Authority understands the sensitivity of the information requested and has developed confidentiality procedures, which recognize and respect the privacy of the reporting employee(s). Confidential complaints may be reported to:

Sue Connor – Transportation Manager – 615-628-0263

3 Job Descriptions

3.1 Safety Sensitive Employees

A safety sensitive employee is a person who performs a safety sensitive function, including an applicant or transferee who is being considered for hire into a safety sensitive function. Transit operators (drivers), dispatchers, mechanics or supervisors that control the flow of traffic or supervise employees in a safety sensitive position are in this category.

A transit driver is considered to be performing a safety sensitive function during any period in which the driver is actually performing, ready to perform or immediately available to perform any safety sensitive function. The Federal Transit Authority defines the following functions as safety sensitive:

- Waiting at the agency, or other property, to be dispatched unless the transit driver has been relieved from duty by the employer.
- When inspecting equipment as required by the Federal Motor Carrier Safety Regulations (FMCSRs), or otherwise inspecting, servicing, or conditioning any vehicle at any time.
- When at the driving controls of an Agency vehicle.
- While driving or in an Agency vehicle.
- When loading or unloading an Agency vehicle, supervising, or assisting in the loading or unloading, attending a vehicle being loaded or unloaded, or remaining in readiness to operate the vehicle.
- Time spent performing the driver requirements associated with an accident.
- All time repairing, obtaining assistance or remaining in attendance upon a disabled vehicle.

3.2 Job Description for Drivers

Position Title: Driver

Department: Transportation

Report to: Supervisor/Dispatcher

Purpose of this position: To transport individuals in the service area to and from community resources.

Job requirements:

1. Must be age 25 or older
2. Must have a Class D Driver's license with an F endorsement and/or a CDL class "B" is preferred.
3. Must undergo a DOT physical prior to employment and every two years thereafter or at the Director's discretion.
4. Must wear glasses or contact lenses if required on a driver's license
5. Must be able to occasionally lift up to 50 pounds
6. Good driving and character record for the past five (5) years.
7. Must pass a Motor Vehicle Registration (MVR) check, a criminal background check and an FTA (Federal Transit Administration) approved pre-employment drug test.
8. Backup drivers must be readily accessible by telephone, and be able to report to work on short notice and at odd hours.
9. Must be high school graduate or have G.E.D.
10. Must be willing to accept the driver responsibilities listed below:
11. Responsible to his/her dispatcher in the daily performance of duties
12. Responsible for the prompt and dependable pick-up and delivery of individuals to requested destinations.
13. Responsible for the safety and health of all passengers.
14. Responsible for obeying all traffic laws and regulations.
15. Responsible for the care, maintenance and the cleaning of vehicle both inside and out.
16. In coordination with the office personnel, be responsible for the prompt completion of all required reports.
17. Maintain a safe and orderly vehicle at all times.
18. Responsible for the supervision of all paid and volunteer escorts.
19. Responsible for notifying area dispatcher, administrative assistant or transportation manager of any violations received affecting motor records, the same day it is received.
20. Responsible for being friendly and courteous with co-employees and passengers at all times, also for assisting other staff in keeping office and other work areas clean and presentable.
21. Responsible for any other duties as added by the transportation manager.
22. Responsible for gaining and maintaining skills to operate the various lift vehicle equipment.

23. Responsible for knowing agency Policies and Procedures, as well as to master and use correct techniques and to keep the dispatcher informed of any problems that arise.
24. Responsible for providing service to physically disabled clients whose condition is contagious, i.e. HIV, TB.
25. Responsible for driving in any of the city service areas.
26. Responsible for a pleasant personality and appearance, knowledge of defensive driving techniques and the ability to establish and maintain an effective working relationship with other agencies and the general public.
27. Responsible for maintaining knowledge of skills and techniques updated by attending regular scheduled training sessions.
28. Responsible for evaluating each situation and not to attempt help when you are physically unable to do so.
29. Assist both ambulatory older persons and wheelchair persons into and out of the vehicle. (Drivers are not expected to move wheelchair persons up and down stairs or to enter client's home.
30. Must be able to complete the essential job functions below:

ESSENTIAL FUNCTION	ABILITY REQUIRED	FREQUENCY
Interpret Route Schedule	Read and hear	Daily as Needed
Perform Vehicle Inspection	Lift Bus hood, bend down to Tire level, have general Knowledge of vehicle Maintenance	One (1) time daily
Drive Routes	Obtain and maintain a class D license with an F endorsement.(Minimum) Reading, sight, hearing.	One (1) plus renewals
Transportation of Passengers	Pick up and deliver passengers, Physical assistance on and off As needed, disabled passenger Assistance. Physically handle Lifts (reaching and pulling).	Multiple times daily
Maintain Daily Manifest and Odometer Sheet	Read, write, math functions	Multiple times daily
Clean Bus	Use vacuum, broom, wash, etc.	Two (2) times daily as needed
Perform basic first aid	Pass first aid course including CPR	Every two (2) years
Use Cell Phone for Communicating	Speaking, hearing	Multiple times daily
Pass physical prior to employment		Every year – or at Director's discretion
Pass drug and alcohol test		As required by drug and alcohol policy

3.3 Additional Rules for Driver Conduct

In addition to the Employee Code of Conduct, drivers must adhere to the following additional rules of conduct. Failure to follow the following policies could lead to termination of employment.

Conduct on Duty

- Drivers should conduct themselves in a professional manner at all times. Drivers should not offer suggestions, comments, or express opinions to customers on the bus concerning themselves, their co-worker, or the customer. In addition, all customer information is confidential and should not be discussed with anyone during or after working hours.
- The driver may not use tobacco products while in the vehicle, with or without passengers. The driver is not to use tobacco products while in the presence of customers (inside or outside of vehicle).
- The driver is not permitted to use a personal cellular phone, earphones for radios, compact disc players, or iPods while driving the vehicle.
- All drivers are required to be in uniform while on duty. Drivers should be neat and clean as not to be offensive to others.
- The driver is required to wear his/her employee identification badge during hours of operation as part of the uniform.
- The driver will keep the vehicle, including the console, free and clear of personal items. The driver will not remove or add anything to or from an agency bus.
- The driver must comply with all traffic regulations. The driver will be responsible for the payment of any traffic or parking tickets or citations received while on duty.
- The driver must assure that each passenger adheres to all rules and guidelines set forth by the agency; such as seat belt policy, no smoking policy, etc. The driver is not responsible for discipline of the passenger, but instead for order on the vehicle. The driver cannot refuse transportation to a passenger due to personality conflicts, but must contact the appropriate person and follow agency procedures.
- The driver must adhere to all other policies and procedures in this manual.

Conduct off Duty

- In addition to fully complying with agency's Drug and Alcohol Policy, drivers should not consume any alcoholic beverages a minimum of eight (8) hours prior to being on duty.
- The driver must maintain a clear criminal record during the course of employment (e.g., misdemeanor or felony charges, DWI, DUI, etc.). These records are subject to be checked on a random basis. A conviction will result in termination of employment.
- A driver may be relieved of driving if any one of the following occurs during employment:
 - DWI or reckless driving (major violation)
 - More than two (2) minor violations (speeding, etc.)
 - More than one (1) at fault chargeable accident.
 - Any combination of one accident and one violation (a minor violation given in conjunction with an at-fault accident is not counted)
- The driver should not let outside activities hinder their efforts in performing job duties and responsibilities. If you work in a secondary job, this must be reported to the

Supervisor and you must be sure that such employment does not conflict or interfere with your work here. Potential conflicts include poor work performance, absenteeism, tardiness, not available for overtime, or the risk of compromising confidential information.

4 Employment Procedures

4.1 Background Checks

Franklin Transit Authority will conduct National Driver's Record Verification checks on all applicants applying for a transit driver position to ensure that an employee has not been charged with, or convicted of any offense that has not been reported and dealt with according to agency policy. It is the responsibility of each transit driver in a safety sensitive position to report any and all offenses immediately following the occurrence. All information reported will be documented and filed in the employee's personnel file.

Franklin Transit Authority will also conduct National Criminal Background Checks on all applicants prior to hiring, for transit drivers in safety sensitive positions.

Upon initial employment, all employees are required to attest they are lawfully eligible to work in the United States. Employees are further required to supply the employer copies of documents providing this eligibility.

4.2 Physicals

All new applicants seeking a position as a transit driver with Franklin Transit Authority must pass a Pre-Employment DOT physical. All safety sensitive employees shall have the DOT physical, or equivalent, every two years, thereafter. However, if the company physician deems it necessary, due to an existing medical condition or any medical issue that should arise, that the driver should be evaluated more often, Franklin Transit Authority will comply in order that all transit drivers meet the standards that have been set by the Department of Transportation. If a transit driver takes medical leave he/she may be subject to a new evaluation by the company doctor before being allowed to return to work.

Examples of conditions that may warrant a new examination include: Heart Attack, By-Pass Surgery, Seizures, Stroke, Back Injuries, Bone Fractures, Hypertension, or any other serious surgeries, illnesses, or injuries. Please note that some medical conditions may prevent drivers/transit drivers from being reassigned to the job of transporting clients. If the need should arise please feel free to discuss this with our agency doctors. All re-certification physicals will be scheduled thru the personnel coordinator for the agency. Franklin Transit will pay for the initial, re-certification, and return to duty DOT physicals for transportation employees. Other costs are the responsibility of the employee.

4.3 Training

All new employees in transit driver positions must receive 40 hours of training while riding with an agency driver and drive for 24 hours with a driver on board. All drivers conducting the training must have at least 2 years of experience driving a bus for Franklin Transit Authority.

All drivers, full-time and part-time, are required to attend in-service training each year. Training is often offered in the following areas:

- Accident Procedures
- Passenger Relations
- Passenger Assistance
- Transporting special populations (such as kidney dialysis patients)
- Transporting wheelchair passengers
- Bloodborne Pathogen Education (required annually by TDOT contract)
- Drug and Alcohol Awareness (required for all safety-sensitive employees)
- New Driver Qualification Program (required for all new drivers prior to driving)
- Defensive Driving Skills
- Other training, as appropriate

To the extent possible, these topics will be covered in in-service training sessions. However, drivers are encouraged to seek training opportunities at the county level when available through other agencies and organizations.

4.4 Probationary Period

All new and re-hired employees will work on a probationary basis for the first six (6) months after their date of hire. The probationary period is intended to give new employees the opportunity to demonstrate their ability to achieve a satisfactory level of performance and to determine whether the new position meets their expectations. Franklin Transit Authority uses this period to evaluate employee capabilities, work habits, and overall performance. Either the employee or Franklin Transit Authority may end the employment relationship at-will at any time during or after the probationary period, with advance notice.

4.5 Employee Performance Evaluation

The performance of all employees shall be formally evaluated by their supervisors at periodic intervals. The results of these evaluations will be discussed with employees for the purpose of improving their performance and enhancing their chances of

advancement. Employees are required to sign the completed evaluation form indicating that they have seen the evaluation and have had the opportunity to discuss the evaluation with their supervisor.

Each year a qualified Agency Representative will re-evaluate transit drivers in safety sensitive positions on their driving skills to ensure that the proper procedures are being followed for the safe transport of passengers.

4.6 Drug and Alcohol Policy

All employees must be familiar with, and comply with, Franklin Transit Authority's drug and alcohol policy detailed elsewhere in this manual.

4.7 Hours and Overtime Policy

The work week for transit employees begins at 5:30a.m. on Monday and ends at 6:00 pm on Saturday of each week. Employees who are paid on an hourly basis will receive compensation at their rate of pay for all hours worked up to and including 40 in the work week. The actual work schedule for each employee will be arranged by that employee's supervisor. Employees are required to record their hours on the forms provided for this purpose. Both exempt and non exempt employees are required to fill in this form daily and, at the end of the workweek, sign and forward them to your supervisor for review and processing. Please ensure that your actual hours worked and leave time taken are recorded accurately. Any employee who does not record their time accurately, or falsifies their time record, will be subject to strict disciplinary action, up to and including possible termination of employment.

Overtime: "Overtime" is defined as time worked in excess of 40 hours in a workweek. Non-exempt employees, as defined herein, who work over 40 hours in a week are entitled to compensation for such hours, either in cash at the rate of one and one-half times their regular rate of pay, or (with a prior agreement or understanding between the employer and employee) compensatory time off at the rate of one hour for each hour of overtime worked. Employees shall not work overtime without first receiving the approval of their supervisor. Any employee who works overtime without obtaining advance approval of the supervisor as required may be subject to disciplinary action, up to and including termination of employment. Providing rental contract service will be compensated at two times the regular rate of pay.

Compensatory Time: Compensatory time may be given to those employees who work overtime as provided in the section on "Overtime" and with whom the company has prior agreement or understanding that the employee will accept compensatory time in lieu of cash payment for overtime. Employees are encouraged to use their accrued compensatory time, and the company will make every effort to grant reasonable request for the use of compensatory time when sufficient advanced notice is given and the workplace

is not unduly disrupted. All compensatory time should be used by June 30th of each calendar year. These hours will not carry over into the following calendar year.

4.8 Employee Benefits and Leave Policies

See The TMA Group Personnel Manual.

4.9 Reporting Illness

An employee must notify their Supervisor if they are unable to report to work. If unable to call personally due to severe illness, someone else may call on their behalf. As much advance notice as possible should be given to arrange schedules. Franklin Transit needs the combined efforts of all employees to ensure uninterrupted and efficient operations. Absenteeism and lateness place added burdens on fellow workers: Abuse of sick leave may result in discipline up to, and including, termination.

4.10 Employee Comment Procedure

Franklin Transit Authority has an open door policy for suggestions and comments. All employees may make suggestions and comments, first to their immediate supervisor and proceed on following the agency chain-of-command up to the Director.

4.11 Employee Grievance Procedure

1. The employee shall first discuss his/her dissatisfaction or grievance with his/her immediate supervisor.
2. If they are unable to reach an agreement, the employee is authorized to appeal to higher supervisory (Executive Director).

5 Drugs and Alcohol

5.1 Purpose of the Drug and Alcohol Policy

Employees are the Agency's most valuable resource and their health and safety is, therefore, a serious concern. It is the policy of the Agency to prevent substance use or abuse from having an adverse effect on our employees or the safety of our workplace or clients. The Agency work environment is safer and more productive without the presence of alcohol, illegal drugs or inappropriate over-the-counter or prescription medications in the body or on Agency property. Furthermore, employees have a right to work in an alcohol and

drug-free environment and to work with persons free from the effects of alcohol and drugs. Employees who abuse alcohol or use drugs are a danger to themselves, coworkers, clients and the Agency's assets.

The adverse impact of substance abusing employees has been recognized by the federal and State of Tennessee regulatory agencies. This Agency is committed to maintaining a drug free workplace as required by The Drug-Free Workplace Act of 1988 and the Federal Transit Administration rules.

5.2 Drug and Alcohol Policy

It is, therefore, the policy of the Agency that the manufacture, use, sale, purchase, transfer, or possession of any controlled substance (except medically prescribed drugs) or alcohol by any person while on Agency premises, engaged in Agency business or while operating Agency equipment is strictly prohibited. The presence in one's body of any controlled substance (except medically prescribed drugs) or alcohol (in excess of 0.04 by breath test) is likewise prohibited.

The legitimate use of controlled substances prescribed by a licensed physician is not prohibited. Employees in safety sensitive positions should inquire of their physicians, and notify the Agency, of the use of prescription medications which may adversely affect job performance, or which carry a caution label concerning drowsiness, driving or operation of machinery. "Safety sensitive" positions include driving a vehicle, dispatching of vehicles, maintenance of vehicles and supervision of employees in safety sensitive positions.

This policy is designed not only to detect violations of this policy but to ensure fairness to each individual. Every effort will be made to maintain the dignity of employees or applicants involved. Disciplinary action will, however, be taken as necessary in accordance with this policy.

An employee may not perform a sensitive safety function while that employee has a prohibited drug, or alcohol in excess of 0.04, in his or her system. If an employee performing a sensitive safety function is tested for drugs or alcohol under this policy and does not pass the test, that employee shall be relieved of his or her sensitive safety duties immediately.

Any employee refusing to comply with a request or requirement to submit to testing under this policy will be treated as if the test had been positive.

The Agency will distribute informational materials to employees concerning the dangers of drug and alcohol abuse. The Agency will conduct at least one hour of training annually with its supervisors on the physical, behavioral, and performance indicators of probable drug use and alcohol abuse.

The Americans with Disabilities Act (ADA) specifically provides that an individual who is currently engaging in the illegal use of drugs is not covered by that law. An alcoholic is classified as a "person with a disability" under the ADA, but they may be held to the same job performance and behavior standards as other employees. This includes conforming to the alcohol possession and use prohibitions of this policy, as well as uniform requirements for regular attendance and punctuality.

5.3 *Types of Testing*

Applicant Testing for Illegal Drug Use

An individual may not be hired or assigned to perform a sensitive safety function unless the individual passes a drug test administered under this section. Any job applicant who refuses to submit to or complete urinalysis/blood alcohol examination will be automatically disqualified for consideration for employment. Job offers are made contingent upon passing the agency's medical review, including the drug test.

All applicants whose drug test is confirmed positive will be contacted by the agency's medical review officer ("MRO") and afforded an opportunity to explain the results. Applicants will be allowed to submit to the MRO any documentation (i.e. prescriptions) which could explain the positive result.

Applicants will be specifically notified of the drug test results provided the applicant submits a written request for such results within 60 days of being notified of the disposition of his/her application.

Reasonable Cause Testing for Drugs or Alcohol

All supervisors will receive training to assist them in identifying alcohol and drug use behavioral characteristics. An employee is reasonably suspected of being under the influence of alcohol or of using a prohibited drug when a supervisor who is trained in the detection of drug use and alcohol abuse can substantiate specific behavioral, performance or contemporaneous physical indicators of probable drug or alcohol use. If an employee is having work performance problems or displaying behavior that may be alcohol or drug-related, or is otherwise demonstrating conduct that may be in violation of this policy, a supervisor, with the concurrence of the personnel director, will require that employee to submit to a blood test, urinalysis or breath test.

Post-Accident Testing for Drugs and Alcohol

In the case of a fatal accident, any employee who performed a sensitive safety function must be administered drug and alcohol tests. In the case of a non-fatal accident, unless an employee's performance can be completely discounted as a contributing factor to the accident, an employee must be administered drug and alcohol tests if any of the following conditions apply:

- An individual (the employee, pedestrian, or passenger in any vehicle involved) suffers bodily injury and immediately receives medical treatment away from the scene of the accident;
- A vehicle (including non-transit vehicles) incurs disabling damage as the result of the occurrence and a vehicle is transported away from the scene by a tow truck or other vehicle; or
- The transit vehicle is removed from operation

This applies to any employee involved unless the employee's performance can be **completely discounted** as a contributing factor to the accident. This also applies to any other employee who could have contributed to the accident. All such employees must remain available for testing.

Such employees are not to drink alcohol within 12 hours following an accident, unless an alcohol test has already been administered following the accident. If the driver is seriously injured and cannot provide a specimen at the time of the accident, the driver shall provide the necessary authorization for obtaining hospital reports and other documents that would indicate whether there were any controlled substances in his/her system.

Following an accident, drug and alcohol testing of all employees who must be tested should begin as soon as practicable following the accident. Alcohol testing should be done before drug testing. Drug testing should be done as soon as possible after alcohol testing. If the alcohol test is not done within two hours, the reason for the delay must be documented. If the alcohol test is not done within eight hours, attempts to conduct the test should cease and the reason must be documented. If the drug test is not done within 32 hours, attempts to conduct the test should cease and the reason must be documented.

Random Testing for Drugs

This Agency will conduct random testing for all covered drivers and those employees performing safety-sensitive functions. An agency-wide selection process which removes discretion in selection from any supervisory personnel will be utilized. The annualized rate for random testing will be no less than fifty percent (25 %) of covered employees.

5.4 Alcohol Testing Procedures

Breath tests for alcohol will be administered by a breath alcohol technician (BAT) trained and certified (by a National Highway Traffic Safety Administration - NHTSA - model course or equivalent) in the operation of the evidentiary breath testing device (EBT), also certified by NHTSA. Breath testing devices must be capable of providing serially numbered triplicate copies of the DOT/FTA test result reporting form - one copy is given to the employee, one copy retained by the tester, and one copy given to agency management. This form is signed by both the BAT and the employee. EBT devices will be maintained and calibrated pursuant to the manufacturer's quality assurance plan, and records of such maintenance and calibration maintained by the agency or driver of the EBT device.

Testing will be performed in a private location or, if done at the scene of an accident, in as private a location as can be obtained. The BAT will explain the testing procedure and, upon request, furnish his or her identification to the employee being tested. A refusal by the employee to complete and sign the alcohol testing form, to provide breath or otherwise fail to cooperate with the collection process, shall be noted by the BAT in the remarks section of the form, the collection process terminated and agency management notified immediately of the circumstances.

Prior to each test, the BAT will ensure the EBT registers 0.00 on an air blank. An individually-sealed mouthpiece shall be opened in view of the employee for use in each test. Following collection of the employee's breath sample, the EBT shall again be tested with an air blank, which must again read 0.00 for the employee test to be valid.

If an employee test reveals an alcohol concentration of less than 0.02, no further testing is authorized. If the test reveals an alcohol concentration of 0.02 or greater, a confirmatory test shall be performed.

A confirmatory test will be performed after a waiting period of no less than 15 minutes and no longer than 20 minutes, during which time the employee shall not eat, drink, put any object or substance in his or her mouth, and to the extent possible, not belch during the waiting period. A new mouthpiece shall be used for the confirmatory test.

During the waiting period the employee will be provided with a notice that, if the confirmatory test results in an alcohol concentration of 0.04 or greater, the employee should not drive a motor vehicle or perform any safety-sensitive function. The employee is required to initial the testing form to indicate this notice has been provided.

In the event the initial and confirmatory test results are not identical, the lower of the two is deemed to be the final result upon which any disciplinary action, if any, shall be based.

All testing records will be transmitted by the BAT to the Manager of Transportation (or his or her designated representative) in a confidential manner. Such transmission of test results will be immediate in cases where the alcohol concentration is 0.04 or greater. The Agency will maintain testing records in a secure manner, and afford an employee a copy of his or her test upon request. Other use of test results is limited to disciplinary decisions, legal proceedings initiated by or on behalf of the employee, release upon request by government agencies, or release upon written authorization of the employee.

5.5 Drug Testing Procedures

Drug testing under this policy will be done at a laboratory certified for this purpose by the U.S. Department of Health and Human Services.

Testing will be for evidence of:

- Marijuana
- Cocaine
- Opiates
- Phencyclidine (PCP)
- Amphetamines

The Agency shall engage the services of a Medical Review Officer (MRO), who is a licensed physician with knowledge of substance abuse disorders and possessing the appropriate medical training to interpret and evaluate an individual's positive test results together with his or her individual medical history and any other relevant biomedical information.

6 Operating Procedures

6.1 Dispatch Procedures

The dispatcher coordinates all vehicle runs and passenger service. This is accomplished by using RouteMatch scheduling software manifest to give to the drivers at the beginning of each day that includes name, address, and time of pick-up, destination and any other pertinent information. The dispatcher remains in communication with drivers throughout the day via the cell phone to ensure an efficient and effective transportation system. The dispatcher/driver relationship is critical to an effective and efficient transportation system.

The dispatcher performs the following functions:

- Schedules trips and makes vehicle assignments
- Dispatches updated information to drivers
- Monitor's drivers locations
- Handles cell phone communications

The dispatcher must keep in mind three considerations before making a scheduling decision. These are:

1. **Driver's shifts** – Be alert as to when drivers are starting and ending their shifts. Avoid assigning trips to drivers that will carry them beyond their scheduled shift. Remember to give drivers break and lunch periods.
2. **Vehicle capacity** – Ensure that a vehicle is not scheduled to pick up more passengers and wheelchairs than the vehicle can accommodate.
3. **Prior commitments** – Make decisions based on circumstances that exist at that time. These decisions should permit the drivers to make pick-ups and deliveries as close as possible to the times that have been promised to the customer. New decisions are made in the context of decisions already made.

The dispatcher must visualize in his/her mind the geographic pattern of the trip requests to ensure efficient scheduling. The dispatcher should constantly ask, "What would be the most efficient way to handle this trip? Would it fit best on an existing route or be best served on a new route?"

With the exception of vehicle capacity and drivers' shift times, there are no universal rules for scheduling trips. That which appears to be a logical assignment one day may be a poor assignment on another day as conditions change. Since there are no set procedures to cover every possible situation, the dispatcher is expected to use his/her best judgment.

The dispatcher/coordinator should allow for break times and lunch for all drivers, depending on the length of time they are scheduled for the day. For example, if the driver is working from 8:00 am. Until 5:00 p.m., a minimum of one 15-minute break should be scheduled for the morning and afternoon as well as 30 minutes for lunch. If a driver needs to take an unscheduled break, he/she must radio in to the center upon taking the break and returning from the break.

6.2 Driver Procedures

Drivers start their shifts by picking up their vehicle assignments, keys, and manifest. The driver then proceeds to their designated vehicle and performs the pre-trip inspection. The driver is then ready to proceed with the scheduled passenger trips. Drivers must follow all policies and procedures contained in this manual.

There may be occasions when a driver will work a split shift such as on contract work or on days when there are few reservations scheduled. The driver will report to the center for work, "clock-in", drive the scheduled trips, return to the center upon completion of those trips, and then "clock out". The driver will then be instructed when to return to work, "clock-in", transport the passengers home, return to the center once again, and "clock out". A driver may remain on the clock if there are other transportation duties that may be done such as cleaning the buses interior/exterior, taking the bus to be serviced, or perhaps viewing approved training videos.

At the end of the work shift, the driver returns the bus to the center. The trip sheet should be completed and turned in along with the bus keys and fare box to the office.

6.3 Required Communications with Supervisors

Drivers are required to report the following to the supervisor immediately:

- Any passenger confrontations or mishaps that occur between the driver and the passenger.
- Any vehicle accident. Then follow accident procedures as instructed.
- Any and all customer's accidents or incidents.
- All on the job work injuries.
- Any mechanical problems with the bus.
- Violations received on duty for any traffic regulation.
- Any possible exposure to any communicable disease.
- If a customer cannot be picked up within the pickup window or if a return trip is later than thirty minutes
- If a customer requests a deviation from the route or schedule.
- Any overtime worked.

In addition, the driver is required to inform the Supervisor when the bus is due for service.

Emergency Situations

If a driver is in an emergency situation, (bus accident, customer emergency, etc.) notify Supervisor/ Dispatcher.

Also, it is important to remember that our customers can also hear conversations that are transmitted over the cell phone. Please adhere to the following

- **Tone of Voice** - Keep as even a tone of voice as possible. Sarcasm or snideness will not be tolerated.
- **Choice of Words** - Avoid using any words that may have double or controversial meaning. Or a word that may be offensive to some people:
 - NO -- Mrs. Jones is old and crippled
 - YES -- Mrs. Jones is elderly and has a disability
- **Communication And Pronunciation** - Driver and Dispatcher should talk clearly and speak directly into the cell phone. Be sure to clearly pronounce numbers, which can be mistaken for each other.
- **Rate of Speed** - Do not rush the words thinking that time can be saved. Slurring the words will only cause
 - the driver to call in for a repeat and
 - (2) The dispatcher to have to repeat the information slowly.
- **Proper Terms** - Be professional at all times. Do not use slang or extra words or phrases, including *please* and *thank you*.

Code Ten List

- **10-1** = Driver will be out of the vehicle temporarily.
- **10-4** = Message received, acknowledged---OK.
- **10-7** = Driver out of service. Also state time going out of service.
- **10-9** = Repeat transmission again. Not understood.
- **10-20** = Location. The dispatchers ask drivers for a 10-20 to which drivers respond with an exact location.
- **ETA** = Estimated Time of Arrival.

7 Administrative Procedures and Recordkeeping

7.1 Processing Fares

Passengers must be informed of their fare at the time the trip is scheduled. Passengers should be encouraged to have the correct change. Drivers are responsible for collecting the appropriate fares. If a passenger refuses to pay a fare or deposits only partial fare, politely challenge him once, stating clearly the reason for the challenge. Ask for a deposit of the necessary additional amount required. If he refuses to pay the correct fare, immediately report the incident by phone to the dispatcher/coordinator or Supervisor. Do not move the bus while awaiting instructions.

When in doubt about fares, the driver should call the office for instructions. Unless the coordinator/dispatcher or supervisor has informed a driver prior to a passenger's pick-up of a special circumstance, the driver is not to transport a passenger until the passenger has paid his fare.

Drivers are not to make change from their own personal money for a passenger who does not have the correct fare amount and are not allowed to pay a passenger's fare with their own personal money.

Each driver must use a locked container for the collection of fares. The container is the responsibility of the driver, as long as it is in the driver's possession. The driver must always secure the container when the bus is not in operation by either carrying it with him/her or placing it under the driver's seat and locking the bus. The Supervisor or other designated administrative person should keep the key to the container in the office. Drivers should not have access to the keys.

The locked container should be transferred to the office daily to be opened. The box should never be left in the vehicle overnight. The Supervisor or designated administrative person must be present when the locked box is opened and the contents counted.

The Supervisor or designated administrative person must compare the money collected by a driver to that driver's trip sheet each day and note any discrepancies. Drivers are not allowed to make up any shortages or pay for a passenger's fare. The total fares collected each day should be deposited in the bank or locked in a safe.

7.2 Completing the Daily Manifest

TODD Drivers will receive a daily manifest (trip sheet) from the Transportation Office. Each driver will complete the manifest throughout the day. When picking up a passenger or delivering a passenger, the time, mileage, and any fares collected will be noted

8 Vehicle Operation

8.1 *Driver's Pre-Trip Inspection*

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

Each driver will inspect his or her vehicle daily. Any problem should be reported to the Supervisor immediately. A daily inspection sheet should be completed each day and sent to the Supervisor at the end of the day.

Procedure for Daily Inspections

Under the Hood

- Check for problems under the hood before you start the engine. It is easier and safer when the engine is cool.
- Check the oil, radiator, battery fluid level, transmission fluid, and power steering fluid. If low, make a note on your inspection checklist. If any fluids are below the safe level, fill fluids and mark down the adjustment on your pre-trip sheet.
- Also, check hoses for cracks or possible leaks and belts for any visible damage. Report any wear on the checklist, as soon as it begins to show.

Vehicle Interior

- Begin while seated behind the steering wheel. First, put on the parking brake. Then, turn on the ignition. Check the oil pressure, fuel and alternator gauges.
- If the oil pressure light stays on, or the gauge shows the oil pressure to be dangerously low, turn the motor off until the problem can be corrected.
- If the alternator or generator light stays on, the battery may not be charging. To guard against the possibility of becoming stranded along the route by a dead battery, report the problem immediately.
- **Check the windshield wipers** to make sure they are working and not worn or stripped.
- **Adjust each of your mirrors** so that you can see what you need to see from your normal driving position. When you are adjusting your mirrors, keep in mind what you want to be able to see within your safety zone.
- Test **your horn** to make sure it works.
- **Turn the steering wheel** gently to make sure it is not loose.
- **Push on the brake pedal**, if the tension feels spongy or soft; note this on your checklist.
- **Check the blower fan** to see if it works so you will be able to use the heater, defroster or air conditioner.
- **Check the interior lights.** If any lights are not working, note this on your checklist. Note on your checklist anything in the interior of the vehicle that needs attention.

Safety Equipment

- **Check your emergency equipment** to make sure it is in the right location and in working order. (First aid kit, spill kit, fire extinguisher, triangles etc.).

- Look around the inside of your vehicle to make sure it is clean. Clear out trash, debris or loose items. Trash or debris left in the vehicle can be tossed about by careless passengers and can cause slips, falls, and fires. A CLEAN VAN PRESENTS A PROFESSIONAL IMAGE.
- **Check any special accessibility equipment** if your vehicle is so equipped. Examine tie downs for signs of damage or excessive wear. Make sure they can be properly secured to the floor.
- Check **all lifts and ramps** by operating them through one complete cycle. Make sure they are functioning properly.
- Make sure all **doors and emergency exits** are functional and unobstructed.

Vehicle Exterior

- Turn on all **exterior lights**. With the vehicle in park and the emergency brake still on, begin the exterior check from the front of the vehicle.
- During the exterior inspection, be sure to note and report any evidence of fresh damage to the vehicle.
- Check the headlights, signal lights, emergency flashers and clearance lights to make sure they are working. (You may need co-workers assistance)
- **Check the left front tire** for any signs of road damage or under inflation. Check the air pressure with an air pressure gauge. Take care to maintain your tires at the recommended pressure.
- Move to the back of the vehicle and inspect the **left rear tire**.
- While at the back of the vehicle, **check the taillights, the brake lights, turn signal lights, and emergency flashers**. Make sure they are free of mud and dirt buildup.
- Check the right rear tire.
- Next, **look under the vehicle**. Make sure there are no foreign or unfamiliar objects hanging down or wedged underneath. Also, check to see if there are any puddles of vehicle fluid under the vehicle. If the vehicle is leaking fluid, report it to the Supervisor immediately.
- Move to the front of the vehicle and examine the **right front** tire in the same manner as the left tire.
- Check the windows for cracks and make sure they are free of ice and frost.
- Now **turn** off all lights and the engine.

If your vehicle is **safe and in good condition**, you are finished with your daily inspection. If you are not sure or not satisfied with the condition of the vehicle, check with the Supervisor before driving the vehicle.

Drivers must keep track of preventive maintenance needs. Service and preventive maintenance checks are completed every 5,000 miles (gas) and 6,000 miles (diesel). You will need to notify the maintenance manager at least 1,000 miles before the service is due. He/She will make arrangement to schedule your bus for service.

Example:

DAILY PRE-TRIP INSPECTION PROCEDURE

Date: _____ Vehicle #: _____ Driver _____ Mileage: _____

Inspect and check items below if O.K.

- Under the Hood:** Oil level (if oil added, how much?) _____
- Radiator level _____
- Battery level _____
- Transmission fluid level _____
- Power Steering fluid level _____
- Windshield wiper fluid level (add if needed) _____
- Radiator and heater hoses _____
- Belts _____
- Interior:** Oil pressure gauge _____
- Alternator gauge _____
- Fuel gauge _____
- Windshield wipers _____
- Mirror adjustment _____
- Horn _____
- Steering (free play) _____
- Brakes (free play) _____
- Blower fan _____
- Interior lights _____
- Safety Equipment:** Spill kit (completely equipped) _____
- First aid kit (completely equipped) _____
- Fire extinguisher _____
- Triangles _____
- Vehicle cleanliness _____
- Wheelchair securing elements _____
- Ramp and/or lift hardware _____
- Cycle ramp and/or wheelchair lift _____
- Emergency exits accessible and operational _____
- Exterior:** Headlights _____
- Turn signals _____
- Emergency flashers _____
- Tail lights _____
- Brake lights _____
- Fluid leaks (ground indications) _____
- Tires (track depth, inflated) _____
- Window glass _____

LIST ANY OTHER VEHICLE DEFECTS:

Driver's Signature: _____ Date Submitted: _____

Date Received in Central Office: _____

8.2 Equipment Inventory

All vehicles must be equipped with the following at all times:

- Clipboard
- Driver Manifest
- Odometer Sheet
- Preventive Maintenance Record
- Incident Report
- Accident Report
- Fare Box
- Map Books
- First Aid kit
- Blood Borne Pathogen Kit
- Cell Phone
- Disinfectant
- Windex
- Paper Towels
- Broom
- Garbage Can
- Fire Extinguisher
- Three (3) reflective triangles
- Flashlight
- Ice Scrapers
- Umbrella

The driver will be responsible for maintaining all equipment that is provided on the vehicle. If supplies are used, drivers should notify the Supervisor to replenish the required items.

8.3 Lift Operation

Wheelchair Lift Procedures

- Read and be familiar with the owner's manual before operating lift. Keep owner's/service manual in the vehicle at all times
- Load and unload on a level surface only
- Engage the vehicle emergency brake before starting lift.
- Provide adequate clearance outside the vehicle to accommodate the lift before opening cargo door(s) or operating lift.
- Load and unload clear of vehicular traffic.
- Inspect lift before operation. Do not operate lift if you suspect lift damage, wear, or any abnormal condition.
- Keep operator and bystanders clear of area in which the lift operates.
- Use hand hold to unfold and fold platform.
- Platform must be unfolded and lowered below door level before opening and closing doors.

- Platform must be fully raised and transition plate must be fully unfolded before loading or unloading a wheelchair passenger in or out of the vehicle.
- Lower head when loading or unloading at vehicle floor level in low clearance door openings or if wheelchair passenger is above average height.
- Lower platform fully before loading or unloading platform at ground level.
- Platform roll stop must be fully depressed until front and rear wheelchair wheels cross roll stop when loading or unloading at ground level.
- Do not use the platform roll stop as a barrier (brake). Stop and - brake wheelchair when loading onto the platform.
- Do not overload or abuse. Continuous lifting capacity is 600 lbs.
- Raise platform fully before folding to closed position.
- Platform must be lowered fully in closed position (platform locking side rails must be lowered fully in platform locking channels) when lift is not in use.
- Whenever a passenger is on the platform, the passenger should face outward, the wheelchair brakes must be locked, and the roll stop must be up. Braun lifts accommodate both inboard and outboard facing wheelchair passengers and standees. Load and unload passengers as specified in the owner's manual.

Drivers are not permitted to ride the lift up or down with the customer. Drivers should stand on the ground to the side with the controls and one hand on the wheelchair. Keep all others away from the lift platform. Never allow a passenger to load and operate the lift.

8.4 Wheelchair Securement

Securing the Wheelchair

Wheelchair lift equipment is to be operated by the driver and all wheelchair securement's are to be doubly checked by the driver. If the wheelchair will not securely fasten to the securement, the driver will courteously explain to the passenger that the trip must be refused for safety purposes unless the driver can obtain a second vehicle assignment from the dispatcher in a timely manner. Franklin Transit Authority driver will not transport a passenger in a wheelchair unless it is securely tied down.

With the wheelchair and occupant facing toward the front of the vehicle, center the wheelchair between the floor tracks or plates. As you position the wheelchair, remember that the securement straps need to have approximately a 45 degree angle from the floor tracks or plates to where they attach to the frame. Also, keep in mind the proper extension and placement of the occupants' restraint shoulder belt. Apply the wheel locks or turn off the power if motorized.

Attaching the Front Straps

If using a D-ring system, first install the track-fitting end of the front securement strap into a slot of the floor track or plate that is at least 3" outside the front wheel. This prohibits the strap from interfering with the passenger's footrest and provides increased side to side stability. Pull on the strap assembly to ensure that the fitting is firmly engaged and locked into the track or plate slot. Next, loop the other end of the strap around a structural frame member, as close to the corner of the seat base as possible. Try to maintain approximately a 45 degree angle from the floor track or plate, to where the strap attaches to the frame. Bring the strap end around and attach to the D-

ring. Pull the loose end of the strap and tension through the buckle until tight. Repeat this procedure with the other front strap.

If you are using a system with a S-hook, follow the same procedure as before, but rather than looping the strap, you may simply attach the S-hook around the same frame member. Once again be sure to pull the loose end of the strap and tension through the buckle until tight.

Attaching the Rear Straps

If using a D-ring system, install the track fitting end of the rear securement strap into a slot of the floor track or plate that is just to the inside of the rear wheel. Pull on the strap to ensure that the track fitting is firmly engaged and locked into the track or plate slot. Next, loop the other end of the strap around a structural frame member, as close to the corner junction of the seat cushion and seat back, as possible. Again, try to keep a 45 degree angle on the strap between the floor track or plate to the frame. Bring the strap end around and attach the hook to the D-ring. Pull the loose end of the strap and tension through the buckle until tight. Repeat this procedure with the other rear strap.

If using a system with a S-hook, secure the hook to the frame rather than looping the strap around. Then again, pull the loose end of the strap and tension through the buckle until tight. Check to ensure that all securement straps are properly attached and tensioned, and that the wheelchair is secure and does not have any excess movement front to rear, or side to side. There are many times when extra support is required for the wheelchair or occupant. In this event, two additional rear straps will be used. In some cases there will not be a solid, structural member to which the securement straps can be easily attached. In these cases the Quick Strap can be used. This colorful strap attaches to the wheelchair and provides a quick and highly visible installation point of the strap assemblies.

Proper Strap Attachment

Do not allow the straps to conform or bend around any object, (e.g., the wheels, footrests, etc.). The securement straps must have a clear, straight load path from the floor tracks or plates, to where they attach to the wheelchair frame. Keep the straps away from any sharp edges or corners.

Never use only the cam buckle straps on all four points of attachment to the wheelchair frame. The cam buckle strap is primarily a slack-removing device and can only tension to the extent of the operator's strength and angle of pull. At least two of the securement strap assemblies need to have full tensioning capability, (e.g., rather or over center buckles).

Do not use the differing styles of buckle straps for attachment to the same end (front or rear) of the wheelchair. Use two of the same, identical style of buckle straps for attachment to the front, and two of the identical style of buckle straps.

Do not cross-connect the securement strap assemblies. This may place added stress or unequal load forces on the wheelchair frame and may lead to potential collapsing or tipping of the wheelchair.

If proper attachment and securement of a particular style of wheelchairs cannot be accomplished, consult with your supervisor.

Attaching the Lap and Shoulder Belt

First, attach the lap belt, remembering to let the occupant know what you are doing at all times. Then, place the ends of the lap belt around the occupant. Thread them down, and through, the opening between the side panel and seat cushion, or through the gap between the seat back and seat cushion. For parallel or floor anchored lap belts, install the track-fitting ends into the rear track or plates and into a slot that is next to the rear securement strap track fitting on each corresponding side. For integrated lap belts, attach the snap hook ends of the belt directly to the gold, forged D-ring on the rear securement strap assemblies (FE500 Series only). Adjust the lap belt, through the adjusters, firmly and comfortably. Ensure that the buckle and connection point are located low at the occupant's pelvic zone, near the hip and opposite the side from where the shoulder belt extends. Pull on the lap belt to ensure proper attachment.

Bring the triangular fitting on the end of the shoulder belt over the shoulder, contacting the clavicle or collar bone and diagonally across the upper chest of the occupant. Connect this fitting to the stud of the lap belt latch plate. Pull in the loose end of the belt through the adjusted to achieve firm, but comfortable tension. Pull on the belt to ensure that all fittings are properly attached. For track-fitting shoulder belts, install the track fitting into the desired slot that provides the proper extension and placement of the shoulder belt on the occupant. The non-retractable shoulder belts are easily attached to a section of track mounted on the vehicle sidewall, which provide increased positioning flexibility for multiple station vehicles

CAUTIONS:

- The lap belt must be worn low and snug across the front of the occupant's pelvic zone, with the junction between the lap belt and shoulder belt located near the wearer's hip.
- Never position the lap belt over the abdominal area, over the wheelchair arm rests, or with the belt assembly twisted.
- Never extend the shoulder belt across the occupant's neck or face.
- Do not use postural support belts (belts that simply go around the occupant and mobility air or are attached directly to the wheelchair) in lieu of an approved lap belt that is designed and tested to be use in conjunction with the securement system.

Summary of Wheelchair Handling Procedures

Before Loading

- Greet and introduce yourself to the customer
- Check the hand grips on the wheelchair
- Ask the customer to place their hands in their lap
- Make certain the customer has all belongings

Loading

- Back the customer onto the lift platform
- Secure the wheelchair "brakes"
- Secure and check the safety plate

Operation of the Lift

- Clear and check the lift area
- Operate the lift controls with one hand from ground level

- Hold wheelchair with the other hand
- Raise the lift with a smooth flow
- Secure the lift mechanism

Boarding the Vehicle

- Release the wheelchair "brakes"
- Position the wheelchair in the vehicle
- Secure the wheelchair "brakes"

Securement of the Wheelchair

- Release the "brakes"
- Move the wheelchair into the locked position
- Properly secure the wheelchair
- Attach the customer's seat belt

Disembarking from the Vehicle

- Disengage the wheelchair "brakes"
- Position the wheelchair at edge of the lift platform
- Secure the wheelchair "brakes"

Unloading

- Release the wheelchair "brakes"
- Pull the wheelchair onto lift platform
- Secure the wheelchair "brakes"
- Check the safety plate

Operation of the Lift

- Clear and check the lift area
- Operate the lift controls with one hand from ground level
- Hold the wheelchair with the other hand
- Lower the lift with a smooth flow
- Secure the lift mechanism
- Lower the safety plate
- Remove the wheelchair from the lift platform

8.5 Procedure for Transporting Oxygen

Passengers' using portable oxygen must be transported. They should carry the minimum number of portable oxygen tanks necessary for the duration of their trip. Drivers must ensure that the portable oxygen tanks are stored securely while the vehicle is in motion. The tanks should not move around during transport, which could cause the tanks to explode. Tanks may be secured in a seat with the seat belt, secured on the vehicle using bungee cords, etc.

8.6 Fueling Procedures

Passengers should not be on the vehicle during the fueling process. It is each driver's responsibility to fuel the vehicles. It is suggested that drivers refuel the vehicle driven that day at the end of their shift. If the vehicle was not driven much that day then it may not be necessary to refuel. Vehicles should be refueled when they have less than half a tank. Under no circumstances should the vehicle be below a quarter of a tank.

8.7 Securing the Vehicle When Out of Service

Vehicles must be parked at the designated location at the end of each day, unless prior arrangements are made with Dispatcher/Supervisor. Vehicle parking should always be in a well-lit area. All vehicle doors must be locked, windows rolled up, and the fare box removed. The same procedures must also be followed throughout the day when the vehicle is not in service. If the driver must leave the vehicle for a short period of time, all vehicle doors must be locked, windows rolled up, and the fare box placed under the driver's seat or somewhere out of view from persons walking past the vehicle.

All drivers must notify the dispatcher any time they will be out of the bus for any extended period of time. TODD Drivers must also notify the office of times they will be taking and their lunch break.

8.8 Use of Vehicles

Franklin Transit will assign all vehicles. Vehicles are for the transportation of passengers to destinations. Assigned vehicles are to be driven to the designated overnight parking location. In no case should the assignment of a vehicle be considered a benefit for the private convenience of an employee. Vehicles are not to be driven at any time for the private convenience or personal use of an employee, a family member or a friend.

If driver is unable to work he/she is to contact the supervisor, who will then contact a Relief Driver. The supervisor will determine the arrangements for the relief driver to get a bus to fill-in for the regular driver. If the regular driver is taking sick leave, the relief driver will get the bus as determined by the Supervisor.

9 Preventive Maintenance

9.1 Vehicle Preventive Maintenance Schedule

Always refer to and follow the guidelines in the warranty book that comes with the vehicle. Drivers are responsible for pre-trip inspections. Drivers should report any concerns to their supervisor. The supervisor is responsible for scheduling maintenance work to be done. If the vehicle is still under warranty the respective dealership (i.e., Ford, Dodge, or Chevrolet) must be used unless the manufacturer of the vehicle approves prior arrangements. If the vehicle is no longer under warranty, the respective dealership may continue to be used or a respectable local repair shop may be used. Documentation of maintenance procedures must be kept on file. Receipts must be submitted to Franklin Transit Office each month along with the monthly financial report.

An example of a basic preventive maintenance schedule may include, for every:

- 5,000 miles (gas) lube, oil & filter, and check brakes and air filter
- 6,000 miles (diesel)
- 6,000 miles Tire rotation, check brakes
- 9,000 miles Check alignment

- 15,000 miles Transmission service, air filter
- 21,000 miles Replace brakes if necessary
- 30,000 miles Replace tires if necessary
- 60,000 miles Belts and hoses
- 100,000 miles Tune-up
- Annually flush radiator, replace coolant, and service air conditioner
- Every 2 years replace all hoses
- Every 4 years replace battery

In addition, drivers should regularly clean the vehicle interior and exterior as determined by the amount of use, road conditions, and weather conditions.

9.2 Wheelchair Lift Preventive Maintenance Schedule

An example of a basic preventive maintenance schedule may include:

Every 2 weeks / 50 cycles	<ul style="list-style-type: none"> ▪ grease whale slot, fold slots, and safety barrier latch
Every 4 weeks / 100 cycles	<ul style="list-style-type: none"> ▪ oil the whale pins, safety barrier hinge, bridge plate hinge, platform fold bearings, and horseshoe pivot pins
Every year / 1250 cycles	<ul style="list-style-type: none"> ▪ change pump oil ▪ inspect/replace: cotter pins, weldment lever, whale slots, horseshoe pivot, fold slots, platform fold bearings, and power cable ▪ replace decals if not legible ▪ check to see that lift is securely anchored - no loose bolts, broken welds, or stress fractures ▪ remove cover and inspect cylinder, chains, bearings, hoses, wires ▪ tighten all bolts

10 Safety Procedures

10.1 General Safety Guidelines

DO:

- Conduct pre-trip inspection of bus each morning to insure all safety features and equipment are working properly.
- Keep all exits unlocked whenever the bus is in service.
- When loading and unloading passengers or exiting the vehicle, put the bus in park, engage the emergency brake, and turn off the engine. Utilize emergency flashers when appropriate.
- Load and unload passengers on the right curbside of the street in front of their residence/destination or in the driveway of their residence.
- On any type of incline, turn wheels toward curb and use emergency brake.
- Stand outside the door to aid passengers on and off the van. Only the driver or designated escort should open and close the door.
- Make sure passengers have properly fastened their safety belts.
- Unload passengers at the closest possible point of destination.
- Avoid backing the van if at all possible. If you can't see, then don't back up.
- Follow the one-step rule when transporting wheelchair passengers.

DON'T:

- Do not leave the bus unattended with motor running and/or with passengers on board.
- Do not refuel with passengers on board or with the engine running.
- Do not carry on extended conversations with passengers while driving.
- Do not eat, drink, or smoke while driving the bus.
- Do not cross creeks in the bus.
- Do not drive a bus that is not in good, safe working condition.
- Do not load or unload passengers into traffic.

10.2 Defensive Driving

1. Accident Prevention

By practicing good defensive driving practices, more than 90 percent of accidents can be prevented. Therefore, **SAFETY IS NO ACCIDENT.**

2. Driver Defensive Driving Tools

As a driver, you have your own defensive driving tools. They are your brain, eyes, ears, arms, hands and feet.

3. Acquired Defensive Driving Skills

A driver can acquire specific defensive driving skills through practice. You can develop or improve your ability to survey the road and identify potential hazards, remain cognizant of your vehicle safety zone and everything and everyone that enters that zone, recall and practice the rules of the road, fully understand your vehicle's equipment, and safely maneuver your vehicles.

4. Vehicle Defensive Driving Tools

By using a combination of driver skills and vehicle defensive driving tools, you can be a good defensive and safe driver. Your vehicle's defensive driving tools are the steering wheel, brakes, lights, horn, defroster, windshield wipers, mirrors, and accelerator.

5. Mirrors, Safety Inspection, Seat Belts

Waiting for the engine to warm up is a good time to adjust your mirrors, complete your pre-trip safety inspection, and fasten your seat belt.

6. Accelerating

When accelerating the vehicle, keep it smooth whether you are accelerating from a stop or accelerating while moving. Unnecessary quick acceleration or "jack rabbit" starts can throw passengers around causing them discomfort and pain. It also wastes fuel.

7. Steering

Proper steering techniques can also make the ride smoother. One of the best ways to steer is placing your hands on the wheel by imagining the wheel as a clock dial with the top of the wheel representing 12 o'clock. Place your right hand at the three o'clock position and your left hand at the nine o'clock position. Now, you can smoothly turn left by pulling the wheel with your left hand and pushing it with the right hand. To steer right, simply reverse the process. When steering, keep both palms around the wheel with the thumbs on top. Never hook your thumbs around the wheel and avoid wearing any jewelry that could get caught in your clothes and restrict the movement of your hands on the wheel. These procedures should work well whether changing lanes or turning.

8. Backing

Even with the proper safeguards, backing a vehicle can be very dangerous. Your mirrors are of only limited use because of blind spots. For example, you may be able to see another vehicle in your mirror but not a child standing in the same spot. If you are not absolutely sure that there are no persons or obstacles behind your vehicle, put it in park, put on the emergency brake and get out and check. If it is absolutely necessary to back your vehicle and there is not another employee or responsible person to assist you, put on your emergency flashers and give short continuous beeps on the horn while backing. The best policy for backing is to try to maneuver your vehicle so that backing is seldom required.

9. Mirror Adjustment

Mirrors are helpful while backing, turning, and changing lanes. They can also help you to survey the road when properly adjusted. Remember, mirrors do have limitations. The left side mirror is used to check traffic on the left side of your vehicle. However, there is usually a blind spot directly over your shoulder and directly behind the vehicle. The right side mirror is used to check traffic and other activity on the right side but there is usually a blind spot directly under the mirror near the front end and directly behind the vehicle. Also, remember that many right side mirrors make objects appear farther away than they really are. The other mirror, your overhead rear view mirror, may be of little use on a crowded vehicle except to check on your passengers.

If you can see out the back window of your vehicle, use the rear view mirror for surveying the road.

10. Surveying The Road

Surveying the road means being alert to what is going on outside the vehicle. This can be accomplished by looking in the left mirror, glancing in the overhead mirror, looking in the right mirror, then looking straight ahead through the windshield. Then, repeat the pattern every 10-15 seconds as you drive. You can control what you and your vehicle do but you must survey the road for potential accidents involving other drivers, their vehicles, pedestrians, and other road hazards. By surveying the road, you are assuming and preparing for the worst.

11. Vehicle Safety Zone

One of the reasons you survey the road is to keep your safety zone as clear of hazards as possible. The safety zone consists of the area near the rear, front, and sides of your vehicle. How large the area depends on the width of the traffic lane, and roadside obstacles, your following distances and other vehicle's following distance from you. The zone is affected by the speed of your vehicle, the speed of other vehicles around you, and the weather. Since you cannot always keep your safety zone free of hazards, the key is to know when the hazards are present and adjust your driving and plan ahead accordingly. Much of this can be accomplished by the use of your vehicle's defensive driving tools. They are:

- The Brakes - your most basic tool.
- The Lights - they allow you to see better and make you more visible to others during times of reduced visibility.
- The Turn Signals - when properly used, they inform others of your intentions.
- The Accelerator the accelerator can help you adjust your speed to avoid accidents.
- The Horn - it can warn others of your presence but it does not give you the right of way.
- The Defroster; Air Conditioner, Windshield Washer and Wipers - they can provide a clear windshield when properly used.

12. Following Distance

The safety zone in front of your vehicle is best controlled by you when exercising the proper following distances. To establish the proper following distance, we recommend the 1,000 and 4 rule. To use the rule, you should note when the vehicle ahead passes a point such as a pole, tree, or sign. When the vehicle in front of you passes that point, you should begin counting by saying "one thousand and one, one thousand and two, one thousand and three, one thousand and four." If you pass that same point before reaching "one thousand and four," you are following too closely behind the vehicle to stop or take defensive or evasive action. If you have stopped behind another vehicle, do not move until the other vehicle has moved and you have counted to "one thousand and three." This should give you sufficient time to respond if the vehicle in front of you has had to make a quick stop because of a careless pedestrian or other obstacle moving into the path of the vehicle. If you maintain a proper following distance, you should be able to stop without striking a vehicle, a motorcycle, etc., in front of you.

13. Routine Braking

Under normal routine braking, smooth and steady pressure on the brake pedal should provide a smooth and safe stop. Stepping sharply and heavily on the brake pedal should only be done when an emergency stop is required.

14. Stopping Distance

In an emergency, stopping distance is determined by reaction time and braking distance.

- *Reaction time* is that time that passes from the instant you perceive the need to brake until your foot actually hits the brake. While many professional drivers have been tested as having a reaction time of 3/4 of a second, it is a fast reaction time and usually involves the driver knowing the test is being done. In reality, most reaction times are slower than 3/4 of a second. During reaction time, your vehicle continues to move down the road. For example, a vehicle going 25 mph will travel 27 feet during reaction time of 3/4 of a second. At 35 mph, the travel distance is more than 38 feet, and at 55 mph, the travel distance is more than 60 feet. Remember, these are the distances you will travel before you ever apply the brakes.
- *Braking distance* is the distance it takes your vehicle to stop once the brakes are applied. Some of the factors that affect braking distance are:
 - **VEHICLE WEIGHT** - this is a factor during braking because weight shifting forward may prevent the wheels from locking immediately. The faster your vehicle is traveling and the heavier it is, the more acute weight shift becomes.
 - **ROAD SURFACE** - road surface affects braking distance because of the amount of friction created between the sliding tires and the road. This is called the coefficient of friction and is rarely the same for any two surfaces.
 - **WEATHER CONDITIONS** - Weather conditions also affect braking distance. It will take a vehicle longer to stop on a wet road than it will on a dry road. For example, if a vehicle traveling at 45 mph on a dry road can slide to a stop in 100 feet, it may take that same vehicle 150 feet to stop on the same road when it is wet. If the road is icy, the braking distance could be longer than 225 feet!
 - **MECHANICAL CONDITION OF THE BRAKES** - If any of the brakes are not working properly, it will take you longer to stop. If you suspect there is a problem with the braking system, report it immediately so that corrective action can be taken. (**NOTE:** Except for bald tires, tire or tread design have very little effect on braking distance on dry surfaces.)

As stated above, stopping distance is determined by adding the distance traveled during reaction time to the distance traveled during braking. For example, at 25 mph, the vehicle will travel about 27 feet during reaction time, and if all the brakes are functioning and the road is dry, the vehicle could brake to a stop in about 31 feet for a total stopping distance of 58 feet. The stopping distance for this and other speeds are as follows:

- at 25 mph, 27 feet plus 31 feet = 58 feet
- at 35 mph, 38 feet plus 61 feet = 99 feet
- at 55 mph, 60 feet plus 150 feet = 210 ft

If the vehicle is traveling 55 mph and the pavement was wet, the braking distance could be as high as 225 feet. Adding that to the reaction distance of 60 feet gives *us* a total stopping distance of 285 feet. That's a good reason to slow down in wet weather!

15. Changing Lanes

When changing lanes, we recommend you signal your intentions at least 150 feet before you want to change. Look into the mirror on the side you want to move to, change lanes smoothly when the side of your vehicle is clear. Don't forget that your mirrors do have blind spots. Once you have changed lanes, use the "1,000 and 4" rule to reestablish following distance.

16. Merging Into Traffic Lanes

When merging into expressway or traffic lanes, signal at least 150 feet before entering the lane and try to match your speed to the vehicles already in the lane you are merging into. However, be careful to watch for drivers ahead of you who may have carelessly stopped while trying to merge. Once you are into the traffic lane, reestablish following distance by using the "1,000 and 4" rule.

17. Exiting Traffic Lanes

When exiting a traffic lane or leaving the expressway, signal at least 250-300 feet before you want to exit. Check the mirror on the exit side and move into the exit or deceleration lane as early as possible and when it is clear. If you signal more than 250-300 feet ahead of time, drivers following you may assume you forgot to turn your signal off from some other maneuver and may actually attempt to pass you on the side to which you are trying to move. Once in the exit lane, begin slowing down to below the posted limit. If possible, avoid slowing down until you reach the exit lane since expressway traffic usually involves higher speeds and demands extra attention that other drivers may not exercise.

18. Passing,

Passing another vehicle on an expressway can usually be handled like a normal lane change. However, passing a vehicle on a two-lane road is another matter. If you must pass on a two-lane road, maintain your proper following distance until ready to pass. Make sure there is no oncoming traffic, you have plenty of room, someone is not about to pass you, and you are not in a no-passing zone. Check your left mirror, signal, and smoothly accelerate into the oncoming traffic lane and pass the vehicle. Before pulling back into the right lane ahead of the vehicle you have just passed, signal your change again and check your mirrors to make sure you have left the other vehicle with proper following distance.

19. Curves

Curves in the road usually are not a problem if you follow some simple rules such as slowing to below the posted limit, not braking during the curve if possible, and not passing on the curve if it is only a two-lane road. While some drivers boast that they can negotiate a curve at a speed much greater than the posted limit, they are wrong in most cases. Speed limits for curves are

established by taking into consideration such factors as an "average" driver's skill, and "average" vehicle's steering and suspension system, the road surface, and amount of the bank in the curve. However, while some posted speed limits may make allowances for wet pavements, many do not make allowances for snow and ice. If you are unsure of road conditions on a curve, *slow down!*

20. Intersections

More than 1/3 of all accidents occur at intersections. Intersections are regulated by traffic signals or signs or rules of the road. When approaching an intersection, slow down and be prepared to stop. Obey all traffic lights and signs and survey the intersection by looking left, then right, then left again. When entering the intersection, be sure to survey the intersection for pedestrian and vehicular traffic. Be prepared to stop or yield at any time. At four way stops, the vehicle that arrived at the intersection first, usually goes first. If there are no signs or signals and two vehicles arrive at the same time, the one on the right usually goes first. However, some drivers do not always follow the rule or the rule may not always apply, so, be prepared to yield the right of way when necessary to avoid an accident. When making right turns on a red light where law permits, make sure there is not cross traffic coming and there are no pedestrians crossing from your right or left.

21. Railroad Crossings

Since railroad crossings are very dangerous points, we make the following recommendations.

- Always put emergency flashers on as you approach the crossing.
- Never assume railroad signals or gates are working properly.
- Stop short of the track in the farthest right lane but close enough to let you see down the tracks in both directions.
- If necessary, open the front door or window to listen for a signal or approaching train.
- Check each set of tracks before crossing.
- Maintain proper following distance so that you do not have to stop on the tracks at any time.
- Avoid shifting manual transmissions while on the tracks. Do not risk being stalled on the tracks because of transmission problems.

22. Night Driving

Driving at night requires extra added attention because of a sharp reduction in visibility. Following distance should be strictly maintained and you should try to plan to stop in that portion of the road illuminated by your headlights. Be sure to turn on your lights before sunset and leave them on for a while after sunrise. Try to drive with your bright (high beams) on – especially when there is a car less than 500 feet in front of you going the same direction, or, there is a car approaching you within 500 feet. If a vehicle approaches you with its high beams on, you can signal the vehicle with your high beams but don't leave your high beams on. If the other vehicle leaves its high beams on, look to the right side of the road until the vehicle passes. If you leave your high beams on in retaliation, there are now two nearly blind drivers!

23. Fog And Smoke

In smoke or fog, always use your low beams so that you'll be able to see the road much better. If possible, never stop on the roadway in dense smoke or fog. It is better not to drive into it at all than to drive into it, become blind, and stop on the roadway. Stopping on the roadway invites a serious rear end collision from following traffic. The cardinal rule to driving safely at night or in fog or smoke is **slow down**.

24. Slippery Pavement

The main dangers while driving on a slippery pavement is, the longer distances required to stop and the possibility of an unintentional skid. Since stopping distance increases on wet, icy, or snowy pavements, or on wet leaves, you should slow down and increase your following distance two or three times the normal dry weather distance. To avoid an unintentional skid, you should (1) slow down; (2) apply steady pressure to brakes, when braking is required. NEVER PUMP YOUR BRAKES, (3) accelerate slowly and evenly when acceleration is required, (4) try to avoid any quick or abrupt movements of the steering wheel, and (5) plan ahead. If, in spite of all your efforts to drive defensively your vehicle starts to skid, you can probably stop the skid by (1) easing up on the accelerator, (2) not using the brakes, and (3) turning the steering wheel in the direction of the skid. Turning the steering wheel in the direction of the skid can assist in stopping the skid. For example, if the rear tires start to skid right, turn the steering wheel to the right. This maneuver is also simply referred to as "steering down the road."

25. Driver Ability

Other areas that can affect your ability to drive safely and defensively are personal problems, inadequate rest, alcohol and/or drug use, and illness.

Personal problems can cause stress which can affect your alertness, awareness, and ability to make quick but sound decisions. While no one expects you to be able to turn off your personal feelings like a machine, you should be aware that personal problems can affect your judgment. Be prepared to deal with your problems by keeping your mind on your driving and exercising greater caution.

The amount of rest you get can greatly affect your alertness and reaction time. Adjust your schedule and life style to ensure that you get adequate rest to be alert on the job.

Alcohol in any amount affects your alertness and ability to function as a defensive driver. You should not drink any alcohol for at least 8 hours before coming to work. Under no circumstances should you drink alcohol on the job or at breaks. Both legal and illegal drugs can also affect your ability and attitude. Consult your doctor about using any medicine on the job. Of course, using illegal drugs at any time is neither permitted nor condoned.

Illness can also affect your ability to function safely and defensively. For illness, there are two recommended rules. They are: (1) if you are ill, don't drive and (2), if you are chronically ill, seek employment that does not require you to drive for a living or even as a volunteer.

10.3 Safe Locations for Receiving and Discharging Passengers

If there is a curb on the street where you need to stop, try to stop about 6 inches from the curb so that it will be easier for ambulatory passengers to get on or off the vehicle. If you must park further than 6 inches from the curb, then it is recommended that you park at least 3 feet from the curb so that passengers won't try to stretch from the curb to the vehicle. If you discharge or pick up passengers where there is no curb, park your vehicle as if the edge of the road was a curb. In case your regular loading area is blocked, you may have to load and discharge passengers from the street. Any time that you have to discharge passenger into the street, warn them ahead of time that they should watch their step and that they will be in the street upon leaving the vehicle.

When boarding and discharging passengers in bad weather, try to maneuver your vehicle so that passengers can avoid deep water, snow, slush, or mud.

If you use vehicles with a rear lift or ramp, you will need sufficient clearance behind you to maneuver wheelchairs onto the ramp or lift. If you use vehicles with side lifts, you must leave sufficient space between the lift and the curb to board wheelchairs. On vehicles with side ramps, it may be convenient to park close enough to the curb so that the ramp rests directly on the curb. This usually reduces the angle on the ramp and requires less effort to push the wheelchair up the ramp.

A consideration to make when dealing with wheelchair passengers is the type of surface the passengers must use to get to your vehicle. Whenever possible, park in an area that has a smooth and solid surface leading to your vehicle. Moving a wheelchair across a rough or soft surface is not only difficult, it can be extremely dangerous for the chair occupant and may actually cause damage to the chair.

10.4 Severe Weather / Hazardous Condition

While every effort is to be made in providing transportation service according to schedule, weather conditions may cause the operation of vehicles to be unsafe. Inclement weather conditions include snow, sleet, ice, flooding, etc. During inclement weather, the following guidelines apply:

- The Executive Director and/or Transportation Manager will determine if the agency will be open or closed and notify the appropriate radio station(s).
- Attempt to call all scheduled passengers for the day to inform them of the closing or limitation of service.
- If the agency is to be closed, employees will take annual leave or leave without pay.
- If the agency is to be open, employees will receive instructions from the Supervisor about reporting to work.
- Transportation service can be provided when, at the discretion of the Executive Director and/or Transportation Manager, road conditions are safe to do so. The first concern is for the safety and well being of the riders and driver.

- As road conditions improve, transportation service can be provided on a limited basis and, in time, as regularly scheduled.
- Transportation service should never be provided when weather conditions jeopardize the safety and well being of the passengers or driver.
- Drivers may use their own discretion concerning the conditions of the road they are traveling at the time.
- Drivers should report hazardous conditions at first signs to the dispatcher.

If inclement weather occurs in midday, the same procedures will apply.

In the event of an emergency or natural disaster, all scheduled transportation service may be discontinued. Every effort will be made to take those passengers who are en route or at appointments to their home as quickly as possible.

10.5 Blood Borne Pathogens

Universal precautions shall be observed in all instances which have the potential for contact with blood and other potentially infectious materials. Under circumstances in which differentiation between body fluid type is difficult or impossible, all body fluids shall be considered potentially infectious materials. Universal precautions is a method of infection control in which all human blood and certain human body fluid is treated as if known to be infected with HIV, HBV, and other blood borne pathogens. The following universal precautions could apply following an accident or illness on a transit vehicle:

- Assume ALL human blood, plasma, serum, body fluids (semen, saliva in dental procedures, cerebrospinal and amniotic fluid, breast milk, vaginal secretions and any fluid contaminated with blood) and tissues to be contaminated with Human Immunodeficiency Virus (HIV) and/or Hepatitis B Viruses (e.g. HBV). Handle them with appropriated care!
- All employees with occupational exposure to blood and other potentially infectious body fluids are to be offered Hepatitis B vaccine at no cost to the employee.
- Remember: The most susceptible route of laboratory infection for HIV and HBV is by accidental needle stick, contamination of the mucous membranes, or through broken, abraded or irritated skin. Use appropriate caution and maximum protection to prevent such contact.
- Use aseptic technique. Thorough hand washing is essential after handling blood and body fluids and after wearing gloves.
- All contaminated liquid or solid wastes are to be decontaminated before disposal or disposed of in regulated color coded, labeled waste containers.
- A spill kit (bleach, leak proof container, paper towels, gloves, forceps, spray bottle) is to be used to clean up infectious material spills. Large spills are to be cleaned up by donning gloves and lab coat or aprons: then pour full strength bleach (5%) around edges of spill or alternately paper towels soaked in bleach can be placed over the spill area. Approximately 20 minutes of contact time should be allowed to ensure germicidal action. All materials are then gathered into containers and soaked in bleach for 30 minutes further and then

discarded. Small spills can be wiped up with paper towels and sprayed with freshly made 1:10 bleach.

If an accident occurs on the bus where clean up is required personal protective equipment should be used at all times. In addition, universal precautions procedures should be followed. Each bus is equipped with a spill kit containing all required items. If or when this kit is used, employees are required to notify management immediately and complete a spill kit procedure form. Procedures must be followed in proper disposal.

To clean up spills or accidents that are not considered hazardous or contaminated, universal precautions should still be followed. Use the other supplies (spray, paper towels, absorbent, hand soap, etc.) that have been provided. Dispose of properly. Extra gloves are provided in your spill kit and should be used in assisting passenger with a potential for exposure.

Hand washing is the single most important way to stop the spread of germs. Wash hands and any exposed skin immediately after any exposure to potentially infectious materials. If you can't get to a hand-washing facility immediately, use antiseptic hand cleanser and clean towels or antiseptic towels. Then wash with soap and water as soon as you can. You must always wash hands even if you use gloves. Your rings and watch are a good place for bacteria or germs to collect.

Blood borne Pathogen (Spill) and First Aid Kits

Blood borne Pathogen (Spill) Kits

- Disposable latex or vinyl gloves – minimum of 2 pair
- .
- Paper towels
- Commercially available disinfectant spray or foam that is effective on the HIV-I and TB (mycobacterium tuberculosis). OSHA assumes that if the disinfectant will kill TB then it will kill HBV.
- Solidifying powder may be used if desired to turn a liquid spill into a gummy spill — anything that absorbs liquid will do such as sawdust, kitty litter, or commercially prepared absorbent powders.
- Face mask that covers the mouth and nose, or mouth only if a face shield is used, are required by OSHA to prevent splashes to the mucous membranes of the mouth and nose.
- Eye protectors with side protectors are required by the OSHA regulation; however, they do not protect from splashes from above or below the protectors. You are better off with goggles that fit against the face around the eyes.
- Antiseptic hand wipes (also known as waterless soap) must be used to clean hands after the removal of the latex gloves. Since these are mostly alcohol based and dry the hands (which can lead to cracks in the skin) or can remove skin, it is a good idea to use hand cream after using the wipes or waterless soap.

All biohazardous materials must be properly destroyed. Since medical facilities already have proper disposal methods in place, you should not attempt to develop your own. Under no circumstances should a used biohazard bag be tossed into the regular trash. It must be placed into a separate container and disposal must be completed according to medical regulations regarding

bio-hazardous materials. So let the local hospital or health clinic handle it; they already have a system in place for these matters.

First Aid Kits

First aid kits typically come with all new vehicle purchased as a part of the package. It is each agency's responsibility to replace individual items within the kit as they are used. When a complete new kit is needed, employee should contact Supervisor.

First aid kits should contain at a minimum:

- Disposable latex gloves
- Various sizes of adhesive bandages
- Various sizes of rolls of cloth bandages
- Adhesive tape
- Triangular bandage
- Alcohol wipes
- Ammonia inhalant
- Non-aspirin pain reliever
- Cold compress
- Scissors
- Tweezers
- Clear mouth barrier used for performing CPR
- First aid handbook
- Antibacterial hand cleansing gel

11 Emergencies

11.1 Emergency Breakdown Procedures

In the event of an emergency breakdown of your vehicle, the following procedure is to be followed. This procedure may be revised to fit the circumstances of a particular breakdown. Passenger safety is of prime concern. Your best judgment should be used as to whether to allow the passengers to exit while you seek or perform emergency service.

1. If the vehicle is in motion when the breakdown occurs, allow the vehicle to slow down as much as possible before applying the brakes.
2. Steer the vehicle well off the road onto the right shoulder, turn off motor, engage the emergency brake, and turn on emergency flashers.
3. Raise the hood of the vehicle and set up triangle reflectors to alert highway officials and/or other motorists of your trouble. Make sure other drivers can see the triangles in time to avoid an accident. The triangles should be placed several feet apart behind the left rear tire.
4. Evaluate the situation to determine the probable cause of the breakdown and if you can correct the problem yourself or will need assistance.
5. Do not leave the vehicle and/or passengers unattended.
6. **Immediately** notify the Supervisor of the vehicle breakdown. If the Supervisor is not immediately available notify your dispatcher of your situation.
 - a. Give as much **detail** as possible to what occurred (e.g., tire blowout, failed engine, etc.)
 - b. Give the **exact** location of the breakdown.
 - c. Notify dispatch of names of passengers on the vehicle so someone at their destination can be alerted as to the delay.
 - d. Notify dispatch of other scheduled passengers if vehicle breakdown will cause delay in their pick up.
7. If the vehicle can be repaired by you without assistance, do so.
8. If the vehicle is non-operable with passengers a spare vehicle or another driver will be **immediately** dispatched. The driver should make sure passengers are as **comfortable** and assured of safety as possible. The driver should wait inside the vehicle with your passengers until help arrives.
9. If the vehicle is non-operable without passengers the driver should **remain** with the vehicle until a tow truck or the maintenance team arrives.

10. If the Supervisor determines that the vehicle can be driven into the garage, the driver should proceed immediately, driving with caution.
11. If the vehicle has to be towed to a garage for repairs, notify the office for assistance in getting passengers to their destinations and remain with the van until the tow truck arrives and the vehicle is ready to be towed.
12. If the breakdown occurs after office hours and you cannot get dispatch on the phone. You should call your Supervisor or next person in the chain of command.

11.2 Emergency Maintenance Procedures

Flat Tires

1. Apply parking brake, turn on hazard lights, and put vehicle in park.
Contact Supervisor or Dispatch to call for road repair. (Moody Tire)

Jump Starting the Vehicle

Always use another battery of the same voltage, and proper jumper cables when attempting to jump start a car. Exercise eye protection cautions, as batteries have been known to explode. Wear goggles or glasses and do not bend down with your face near the battery.

1. Turn off all lights, heater, and other electrical loads, set parking brake, and shift transmission into Neutral or Park. Make sure vehicle ignition is off before connecting jumper cables.
2. Use one cable to connect positive terminal of the booster battery to the positive terminal of the "dead" battery.
3. Use the other cable to connect the negative terminal of the booster battery to the engine at the ground cable.
4. Start the booster battery first and then attempt to start the dead battery.
5. To remove the cables, reverse the above procedures exactly.

11.3 Vehicle Accident Procedures

If an accident occurs the following procedure should be carried out to insure safety of parties involved and information for insurance report. A few simple steps should be taken to remain and act calm to work out details of the accident. Taking charge of the situation and acting calmly will provide the responsibility needed if police and other emergency care professionals are needed on the scene. If someone must help you in some manner, then remain calm and tell them what is wrong and what you want them to do.

1. **Stop!** Turn off ignition. Do not light up a cigarette. Collect self-awareness and concentrate to remain calm. Do not let anyone run from the bus into the roadway, causing further injury.

2. **Give First Aid!** Give first aid to the extent that you are qualified. Do not attempt to move any victims, unless there is an immediate threat to the life of the victim by leaving them in their present position. Extreme caution should be used in moving an accident victim because you are taking responsibility for what may occur in the move. Stop severe bleeding and keep victims warm. Treat for shock.
3. **Survey The Situation!** Determine what has occurred and what assistance is needed from other.
4. **Send For Help!** If unable to call on the phone, send a messenger to call the police and tell (1) the nature of the accident, (2) exact location of the accident, (3) personal injuries and care needed, and (4) names of injured. If no one is present, attend to the injuries in degree of seriousness until help arrives or there is control of the situation that will permit you to go for help. Never leave the scene of an accident unless to go for help, and then only after you have done the most you possibly can to help the victim(s). Once you have left, the responsibility of what happens to the victim(s) while you are gone is shifted to your judgment of why you left.
5. **After the situation has been assessed and all injuries stabilized, immediately notify your supervisor!** Give information regarding location of accident, injuries, vehicle, etc.
6. **Supervisor must immediately notify the Executive Director** he/she will determine if safety sensitive employee is to be sent for drug and alcohol testing under FTA guidelines.
7. **Collect Information** Obtain information about the license tag numbers of other cars in the area that may have been in a position to see how the accident occurred. Obtain witness names, addresses and phone numbers. Do not discuss the accident or admit fault. Exchange information (insurance, license, etc.). Document all details of the accident; license numbers of vehicles involved, estimate speed, weather conditions, road conditions, vehicle positions, surrounding landscape, and any other information that may pertain to the accident. Make a diagram of the accident, if possible.
8. **Fill Out Accident Form** An accident or incident report should be filled out ASAP to provide information collected in an organized manner for reporting accident to others.
9. **Responsible Parties** Report all incidents and accidents to the following persons in the order listed. In the case of absence keep trying until contact is made with your Supervisor, Dispatch or Executive Director.

Sue Connor – Transportation Manager/Supervisor – 615-418-9058

William Webb – Dispatcher – 615-517-7446

Debbie Henry – Executive Director 615-628-0264

10. **Disciplinary Action** The TMA Group/ Franklin Transit Authority reserves the right to disciplinary measures, which could result in termination, if any legal action results from a

customer accident where it has been determined that the drivers has violated the agency's policy.

11.4 Personal Accident Procedures

If a customer is injured while loading or unloading the following procedure should be followed:

1. **Survey The Situation:** Determine what has occurred and what assistance is needed.
2. **Give First Aid:** Give first aid to the extent that you are qualified. Do not attempt to move the customer, unless there is an immediate threat to the customer. Stop severe bleeding.
3. **Provide Help:** If the situation is serious, call for emergency help. If the situation is minor offer transportation to nearest medical facility. Do not make any suggestions that the Agency will pay for the medical bill. This will be left up the insurance company to determine who is a liable.
4. **Report:** Notify your supervisor immediately that an accident has occurred.
5. **Fill Out Incident Form:** Fill out, in detail, the incident form. Customer name, address, phone number, how the incident happened, where were you when the incident occurred, witnesses on the van, any conditions that may have contributed to the incident.
6. **Check On Customer:** Call the next day to check the condition of the customer.

11.5 Vehicle on Fire Procedure

A fire in your vehicle requires the evacuation of all passengers. If you see smoke or flames, evacuate the vehicle. Once you have moved the passengers to a safe location away from the vehicle, assess the fire. But if you cannot get to the fire for a while, do not worry about it. Your first concern is passenger safety.

Your fire extinguisher on the vehicle may not be able to handle a major fire. But it can be used effectively if you understand a few basic points. All fires need fuel, oxygen and heat to bum. Take one of these away, and the fire stops. The fires you would encounter in your vehicle are A, B, or C types—fueled by ordinary combustibles, liquids, or electricity. Most ABC extinguishers contain a dry powered substance like baking powder. The chemicals stop the chain reaction of combustion.

REMEMBER P-P-P-S WHEN YOU USE AN EXTINGUISHER!

1. **Pull Pin.** Every fire extinguisher should be equipped with a pin that prevents accidental discharge. This pin should be attached with a plastic seal that indicates it has not been used since its last recharge. The pin must be pulled out before the extinguisher can be operated.

2. **Point Nozzle Toward Fire.** Depending on the type of extinguisher you are using, it may have a flexible tube, a fixed nozzle, or a cone shaped nozzle that swivels. Point this nozzle toward the base of the fire.
3. **Press Handle Of Extinguisher To Discharge.** Discharge the extinguisher by squeezing the handle.
4. **Sweep At The Base Of The Fire.** The discharge of fire extinguishers should be aimed at the base of the fire. Use a regular sweeping motion on the base, covering that part of the fire closest to you and then moving forward. If the fire flashes back on you, begin again, maintaining the sweeping motion.

Remember: fire extinguishers are very valuable in an emergency, but you should always remember they can only do so much.

11.6 Vehicle Evacuation

Passengers should be evacuated under all of these circumstances:

- A fire or other conditions (leaking fuel, for example) which make the vehicle unsafe.
- Weather conditions may be too hot or too cold for them to remain in the vehicle following an emergency.
- If the position or location of the vehicle is unsafe.
- The driver is instructed to evacuate the vehicle by the manager, the police or firefighters.

When you evacuate your vehicle, it is very important to keep your passengers calm and orderly. You must remain in control and give clear instructions. Once they are out of the vehicle, immediately direct them to a safe location that is away from the vehicle and off the-road.

You may have to use your emergency exits. Be familiar with them and discuss these exits with your regular passengers.

If you must evacuate, remember to remain calm. Communicate in a clear and concise manner to passengers that there is an emergency. Most evacuations can be reduced to the following steps:

1. Release passengers from their passenger restraints or seat belts by unbuckling or cutting. If in a wheelchair, do not waste time unbuckling or releasing the wheelchair securement system. Try to remove the passenger first and get the wheelchair later.
2. Move the passenger from the seat or wheelchair to floor level. If the passenger can walk, assist to standing position.
3. Move passenger to the "best" possible exit. The term "best" is used since the nearest exit may be blocked.
4. Move passenger from floor level to ground level.
5. Move passenger away from vehicle to a safe location.
6. Assist the passenger back into the wheelchair if the wheelchair can be safely recovered and conditions permit.

You can perform some evacuation techniques safely with no assistance. Some techniques require the assistance of at least one other person. Narrow confines of most vehicles make it difficult for two people to work together. However, the procedure can be performed more speedily and safely accomplished with help.

There are some items that can help in evacuations. If you have these things in your vehicle, make certain they are properly stored: scissors, hammer, pocket knife, blanket or tarp.

11.7 First Aid and CPR

Be prepared for accidents, and know these common first aid steps for treating others. What is first aid? First aid is the first help given to the victim of an accident. There are three primary objectives to giving first aid:

1. Stop life threatening dangers.
2. Keep the victim safe from further harm.
3. Get proper medical help for the victim.

Take Charge - The scene of an accident can be scary. An injured person may be crying or screaming. The sight of blood might frighten you. Other people may be too stunned to help. The most important thing you can do is *stay calm*. Focus your attention on the job of making people safe. Act with confidence, using the first aid skills you know. Cheerfulness will help the victim and the people around you lose their fear.

Approach Carefully - Keep your own safety and the safety of other rescuers in mind. At the scene of a car accident, watch for other cars on the road and other hazards.

Do First Things First - Here are five vital steps for treating accident victims. Perform them in the order they are given.

1. Treat "*hurry cases*" immediately. A hurry case is any condition that threatens a victim's life. The most serious are: stopped breathing, no heartbeat, severe bleeding, and choking. *See more detailed instructions below!*
2. Send someone to a phone to call for help. Give full information about your location and the extent of the injuries.
3. Treat every accident victim for shock.
4. Examine the victim for other injuries that may require first aid.
5. Plan what to do next. If help is on the way, keep the victim comfortable and watch for any changes in their condition. Where there are no phones, decide on a clear course of action.

Injuries are difficult to deal with. You may have to make some very important decisions---life and death ones. You need to think about this prior to an accident.

Remember most of your passengers are elderly. Age alone is not a handicap or disability. Always treat the elderly with respect. Identify regular passengers that can be given responsibilities in emergency situations. You may need them as much as they need you.

Stopped Breathing

To save a victim who is not breathing, you must begin first aid immediately! The brain can survive only about 4 minutes without oxygen before suffering serious damage. At normal temperatures, the person cannot live without air for more than 10 to 12 minutes.

Whenever you are involved or come upon an accident, find out if the victim is breathing. Is the chest rising and falling? When you place your ear near the mouth and nose, can you hear or feel exhaled air? If not, immediately start giving rescue breathing.

FIRST AID:

Time is critical! *Act quickly!* Position the victim. Place the victim on his back. Tilt his head far back, chin pointing up. Lift with one hand under the chin. With the other hand, press down on the forehead and pinch the nostrils shut with your thumb and forefinger. Then take a deep breath and begin rescue breathing.

- STEP 1, Open your mouth wide and seal it over the victim's mouth. Blow into his mouth to fill his lungs. Look to see if his chest rises. (If the victim is a child, seal your mouth over the victim mouth and nose, and then blow gently.)
- STEP 2. Remove your mouth and take another deep breath. Watch to see that the victim's chest falls as he exhales. Repeat step 1 and 2 every 5 seconds for anyone over 9 years of age, every 3 seconds for anyone 9 or under.
- *Check the effect.* If the victim's chest does not rise and fall, no air is reaching his lungs.
- *Reposition the head.* It must be tilted back so that the tongue does not block the airway.
- *Perform the Heimlich maneuver* to remove anything lodged in the throat, then quickly resume rescue breathing.
- *-Don't give up!* Continue rescue breathing until a doctor or a medical technician tells you to stop, or it becomes physically impossible for you to keep going.

Heart Failure

Accidents that cause a person to stop breathing may also stop his heart. With Cardio-pulmonary resuscitation (CPR), you can provide both oxygen and blood circulation for such a victim. Learning CPR requires careful instructions and practice.

CPR: A few simple steps for a reminder.

1. Establish unresponsiveness and call out for help.
 2. Position the victim
 3. Open airway. Establish breathlessness (look, listen, feel).
 4. Take two ventilation breathes.
 5. Check for pulse. If a pulse is found, then continue rescue breathing.
- * IF NO PULSE IS FOUND, THEN BEGIN CPR!****
6. Begin first cycle, 15 compressions and two ventilations.
 7. At the end of four cycles, check for return of pulse and breathing.
 8. Follow rules given for when to stop *CPR*.

Severe Bleeding

Serious bleeding must be stopped quickly. Spurting blood comes from an artery. Some bleeding from a cut artery can be controlled by pressure on one of four points. There are two pressure points on each side of the body. One under each biceps and one on the inside of each hip,

FIRST AID:

Cover the wound with a pad, bandanna, shirt, or any other cloth and *press hard!* Stop that blood! Tie the pad firmly in place with a cravat bandage, a gauze bandage or whatever is close at hand. If the pad becomes blood soaked, don't remove it. Put another pad and bandage on top of the first and continue the pressure. Get medical help!

Choking

The *Heimlich maneuver* should be used on any victim choking.

FIRST AID:

Step behind the victim and put your arms around his midsection. Clasp your hands together with the knuckle of one thumb just above his navel. With a sharp, inward thrust, drive your hands up under the victim's rib cage. The object should pop out. If it does not, repeat this Heimlich maneuver several more times. If a choking victim is very large or pregnant, chest thrusts may be more effective. If the victim has lost consciousness, straddle the victim on the ground. Place one hand atop the other between the navel and the rib cage. Thrust the heel of your hand sharply inward and upward eight times on the abdomen just below the breastbone. Probe the victim's mouth with a hooked finger. Remove any obstructions, and be ready to start rescue breathing.

Shock

Shock occurs in every accident. It is a sudden lowering of strength caused by pain, fear, and sometimes loss of blood. A shock victim is very weak. His face is pale. His skin becomes cold and clammy. He shivers from chills and might vomit. *Do not wait for the symptoms to appear!* Quickly treat every accident victim for shock. Injury always caused some degree of shock, but the victim may not be affected right away. Prompt first aid may prevent severe shock from occurring.

FIRST AID:

Have the injured person lie down. Raise his feet 10 to 12 inches. In cool weather, cover him and keep him warm. Place blankets underneath him as well as on top. If the patient is conscious, let him sip a little water. Never leave an accident victim alone. Fear and uncertainty may increase shock. Talk to him in a calm voice and assure him he is going to be all right. Even a victim who appears to be unconscious may be able to hear you. Keep letting him know he is not alone.

11.8 Accident and Incident Reports

An accident report must be completed any time the vehicle is involved in a collision with another vehicle, a roadside object, or a pedestrian. An incident report should be completed whenever a customer becomes ill or is injured on the vehicle other than the result of a vehicular accident.

FRANKLIN TRANSIT AUTHORITY ACCIDENT REPORT FORM

Date of Accident, Program	
For Personal Injuries, Complete The Following:	
Name of Person Injured	
Job Title/Position	Soc. Sec. No.
Statement of How Accident Occurred:	
Was Medical Attention Required? If so, state hospital, doctors name, address.	
For Vehicle Accidents, Complete The Following:	Drivers
Vehicle No. 1: (Employee)	License No.
Driver	
Vehicle Information: Personal or Agency Owned	
Year Make Model	
	VIN
License Plate No.	
	Drivers
Vehicle No. 2: (Other)	License No.
Driver	
Vehicle Information: Personal or Agency Owned	
Year Make Model	
	VIN
License Plate No.	
Address	

Insurance Co. and Telephone

Complete Reverse Side

Vehicle Accidents (Continued)	
Statement of How Accident Occurred:	
Injuries (Include Name, Address, Medical Attention Given, Etc.)	
Prepared By	Position
Date of Report	

Additional Comments:	
Corrective Action/Measures Taken:	
Follow-up To Insure Corrective Action/Measures:	
Date Reported to Insurance Company/Workman's Compensation Carrier and Comments:	

FRANKLIN TRANSIT AUTHORITY INCIDENT REPORT

IMPORTANT: This report should be sent to the Transportation Office immediately after the incident.

Name of injured or ill person _____

Social Security No: _____

Address _____ Phone _____

Age _____ Sex _____ Date/Time of Incident _____

Agency Vehicle Number _____

Location Incident Occurred

State Exact nature of incident:

Give name and address of physician or hospital (if injury or illness occurred)

What was done with ill or injured person and by whose orders?

Give names, addresses, and phone numbers of three witnesses to the incident:

1. _____
2. _____
3. _____

12 Customer Relations

12.1 *The Americans with Disabilities Act (ADA)*

The American with Disabilities Act prohibits discrimination against qualified individuals with disabilities from participation in services, programs, or activities of a public agency - including transportation programs.

A "Qualified person with a disability" means an individual with a disability who, with or without reasonable modifications to rules, policies, and practices, the removal of architectural, communication and transportation barriers, or the provision of auxiliary aids and services, meets the essential eligibility requirements for participation in the program. The disability may not cause a substantial interference with the operation of the program or pose a significant risk to the health or safety of others that cannot be eliminated by a reasonable accommodation.

"Disability" means having a physical or mental impairment that substantially limits one or more of the major life activities of such individuals; a record of such impairment; or being regarded as having such an impairment.

The ADA required providers of public transportation services to provide a comparable level service to persons with disabilities, as compared to the service provided to persons without disabilities. The ADA concept of comparable service for a demand responsive system includes all aspects of the transportation service, including:

- Response/time
- Fares
- Geographic area of service
- Hours and day of service
- Restrictions based on trip purposes
- Availability of information and reservations capability
- Any constraints on capacity or service availability

It is not discrimination for an Agency to refuse to provide service to an individual with disabilities because that individual engages in violent, seriously disruptive, or illegal conduct. If an Agency may legitimately refuse service to someone, it may condition service to him or her on actions that would mitigate the problem. The Agency could require an attendant as a condition of providing service it otherwise had the right to refuse. However, an Agency shall not refuse to provide service to an individual with disabilities solely because the individual's disability results in appearance or involuntary behavior that may offend, annoy, or inconvenience employees of the Agency or other persons. A transit provider cannot deny service to a person with HIV disease because its personnel or other customers are afraid of being near people with that condition.

Each public or private Agency which operates a fixed route or demand responsive system shall ensure that personnel are trained to proficiency, as appropriate to their duties, so that they operate vehicles and equipment safely and properly assist and treat individuals with disabilities

who use the service in a respectful and courteous way, with appropriate attention to the difference among individuals with disabilities.

Adequate assistance and information concerning the service must be made available to individuals with disabilities, including those with vision or hearing impairments. This obligation includes making adequate communication capacity to enable users to obtain information about service, and in a demand responsive system, to schedule service.

An Agency must maintain in operative condition those features of vehicles that are required to make the vehicles readily accessible to and usable by individuals with disabilities. Accessibility features shall be repaired promptly if they are damaged or out of order. All aisles, steps, floor area where people walk and floor securement locations must have slip-resistant surfaces. All step edges, thresholds and the boarding edge of ramps or lift platforms must have a band of color(s) running the full width of the step or edge which contrasts from the step tread and riser, or lift or ramp surface.

The Agency cannot deny transportation to a wheelchair or its user on the grounds that the device cannot be secured or restrained satisfactorily by the vehicle's securement system. The Agency cannot require an individual using a wheelchair to transfer to a seat.

The Agency shall permit individuals with disabilities who do not use wheelchairs to use a lift to enter the vehicle.

An Agency cannot require that an individual with disabilities be accompanied by an attendant. Fares for escorts shall be the same as for the disabled person they are escorting. A personal care attendant cannot be charged a fare. The Agency may charge a higher fare to a social service agency or other organizations for use of Agency vehicles and drivers provided that a charter agreement has been established.

12.2 Rider Eligibility Criteria

All persons will be considered without regard to race, color, sex, age, religion or disability which can be reasonably accommodated.

Physical and Cognitive Requirements:

1. Be able to move oneself from home to vehicle and back unassisted by the driver.
2. Maintain self control while on board. Violent, disruptive or illegal behavior are prohibited. Conduct which is annoying or inconvenient to a reasonable person is prohibited unless a result of a physical or mental impairment.
3. Be able to communicate destination effectively with the driver.
4. Be able to understand and/or realize when the destination is reached.
5. Be able to comprehend instructions from the driver.
6. Must not have any communicable disease transmitted by close proximity to fellow riders.

A companion/escort is required for riders under 12 years of age, and is permissible for any other rider needing any additional assistance. A personal care attendant that is required for the health of the rider or an escort shall not be charged a fare.

12.3 Guidelines for Assisting Customers

All Customers:

- Never grab hold of a person unexpectedly. This could startle the customer and make them fall.
- Always stand behind someone who has asked not to be helped. You may need to break a fall.
- Talk your customers through all of your actions with them. They will feel more comfortable and easier to assist if they know what to expect.
- Watch your loading and unloading, location and avoid problems with surface types or surface levels.
- Be patient, give your clients time to load and unload safely.
- Assist clients with unloading packages from the van. But, under no circumstances are you to go into the home.
- When you are out of the van to assist customers. Make sure your van is in park and your keys are in your pocket.
- Keep your step clean.
- Keep the inside of the van clean and clear of obstacles.
- Escorts are allowed for any customer that cannot mentally or physically function without additional assistance other than the driver.
- Ambulatory customers can request to enter the vehicle by using the handicapped lift. Caution should be taken in assisting the customer.
- Drivers cannot refuse transportation to a customer due to a physical or mental disability. If a driver cannot physically assist a customer due to weight or condition of surroundings, know your limitation and ask dispatch for assistance. (See below)

Customers with Wheelchairs:

- Always check the grips on push handles to make sure they are tight. If they are loose, you could lose control of the chair.
- Always treat the wheelchair as if it does not have brakes.
- Any time wheelchair customers attempt to stand, sit, or transfer, the wheelchair should be prevented from moving or tipping by some means in addition to the brakes.
- Never lift a wheelchair by its wheels. Lifting the chair by the wheels will cause it to spin and eject the occupant or damage the chair itself.
- Do not restrain the wheelchair and its occupant with the same belt. By using the same belt you could bring the full weight of the chair against the customer in an emergency stop or accident, and cause serious or even fatal injuries to the occupant.
- Whenever possible, place yourself on the downhill side of the chair when going up or down curbs, steps, or ramps. This will minimize the risk of losing control of the customer and the chair.
- Wear shoes with anti-slip soles to avoid any chance of slipping or falling and losing control of the chair.

- Never attempt to lift a wheelchair by the foot rests when going up or down steps. It takes only a minimal amount of lifting force to pull them off the chair.
- When negotiating a wheelchair up or down multiple steps, make sure your qualified assistant obtains a grip on the frame of the wheelchair.
- Before moving the wheelchair up or down a vehicle ramp, make sure the ramp is securely attached to the vehicle.
- Never touch a person's wheelchair without asking him or her first. Many people using wheelchairs consider the chair to be part of their body. Avoid interfering with that space unnecessarily.
- Using a lift can be frightening, and a stressful experience for customers who have not used or do not often use a lift. Briefly describe what will happen and then talk the customer through the experience, explaining in a calm and steady voice each step as it occurs.
- When pushing someone in a wheelchair, watch for hazards such as curbs or cracks that you might otherwise not be aware. The person you are helping will often be the best source of information on how to overcome these hazards.
- Persons in wheelchairs may be in pain and require more time to move their chairs, so please be patient.

12.4 Wait Time, No Shows, and Cancellations

Franklin Transit has a policy of allowing a maximum of 5 minutes wait time for a customer once the vehicle arrives for a pickup. At the time of trip reservation, customers should be informed of this policy. After arriving, the driver should wait for the customer no more than 5 minutes. Drivers may blow the horn if the customer does not come out to the van promptly. The driver may knock on the customer's door if they have time and feel safe to do so. The driver should immediately radio the coordinator/dispatcher if the customer does not come to the vehicle. The driver will record the no show on the manifest.

When a no-show is reported, the procedure for follow-up depends on the type of customer. If the customer is a contract customer, follow the guidelines set forth in that particular contract. If the customer is a non-contract/general public customer, call them to find out why they were a no show. Explain your county's policy on no shows. Give them a second chance and possibly a third chance. If they had a reasonable explanation for being a no show, then excuse them and do not penalize them. A no show may be given a second and third chance at no charge, but if there are any no shows after that, they will be charged for a one-way trip fare payable the next time they ride the vehicle.

12.5 Customer Rules and Discipline Policies

Customer Rules

1. All customers *must* wear seat belts while in transit aboard the bus until arrival at the destination.
2. Customers must have correct change ready for driver before boarding the bus.
3. All customers must comply with the no use of tobacco products, no eating or drinking while on board the bus. Exceptions will be made if a customer has a medical condition (diabetic) and must snack after dialysis.

4. All customers are required to maintain orderly conduct while aboard the bus. The driver will not be required to settle disagreements between customers and the driver is not to be distracted from driving in anyway.
5. The waiting time for pick-ups will be 5 minutes. Customers are advised the time of pick-up when the appointments are scheduled, therefore customers should be ready and watching for the bus at least 15 minutes prior to pick-up time.
6. The driver is **not** allowed to sign out any customer from any type of medical facility or school. Also, the driver is **not** allowed to sign for any customer's medication.
7. The driver is not to assist in administering medication or using the rest room.
8. The driver is never to give any food, drink, or medications of any kind to a customer.
9. All customers are responsible for their belongings but are limited to 4 bags per trip. The driver is allowed to assist customer with these bags to the door of customer's residence only. The driver is not allowed to enter the customer's home under any circumstance.
10. Customers should call the dispatcher with any and all cancellations at least two hours before pick up time. Failure to do so may result in services being suspended for a period of time.
11. Customers under the age of 12 and those who need assistance in getting to their appointment are required to have an escort. One escort per customer is allowed
12. Service animals only are allowed on the vans.
13. All customers shall maintain orderly conduct while aboard the vehicle. The driver should not have to discipline the customer and tend to driving responsibilities at the same time. Disagreements between customers should be resolved by the customer without the involvement of the driver. No loud, violent, or abusive conduct (physical or verbal) will be permitted. Rude, vulgar or unwelcome comments to the driver or other customers will not be permitted.
14. State law requires that children between the ages of 4 and 8 who are less than five feet in height are to be in a belt positioning booster seat. Children under the age of four must be properly restrained in an approved child restraint device.

Policy on Personal Hygiene for Customers

Franklin Transit Authority strives to make the transport of clients a pleasant experience. Any person(s) that are transported by our Agency should be mindful of other customers and their right to a clean environment. Good personal hygiene is necessary to ensure that everyone on board the vehicle is comfortable while being confined with others in a closed area. Therefore, all clients will be required to adhere to the guidelines set forth by the transportation program regarding this policy. Any client that refuses to follow the good personal hygiene policy, which includes proper bathing and wearing clean clothing, may be refused transportation services. Franklin Transit Authority will follow the policy for refusing transportation stated below:

Policy for Refusing Transportation

Drivers may refuse transportation for a particular trip to any customer:

- that refuses to secure their seat belt before the vehicle is in motion;
- that refuses to pay their required fare before boarding the vehicle; and/or
- that commits one or more of the Prohibited Activities on Vehicle.

The Federal Transit Administration (FTA) officials have advised that transit systems should provide "due process" before suspending a rider for disruptive behavior. The concept of due process is implicit in the protection of any civil right for a transportation customer.

1. First incident — The customer will be provided an explanation of the prohibited activity committed and will be given the opportunity to correct their action. If they correct their action, then they should be transported. The driver must inform their supervisor of the incident as soon as possible. The supervisor should give the customer a verbal warning and document the incident.
2. Second incident — If there is no recourse after the verbal warning, then the customer must be sent a written warning via certified mail stating the prohibited activity committed and what the customer must do to correct the misconduct. The warning should include the grievance procedure. A copy of the customer rules should also be included with the letter.
3. Third incident — If the problem continues to exist and suspension of service is warranted, the supervisor must afford the customer adequate due process rights prior to any suspension or termination of service. This process includes mailing a certified letter to the customer stating the prohibited activity committed, the pending adverse action, and given the opportunity to meet with the appropriate staff and transportation committee to present their own information and arguments prior to the action.
4. After the above process has taken place a written notification of the final decision must be sent to the customer via certified mail. The written notification should include a statement giving the customer an opportunity to appeal any adverse action.

If the customer continues misconduct, a certified letter will be mailed notifying him/her that he/she has been permanently suspended from riding a transportation agency vehicle. A copy of this letter should be sent to the appropriate agency if it is a contract customer.

12.6 Customer Complaints/Comments

Customers will be given the opportunity to file a complaint with Franklin Transit if they feel treatment has been unfair. The agency will follow the following procedure:

1. Complaints must be made in writing to the Transportation Manager.
2. The Transit Manager will investigate all complaints within five working days and respond in writing to the client.
3. If the client is not satisfied with the resolution of the complaint, they may request a meeting with the Executive Director, Area Agency on Aging, and the Office of Public Transportation.
4. All documentation will be copied to:
 - a. The person filing the complaint
 - b. The Executive Director
 - c. All parties involved in the procedure
 - d. Program files.

Drivers should be aware that all complaints or comments received on driver performance are thoroughly researched. This procedure does not necessarily mean that a driver has been deemed at fault. Management will look for patterns of events and take action as necessary.

12.7 Caring for Customers

Every special service driver must be aware of and sensitive to the needs of their customer. Special service drivers must be aware of their own feelings and attitudes toward their customers and determine if their attitudes are affecting the way they talk to or interact with their customers.

According to the Congressional Research Service, one out of every six Americans has some type of disabling condition. That's more than 43 million people.

Some disabilities are highly visible. Individuals with mobility impairments may use wheelchairs, walkers, crutches or other mobility aids. Individuals who have vision impairments sometime use guide dogs or white canes.

But many other disabling conditions are invisible. A person may have a hearing impairment, a heart or respiratory condition, or some other disability such as diabetes or arthritis, which is not immediately apparent to others.

It is important that the differences between the terms "disability" and "handicap" is understood.

A **DISABILITY** is a condition caused by an accident, trauma, genetics or disease which may limit a person's mobility, hearing, vision, speech or mental function.

A **HANDICAP** is a physical or attitudinal constraint that is imposed upon a person.

For example: some individuals with **DISABILITIES** use wheelchairs. But, stairs, narrow doorways, and curbs are **HANDICAPS** imposed upon persons with disabilities who use wheelchairs.

Customers who utilize the transportation service are "transportation disadvantaged." That is, barriers have been placed on them by their physical environment. An individual is "transportation disadvantaged" when public transportation, by virtue of this inaccessibility, prevents an individual from using the system.

Mobility involves more than walking; it includes not only going from one place to another, but the ability to see where one is going, hear the surrounding sounds, and communicate where one is going.

In addition to understanding and caring for the needs of your customers, it is important to try to anticipate the needs of your customers. Ask yourself these questions.

- Have I considered all of my customer's needs?
- What will my customer need next?

- How can I improve service NOW for my customers?

By anticipating your customer's needs, you will be able to provide quality customer service to your customer.....without requiring your customer to ask for it!

SITUATION	ANTICIPATED NEED
Customer is concerned they will be late for their appointment.	Understanding that the customer is not in the mood to chat and the customer wants to get where they are going as quickly and safely as possible.
Customer with packages.	Assistance with getting the packages into and out of the vehicle.
Slow-moving, elderly customers.	Patience. Someone who will take the time to understand them and help them get where they need to go. They may have the need for casual conversation or a quick friendly comment.
Hearing and speech impaired customers	May need someone to listen carefully to them. To explain things to them simply and clearly.
An irate customer who is complaining that the driver is late.	Prepare yourself mentally and physically before you engage, in conversation with this customer. Don't be caught off guard. They may have the need for someone to be especially polite and patient. To listen carefully. To stay calm. To show understanding.

Try to respond to your customers with empathy, rather than sympathy. Sympathy involves identifying with, and even taking on another person's emotions. Consider the following example:

An angry customer gets into the vehicle after waiting one hour for the driver to arrive. The customer is concerned they will miss their doctor's appointment. The driver has the following sympathetic response.

Response: "Ma'am, I am sorry I am late too. But, I could not help it. I don't make up the schedules!"

How do you think the customer feels with this sympathetic response? The customer probably feels even more upset. The special services driver has done nothing to alleviate the customer's concerns of being late for her doctor's appointment. Instead, the driver has taken on the customer's anger and become upset too.

Empathy involves acknowledging and affirming another person's emotional state. Consider the driver's empathetic response to the same angry customer.

"Ma'am, I understand that you are concerned about missing your doctor's appointment. Why don't you tell me what time you have to be there, and let's see if we can get there, safely, on time?"

You can see how the empathetic response can have a calming effect for the customer. The customer knows that the special service driver understands their problem, and will take every effort to either solve the problem, or give the customer an accurate response.

Responding with sympathy puts you on an emotional roller coaster with the customer, and can leave you worn out and frazzled at the end of the day. On the other hand, responding with empathy lets you be emotionally aware and sensitive without being emotionally involved. When you respond with empathy, you stay calm and in control.

Be sure to be empathetic as to what individual customers may need. Put yourself in your customer's shoes. How do you feel when you have to wait? View the situation through your customer's eyes. How do you sound when you speak to your customers? Friendly and helpful? Or...curt and indifferent? Ask yourself, "if I were this customer...what would I want?"

12.8 Dealing with Upset Customers

Why Do Customers Get Upset?

There are many reasons why a customer may be upset on a given day:

- They are tired or frustrated
- They are confused or overwhelmed
- They are defending their ego or self-esteem
- They have never been in a similar situation before.
- They don't speak or understand the language well, or are hearing or speech impaired.
- They have been treated poorly in the past in a similar situation.
- They feel ignored because nobody has listened to them.
- They are in a bad mood and take it out on anyone they can.
- They are in a hurry or have waited too long.

The key to good customer relations is to listen with understanding. That means, listen and acknowledge that you heard what was said. You needn't be defensive and argue your point of

view. You should not get forced into an argument with a customer because they were upset and tried to argue with you.

Accusations - like, YOU are late - should not be taken personally. There is no need for you to become upset if a customer makes such a remark. Concentrate on being calm and in control rather than putting your energy into changing someone else's attitude because you were "right" and they were "wrong". If you want to change someone, change them by showing them a model of a person under control - that is...YOU!

There comes a time, in every special service driver's life, when, for some reason or another, a customer will be dissatisfied, and, possibly, become upset. At that instance, the special services driver will have to try to satisfy the customer -even though the driver was not the one who caused the customer to become upset. By applying the techniques of good attitude, understanding the customer's needs, and professionalism, the transit driver should be able to turn an upset customer into a satisfied customer.

What Do Upset Customers Really Want?

Be aware of the difference between an "upset" customer and a "difficult" customer!

The upset customer wants:

- **To Be Taken Seriously:** The customer does not want to hear a response like "I can't believe that." The customer is expecting the transit driver to be professional and respond seriously to their concerns.
- **To Be Treated With Respect:** The customer does not want arrogance or condescension from the transit driver. The customer expects to be treated with respect. This can be especially difficult when the customer is clearly at fault, but is blaming the driver.
- **Immediate Action:** The customer does not want the matter looked into. They want something done NOW - immediately!
- **Restitution:** The customer knows they cannot be reimbursed for lost time and inconvenience. Therefore, they want to be assured that the transit driver cares.
- **The Problem Resolved:** The customer wants to be assured that steps are being taken so that this problem does not occur again - for anyone.
- **To Be Listened To:** The customer wants to be assured that the transit driver is really listening to what they have to say.

You cannot control another person's behavior. But you can control your behavior so that you avoid causing your customers further aggravation. Be prepared mentally and physically when you are in contact with an upset customer. If you will remain in control of the situation you will not only satisfy the customer, but you will achieve job satisfaction for yourself!

Handling Upset Customers

The words you use can make the difference between a satisfied customer and an unsatisfied customer. It is important that you choose the right words when dealing with customers, and show a positive and helpful attitude. Avoid using the wrong words when dealing with upset customers. The wrong word can be like lighting a fuse on a firecracker. When dealing with a customer who is "fuming" don't light a fire with your words...instead, use words that will act as a fire extinguisher.

Matchstick

- You should have called for your ride sooner.
- I can only wait for you 5 minutes
- I know where you are going. I don't need directions.
- Your groceries are too heavy. I can hardly lift them.
- I can't understand you.
- I don't know where that is.
- I don't know who you should call regarding a complaint.

Fire Extinguisher

- Next time, be sure to call as soon as you can to assure your ride.
- Our policy is that we wait 5 minutes, how much time do you think you will need.
- Thanks for reminding me where you are going.
- Next time let's get the clerk to put your groceries in more bags.
- I can't hear very well today. Will you repeat that again please?
- Let's see if we can find out where that is.
- I'm not sure, but I will find out for you as soon as possible

When a reasonable person gets upset, they may have a momentary lapse of unreasonableness, but they are still basically rational and can be dealt with. Consider the following example:

- Customer: I called yesterday and scheduled a pick up for 8:00 a.m. It is 8:30 now, and I will never make it on time for my doctor's appointment.
- Driver: Ma'am, what time is your appointment, and where is your doctor's office. Maybe we can still make it.
- Customer: My doctor is at 123 W. Main Street, and I have to be at the doctor's office in 15 minutes. We'll never make it.
- Driver: Ma'am, it will take no more than 20 minutes to get to that address. There is no traffic at this time of day. And, I am sure your doctor will still take you if you are only 5 minutes late.
- Customer: Okay. Thank you for your help. But next time, please get here sooner.

Regardless of the fact that the customer waited for one hour for the driver to arrive, the bus driver was able to satisfy the customer by providing the service the customer has originally requested - getting her to her doctor's appointment.

The difficult customer, on the other hand, generally feels a need to get attention by being disruptive and negative, and may remain unreasonable no matter what is done to try to satisfy them! Consider the following example:

- Customer: I called yesterday and scheduled a pick up for 8:00 a.m. It is 8:30 now, and I will never make it on time for my doctor's appointment.
- Driver: Ma'am, what time is your appointment, and where is your doctor's office. Maybe we can still make it.
- Customer: What does it matter now? You should have been here sooner. The person who took my call said you would be here shortly.
- Driver: Ma'am, I understand that you are anxious to get to your doctor. I am sorry I did not get here sooner, but maybe you can still make your appointment. Doctor's aren't always on time.
- Customer: How dare you insult my doctor! You are the one that's late and now you are trying to put the blame on my doctor .I've been going to him for 30 years, and he is the best doctor in the world.
- Driver: Ma'am, please. If you would just tell me the address of your doctor, I might be able to get you there for your appointment.
- Customer: I don't appreciate your tone of voice. Just because your agency is incompetent is no reason to take it out on me. If you were more conscientious about your work, this would never happened

The difficult customer strives to be totally unreasonable. Nothing the special service driver does will ever satisfy them. The only recourse is to be as polite as possible. Do not lose your temper. That is what would satisfy the difficult customer, as there real need is to get the best of someone else.

On the other hand, upset customers can generally be satisfied. While there is no single answer to satisfying every upset customer, by applying customer relations skills, combined with a positive attitude, the special service driver can be assured of satisfying most of the upset customers that will face.

12.9 Dealing with Disruptive Customers

When an upset or difficult customer becomes disruptive, the following procedure should be used:

STEP 1: General response to disruptive behavior (if there are no threats or weapons)

1. Respond quietly and calmly. Try to defuse the situation
2. Do not take the behavior personally. Usually, the behavior has little to do with you, but you are used as a target in the situation.
3. Ask questions. Respectful concern and interest may demonstrate that aggression is not necessary.

4. Consider offering an apology. Even if you've done nothing wrong, an apology may calm the individual and encourage cooperation. "I'm sorry that happened. What can we do now that will solve the problem?"
5. Summarize what you hear the individual saying. Make sure you are communicating clearly. In crisis, a person feels humiliated and wants respect and attention. Your summary of the individual's concerns reflects your attention. Focus on areas of agreement to help resolve the concern.

If this approach does not stop the disruption, assess whether the individual seems dangerous. If in your best judgment he/she is upset but not a threat, set limits and seek assistance as necessary.

STEP 2: Step 1 response ineffective, individual **DOES NOT** seem dangerous.

1. Calmly and firmly set limits. *"Please lower your voice, there will be no disruptions in this vehicle. Please be patient so that I can understand what you need and try to help you."*
2. Ask the individual to stop the behavior and warn that official action will be taken. *"Disruption is subject to Agency action. Stop or you may be reported."*
3. If the disruption continues despite a warning. Tell the Individual that he/she may be disciplined or prosecuted, state that the discussion is over, and direct them to leave. *"Please leave now. If you do not leave, we will call the police"*
4. If the individual refuses to leave after being directed to do so, state that this refusal is also a violation subject to discipline, exclusion from service, or arrest.

STEP 3: Step 1 response ineffective and the individual **SEEMS DANGEROUS**

1. If possible, find a quiet, safe place to talk, but do not isolate yourself with an individual you believe may be dangerous. Maintain a safe distance, do not turn your back, and stay seated if possible. Leave the door open or open a closed door, and sit near the door. Be sure someone is near to help if needed.
2. Use a calm, non-confrontational approach to defuse the situation. Indicate your desire to listen and understand the problem. Allow the person to describe the problem.
3. Never touch the individual yourself or try to remove him/her from the area. Even a gentle push or holding the person's arm may be interpreted as an assault by an agitated individual who may respond with violence towards you or file a lawsuit later.
4. Set limits to indicate the behavior needed to deal with the concern. "Please lower your voice". Please stop shouting (or using profanity) or I'll have to ask you to leave.

5. Signal for assistance. The individual may be antagonized if you call for assistance so use a prearranged distress signal to have another staff member check on you to determine how you are. If you need help alert your supervisor and/or the police.
6. Do not mention discipline or the police if you fear an angry or violent response.
7. If the situation escalates, find a way to excuse yourself, Leave the room/area and get help. "You've raised some tough questions. I'll consult my supervisor to see what we can do."