

Bus & Motorcoach NEWS

WHAT'S GOING ON IN THE BUS INDUSTRY

There is more to see in Orlando than Disney, Universal

ORLANDO, Fla. — Orlando is the most visited destination in the United States for a fun-damental reason: It's a blast, definitely for kids, but also for adults, and the list of activities runs as long as some of the lines at popular theme parks.

But like the rides, Orlando is worth the wait.

A destination built on tourism knows how to handle visitors, who numbered a record 68 million in

2016, according to statistics from Visit Orlando.

Those visitors — whether in town for vacation or for business or education at the Orange County Convention Center, the second largest in the U.S. at 7 million square feet — accounted for an economic impact of \$64 billion in 2016.

Orlando, of course, is known for Walt Disney World Resort,

Universal Orlando Resort and SeaWorld, the “Big Three,” as some say. Those three comprise multiple parks.

Disney includes Magic Kingdom, Animal Kingdom, Epcot, and Disney Hollywood Studios; Universal includes Universal Studios Florida, Universal's Islands of Adventure and Universal's Volcano Bay; and SeaWorld includes SeaWorld, Aquatica and Discov-

ery Cove.

Within the theme parks are myriad brand-name attractions such as the Wizarding World of Harry Potter at Universal and Star Wars experiences at Disney Hollywood Studios.

“Your typical group that's going to come in and spend a couple of days in Orlando, they're definitely going to do two things: They're going to go to a theme

park and they're going to go shopping,” said Brian Scott, president of Largo, Fla.-based Escot Bus Lines, which operates about 45 motorcoaches among about 80 revenue-producing vehicles, providing charters as well as contract service for theme parks.

“Those are the two things you can guarantee are going to happen,” Scott said.

CONTINUED ON PAGE 14 ▶



Participants in the recent UMA Safety Management Seminar in Ashburn, Va., spent two days learning about and discussing such issues as ELD malfunctions, cybersecurity threats and policies concerning medical marijuana use by motorcoach drivers. See stories and photos beginning on Page 12.

Prevost predicts strong 2018 with new equipment, services

SAINTE-CLAIRE, Quebec — Prevost is rolling into 2018 on a high note, with well-received recent product improvements and plans for new equipment and service features.

“Right now we're looking at a very bright outlook for 2018,” said Jack Forbes, vice president of North American sales for Prevost.

“We're encouraged with what we're hearing from all aspects of the business.”

Coming attractions in 2018 include introducing the electric fan drive cooling system in the H3-45 early in the year after a successful rollout in the X3-45 in mid-2017; a new entertainment system on both lines; and a planned new service

center in Orlando, to name a few.

Improvements ahead for the Volvo 9700 motorcoach, which Prevost distributes as a member of the Volvo family, include floor rails for sliding passenger seats, starting with third quarter 2018 deliveries, and building on sales of the 9700's introduction into Canada in August 2017.

Prevost also is coming off successfully delivering the first 60 buses in 2017 of its single largest contract ever: up to 360 of its

CONTINUED ON PAGE 10 ▶



Jack Forbes

School principal focuses dissertation on driver shortage

FRANCESVILLE, Ind. — Transportation managers across the country are coping with a shortage of school bus drivers in various ways.

In many cases, they and other school district employees — from custodians and mechanics to the principal of a Francesville, Ind., school — are getting behind the wheel to fill in gaps caused by the

driver shortage.

“We only have about 5,000 people in the total labor pool, and it's not enough,” said Dan Zylstra, principal of West Central Elementary School in Francesville who frequently fills in as a bus driver.

Zylstra is working on his doctorate in education from Indiana University and has focused on a unique subject for his dissertation:

experiencing the driver shortage first-hand, he is studying ways that small school districts can use compensation and non-wage factors to recruit and train school bus drivers.

Zylstra's district is small enough that there isn't a full-time mechanic or a transportation director to send out on a route when short of drivers. The district super-

intendent fills the transportation director's duties and the district has a garage in town that services the buses and performs small repairs. The buses are sent out of town for more complex repairs.

The entire county has a population of 11,000 people, and the school district covers half of the rural county, so there is a limited labor pool.

“The 13 drivers we have are people with spouses, or they have other jobs with flexible hours such as small business owners, or they are semi-retired,” Zylstra said. “We don't have any farmers right now, but we used to.”

He said that despite federal transportation laws, states have their own quirks on how drivers

CONTINUED ON PAGE 11 ▶

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Former industry star Darren Berg escapes from prison

SEATTLE — Darren Berg, a former motorcoach industry star who was sentenced to 18 years in prison for defrauding investors, escaped from a federal prison in California last month.

The *Seattle Times* reported that Berg “walked away” from the USP Atwater facility, which is a minimum security work camp.

Berg, 55, was sentenced in 2012 in U.S. District Court in Seattle. He was found guilty on charges of wire fraud, money laundering, and bankruptcy fraud, according to the U.S. Attorney’s Office.

Berg, who defrauded hundreds of investors of millions of dollars through investment funds he oper-

ated for nearly a decade, also was forced to pay more than \$100 million in restitution.

Upwards of \$45 million to \$48 million of the \$350 million investors gave Berg over the years was pumped into his motorcoach company, MTR Western, which between 2003 and 2009 grew from four coaches to be the industry’s

12th largest operation, with a fleet of nearly 170 coaches.

Along the way Berg became the initial winner of the industry’s Green Highway Award in 2008 and the BusRide Motorcoach Industry Achievement Award in 2007. He also was elected to the board of the American Bus Association.

Additionally, Berg funneled millions to himself to maintain an extraordinarily lavish lifestyle that included luxury yachts, private jets, expensive cars, multiple homes and remodeling his \$12 million waterfront Mercer Island mansion into a showpiece.

As of mid-December, Berg had not been captured.

Coach USA/Coach Canada posts gain in operating profit

PERTH, Scotland — Stagecoach Group has reported that Coach USA/Coach Canada and megabus.com had essentially flat revenue but a substantially higher operating profit during the first half of fiscal 2018.

Coach USA/Coach Canada, along with megabus.com, are subsidiaries of Perth-based Stagecoach Group and the largest operator of motorcoaches in North America, with a fleet of roughly 2,200 buses. (No. 2 Greyhound Lines has a fleet of 1,600 coaches.)

Combined like-for-like revenue at Coach USA/Coach Canada and megabus.com for the six months ended Oct. 28, 2017, was \$333.3 million, or 0.1 percent

higher than during the same period the prior year.

The gain came despite a 4.6 percent slide in revenue at megabus.com.

Stagecoach noted, however, that business at megabus.com in North America “continues to show some signs of improvement.” Year-over-year revenue per vehicle mile increased 3.2 percent, “reflecting the changes we made to our network to better match our services with customer demand.”

Combined operating profit for the five business lines that make up Coach USA/Coach Canada – megabus.com, scheduled service, charter, contract services and sightseeing/tour operations – was \$27.6 million, up 21.2 percent

from the first six months of fiscal 2017.

The combined first-half fiscal 2018 operating margin at Coach USA/Coach Canada and megabus.com rose to 8.3 percent from 6.7 percent a year earlier.

Most of that gain was accounted for by contract services, which saw revenue jump to \$72 million from \$58.7 million a year ago, a 22.7 percent increase.

Revenue at the other business units was little changed or lower during the first half of fiscal 2018. Charter revenue was down 8.3 percent, sightseeing/tour revenue was down 13.2 percent, subsidies from local governments were down 12.9 percent, schedule service commercial revenue was up 0.7 percent

and, as noted, megabus.com revenue was down 4.6 percent to \$97 million.

Still, in issuing its half-year trading update, Stagecoach noted that “revenue trends in North America have improved. Contract revenue has benefitted from tender wins, including rail replacement work.” Lower fuel costs also helped.

Stagecoach said it was “encouraged by further additional revenue generated from our focus on contract opportunities.”

In the first half of the year, Coach USA provided replacement commuter and other bus service because of train disruptions at New Jersey Transit and the Long Island Rail Road as a result of

track repair work at Pennsylvania Station in New York.

“This has contributed to the reduction in charter revenue as we deployed some vehicles on the rail contract work that would otherwise have been available for charter,” Stagecoach said. “Elsewhere, weak sightseeing markets have impacted some of our services, and we see potential to restructure our sightseeing operations to improve profitability.”

Stagecoach said it remains “on course to grow the division’s operating profit in 2017/18, reflecting our targeted pursuit of contract opportunities, and management action to match our services with customer demand at our megabus.com intercity coach business.”



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THE DOCKET

Nearly 60,000 warned or cited during safe driver week

GREENBELT, Md. — A total of 59,193 warnings and citations were issued to commercial motor vehicle and passenger vehicle drivers during the Commercial Vehicle Safety Alliance's Operation Safe Driver Week October 15-21, and it was clear that car drivers speed a lot more than commercial drivers.

During the weeklong initiative, law enforcement agencies throughout the United States and Canada increased roadway traffic safety enforcement and education to address dangerous driving behaviors by commercial and passenger vehicle drivers.

The top five warnings/citations issued to CMV drivers were:

- State/local moving violations — 84.2 percent (of warnings/citations)
- Speeding — 7.4 percent
- Failure to use seatbelt — 2.6 percent
- Failure to obey traffic control device — 2.5 percent

control device — 2.5 percent

- Using a handheld phone — 0.8 percent

The top five warnings/citations issued to passenger vehicle drivers were:

- Speeding — 43.5 percent (of warnings/citations)
- State/local moving violations — 36.2 percent
- Failure to use seatbelt — 9.4 percent
- Failure to obey traffic control device — 2.3 percent
- Improper lane change — 1.5 percent

The following is a closer look at this year's Operation Safe Driver Week traffic enforcement results:

- A total of 38,878 citations/warnings were issued to CMV drivers.
- A total of 20,315 citations/warnings were issued to passenger vehicle drivers.

• 30,714 warnings and 8,164 citations were recorded for CMV drivers.

• 7,785 warnings and 12,530 citations were recorded for passenger vehicle drivers.

• 43.5 percent of passenger vehicle driver warnings/citations were issued for speeding, versus 7.4 percent of CMV driver warnings/citations.

• When it comes to distracted driving, 0.1 percent of CMV driver warnings/citations were for texting and 0.8 percent were for using a handheld phone. For passenger vehicle drivers, 0.7 percent of warnings/citations were for texting and 0.5 percent were for using a handheld phone.

• For both CMV drivers (2.6 percent) and passenger vehicle drivers (9.4 percent) failure to wear a seatbelt was the third most-cited traffic enforcement violation for each group.

• Less than 1 percent of warnings/citations for CMV drivers (0.6 percent) and passenger vehicle drivers (0.9 percent) were for following too closely.

• 16 CMV drivers received a warning/citation for using/equipping a CMV with a radar detector.

• A small percentage of warnings/citations were for inattentive or careless driving — 0.2 percent of CMV drivers and 1.3 percent of passenger vehicle drivers.

• 19 CMV drivers received a citation for operating their vehicle while ill or fatigued; 86 received a warning.

"Countless lives are tragically lost on our roadways due to unsafe, risky, inattentive or careless acts by drivers," said CVSA Executive Director Collin Mooney.

"In fact, driver behavior is often the most important factor in crashes. Operation Safe Driver Week raises awareness about safe driver

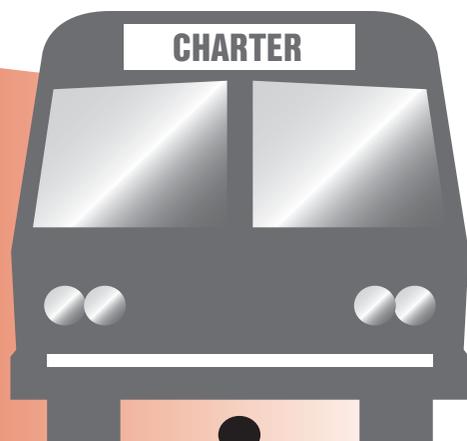
operations in and around trucks and buses."

The Federal Motor Carrier Safety Administration's "Large Truck Crash Causation Study" cites driver behavior as the critical reason for more than 88 percent of large truck crashes and 93 percent of passenger vehicle crashes.

The Operation Safe Driver Program aims to combat the number of deaths and injuries resulting from crashes involving large trucks, buses and passenger vehicles through educational and enforcement strategies in an effort to improve the driving behaviors of all drivers operating in an unsafe manner, either in or around commercial motor vehicles.

CVSA is a nonprofit association comprised of local, state, provincial, territorial and federal commercial motor vehicle safety officials and industry representatives.

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NY lawmaker seeking tougher rules for double-deckers

ALBANY, N.Y. — A state lawmaker is seeking tougher regulations on double-decker sightseeing buses in New York City, which



he says are needed to protect tourists, pedestrians and motorists.

Democratic Sen. Brad Hoylman of Manhattan said several legal loopholes allow the buses to skirt the safety and regulatory rules that apply to other kinds of buses.

“Double-decker tour buses aren’t only a nuisance to my constituents in Manhattan, but it turns out they also are evading regulatory scrutiny in New York, making them a potential disaster waiting to happen,” Hoylman said.

Double-decker tourist buses are treated differently in state law than school, charter or public-transit

buses. They don’t have to follow the same rules requiring driver medical exams and driving tests, are exempt from laws barring sex offenders from driving other kinds of buses, and aren’t held to the same insurance regulations.

The popularity of the buses has increased in recent years. While there were fewer than 60 double-decker buses in the early 2000s, the number increased to 263 by 2014, according to an analysis that year by The Associated Press.

Twin America LLC is the largest provider of bus tours in the city, operating the bus companies Gray

Line New York and CitySights NY. Spokesman Joshua Knoller said the company complies with all city regulations and looks forward to working with Hoylman “to promote safer streets.”

Knoller declined to respond to questions about Hoylman’s specific proposals and how they would affect existing company policies.

There have been some notable accidents involving the tour buses in recent years.

Lawmakers could take up the issue after they return to Albany this month to begin the 2018 legislative session.

Minnesota testing cold-weather driverless shuttle bus

MONTICELLO, Minn. — A driverless shuttle bus that could someday carry transit passengers in cities across the country recently was tested in the frigid temperatures of Minnesota.

The Minnesota Department of Transportation’s Autonomous Bus Project, a pilot program for pilotless vehicles that will help determine how they operate in cold weather, tested the vehicle on the MnROAD cold-weather pavement

testing facility, a self-contained area in Monticello not open to normal traffic.

The public will get a peek at the project during Super Bowl LII festivities, when the buses debut on Nicollet Mall, according to the *Minneapolis Star Tribune*.

“I can’t think of a better day in Minnesota to show off and test this autonomous technology,” said MnDOT Commissioner Charles Zelle. “We have just the right

amount of snowflakes, a little ice on the road.

“As we think about the future, autonomous vehicles are being tested and have gained great attention throughout the world and certainly in the United States. We have a unique opportunity to test this vehicle in compromised conditions. This is not California.”

MnDOT’s test program uses a shuttle bus manufactured by EasyMile, a French company spe-

cializing in driverless technology. Maplewood-based 3M provides films that protect and enhance the sensors in inclement weather.

The vehicle, which can hold up to 12 people, runs on a pre-mapped route with an average speed of about 15 miles per hour.

Joseph Holmes, EasyMile’s sales director, told the *Star Tribune* that the bus has been tested in California and in the Arlington, Texas, entertainment district be-

tween the Dallas Cowboys and Texas Rangers stadiums.

“We’ve had no accidents,” Holmes said, noting the buses are designed to work in more controlled environments, such as pre-planned communities.

EasyMile has also tested the vehicle in Finland and Norway, but Minnesota will be the first cold-weather test case in the United States. The project will last through February.

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Industry first? Operator loses account to driverless cars

By Lexi Tucker
Limousine, Charter & Tour

FRASER, Mich. — On Dec. 11, Nick Kokas, vice president of global operations for Brentwood's Distinguished Executive Transportation, took to Facebook to announce something most operators probably thought was years away from occurring: He lost an account to autonomous vehicles.

"I was not planning on sharing this information publicly, but I've decided to do it in a hope the conversation within our industry changes," Kokas wrote. "As of last week, after leaving a client meeting in preparation for our industry's biggest annual event in Michigan (the North American International Auto Show), we learned we would be losing this account to autonomous vehicles."

"YES, YOU HEARD ME CORRECTLY. The account is an auto manufacturer, and as of Jan. 2018 they will be using their own autonomous vehicles to transport staff and visitors visiting their two main centers."

In an email to LCT, Kokas stated although it would not be appropriate to comment on the client name, he was told they would be using a luxury sedan as well as a crossover SUV that they showed him during a tour.

He was also given a chance to ride in one of the vehicles. During the time his company served the client, beginning in 2009, almost all trips were airport transfers and hourlies in sedans.

This is the first case LCT knows of where a limousine operator has lost a corporate contract to driverless cars.

"This brings me to my point: The focus within our industry is

unfortunately misguided," Kokas said. "There is too much of a focus on Uber and Lyft. These companies are NOT our biggest threats."

"Volvo will be releasing over 20,000 autonomous vehicles over the next 12 to 24 months. GM will be releasing over 40,000 FULLY autonomous vehicles over the next two years without human drivers strictly for commercial use using their OWN designed rideshare app cutting out both TNCs."

"Since 2013, when Uber entered our market in Detroit, we never lost an account. Not ONE! In fact, we have seen double-digit growth each and every year. In fact, I think Uber forced and taught us to become more efficient. Now Uber is being disrupted — and it's by companies like Ford, GM, and BMW."

"Shockingly, this is not being talked about because, for the last few years, our industry has been saying this is decades away; it isn't. With over 100,000 autonomous vehicles coming to the market over the next two years, the potential exists for a larger, more disrupting impact to us than both Lyft and Uber combined."

"To put this into perspective, Ford has publicly announced they have invested over \$150 MILLION in 'mobility' solutions. Think about that: \$150 million to design and implement a program that competes against you and I."

At this point in time, no one really has an answer for how the chauffeured transportation industry should adapt to the oncoming onslaught of self-driving cars. There are many who think the technology is decades away, when in reality there are thousands of trips happening already on public roads.

"In business you try to forecast as much as possible, and this is the

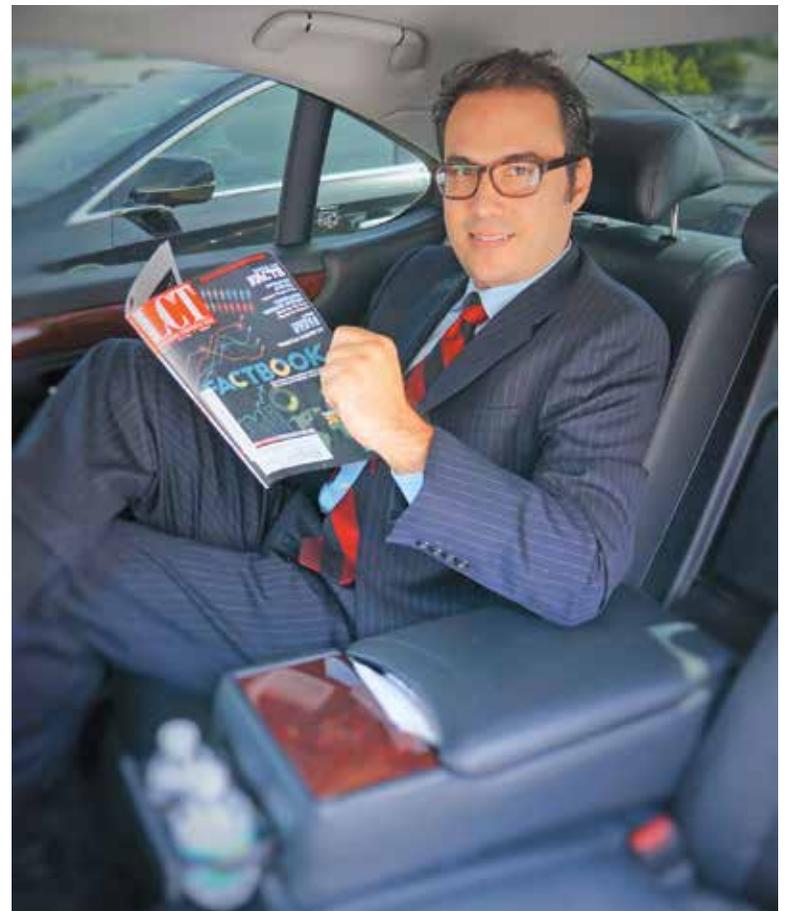
first time I can honestly say I have no idea how to project a five-year standard forecast, which I have been doing all my years in business. That's a red flag for me and a bit scary," Kokas said.

"People who are closest to me know this is the one thing that keeps me up. I'm surrounded by engineers and executives that work in the automotive world every single day. I'm from the Metropolitan Detroit area and have these conversations all the time with them off the record. The bottom line is a car company can make more profit selling a car as a service and producing over \$100k in income a year per car than selling a car for \$40k and you keeping it for seven years. Making a 10-year industry prediction is very difficult at this stage."

"What I do feel will happen is one or several of the current major chauffeured car companies will be acquired by one of the major automakers via an investment or outright purchase. A C-suite executive from one of these auto companies actually told me this is on their radar and is being studied as a way of purchasing access to a global index of active passengers that use cars as a service. It might be cheaper from a customer acquisition cost standpoint than starting from scratch."

When asked how he could be sure he hasn't lost any business to TNCs, Kokas said, "This is easy, as it's our business to know who our clients and accounts are. Since 2013 we have not lost a single corporate account, which I attribute to our adjusted business models to combat on-demand."

"We have actually grown our customer base since then. Other than an airline which no longer flies into Detroit, we still have the same accounts from 2013 using us



Nick Kokas, vice president of global operations for Brentwood's Distinguished Transportation in Michigan, said the company lost an account to autonomous vehicles.

today. We actually anticipate 2018 to be a no-growth year even though the corporate tax environment is expected to improve dramatically for our customers."

In order to combat Uber and Lyft, Kokas deployed chauffeurs and created shifts with an over-supply to cover a geographic area of roughly 45 radial miles in 2013. This created an availability and response time for the company that rivaled even the largest competitor in the state.

Soon, Brentwood's became known as the go-to company by even local chauffeured car businesses to help out when supply

was needed. Since then, the window that customers would call ahead of time kept getting shorter because of their adaptation to ride-share expectations and response times they offer.

"We were able to keep up and increase supply organically over the last four years making our corporate clients not have a need to look elsewhere," Kokas said. "I really believe this shift in how we handled our supply is what kept our accounts from leaving."

Lexi Tucker is assistant editor of Limousine, Charter & Tour magazine, where this article first appeared.

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As a plump American, I resent being considered dangerous

By Dave Millhouser

One of my favorite Presidents is Thomas E. Dewey. I watch the History Channel often (can't wait to find out who won WWII) and was stunned to recently find out that the hard-charging New York governor had LOST the 1948 presidential election.

Golly, the *Chicago Daily Tribune's* headline said, "DEWEY DEFEATS TRUMAN." If you can't trust the *Tribune*, who can you trust?

The National Transportation Safety Board may be in a league with the *Tribune*, publishing a story whose relationship with the facts is strained.

NTSB's recent report on a fatal October 2016 California accident seems to fit that mold.

If I understand correctly, nighttime traffic was stopped for utility work when a motorcoach plowed into the back of a stationary truck, killing the bus driver and 12 passengers.

The NTSB cited several causes for the accident, including Caltrans' inadequate transportation management plan for dealing with stopped traffic. Police officers

hadn't noticed that the truck had remained in place after traffic was allowed to proceed.

This was virtually the same conclusion that the police came to within 24 hours of the crash. But, in a leap worthy of Olympian Jesse Owens, NTSB added that undiagnosed sleep apnea in the truck driver and type 2 diabetes in the bus driver were likely contributing factors.

If the sleep apnea wasn't diagnosed, how do they know he had it? Isn't sleep apnea ferreted out by an expensive, lengthy test (which this gentleman apparently had NOT had). He was overweight, but so are many folks who don't have sleep apnea.

They assume that he didn't move because he was fatigued, but maybe he was just filling out his logbook. If he hadn't slept well, perhaps it was because he ate spicy food or was worried about paying his growing tax bills.

The only hint that it might have been sleep apnea was his weight (compounded by NTSB's stated desire to add sleep apnea testing to USDOT regulations).

Is it possible that police didn't notice the stationary truck because

THEY were fatigued? In many jurisdictions officers commonly work many hours of overtime. They drive AND carry guns.

In the bus driver's case, the reference to diabetes is frivolous. Thousands of commercial drivers work every day with this condition.

In this particular case, the medical examiner found glucose in the urine and ordered a second test that proved normal. There's no indication that diabetes had anything to do with the accident.

It appears that the NTSB has embraced the dictum espoused by the famed law firm Dewey, Cheatem and Howe: "Never ask a question unless you already know the answer."

While good advice for trial lawyers, it may not be appropriate when doing investigations. The NTSB's report read like the agency had been looking for an incident useful in promoting its sleep apnea and diabetes agenda and sorta plopped it into this accident's documentation.

One industry observer said, "There are some huge questions that need to be asked about how we treat the drivers we depend on to deliver goods and services."

"We might start with an increasingly politicized over-funded NTSB that lacks a clear mission. With virtually no airline crashes to look into, they're investigating incidents with little relationship to overall safety. In this incident, the police knew what happened by the afternoon of the crash. Case closed. Yet, NTSB spent millions investigating the incident only to come to illogical (and a few logical) conclusions to fit a narrative some want to advance."

Is there any empirical evidence that sleep apnea or type 2 diabetes are serious problems, and if testing has resulted in improved safety?

As a plump American, it's troubling that a government agency profiles me, presuming I have a condition that makes me dangerous. I confess to occasionally sleeping poorly for a variety of reasons, including, but not limited to, too much pizza, Monday Night Football and fears about bureaucrats with agendas.

On a related note, am I the only one who has noticed a change in NTSB's behavior immediately following highly visible accidents?

In ye olden days, the agency's comments resembled those offered

by New England Patriots Coach Bill Belichick in post-game interviews: a few grunts and minimal information.

Rather than allow the public to jump to conclusions that might eventually prove inaccurate, NTSB investigators insisted we wait for their final report.

These days one of the most dangerous places at an accident scene may be the area between NTSB's spokesman and a live microphone. One could be trampled.

What has changed at NTSB? It has done a fine job of improving airline safety, but appears to have succumbed to a virus that infects bureaucracies: the need to replicate even after the goal is reached.

Never one to give up on a good metaphor (or simile — I get confused), it seems to me that NTSB's leadership has morphed into a Huey, Dewey and Louie style.

Dave Millhouser is a bus industry marketing consultant and freelance writer. Contact him by email at Davemillhouser@gmail.com.



Dave Millhouser



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Change is the vehicle to make business goals a reality

By Christian Riddell
Motorcoach Marketing Council



Christian Riddell

Let's face it: change sucks.

It's often scary and inconvenient, and in many cases it means we have to stretch. Just like the rest of you, I'm familiar with the "change is good" adage, but honestly?

The guy who wrote that was nuts. Most of us prefer "business as usual" because it's comfortable, familiar and easy. Even when it's not easy, it's still easy! Before you quit reading, though, let me elaborate.

As I talk with operators out in "Bus Land," many of them have legitimate needs they are trying to address. They need more drivers, more business, a marketing plan, etc. These needs aren't little or without consequence; rather, they're the wake-you-up-in-the-middle-of-the-night, push-the-food-around-your-plate, knot-in-your-stomach, cold-sweat kind that you can't ignore.

When we discuss their concerns, these operators look to me for answers, hoping I have that one silver bullet that will finally fix the problem.

In response, I almost always challenge them to do something different than what they've been doing, and to do it much more frequently. Regardless of whether we're talking about improving a website, boosting outbound sales calls, increasing postcard mailers or hiring another person to accomplish specific tasks, my advice is pretty consistent across the board.

Far too often, however, the suggestion to do something different is met with a great deal of resistance. Even though they want to resolve the issue, they'll claim that whatever change I've recommended is too much or too hard, and then go back to work and continue doing the very thing that ultimately created their trouble in the first place.

At the end of the day, the concept of change is simple. If you put your hand in the fire and it gets burned, you immediately pull it out without even thinking about it.

Marketing Minute GoMotorcoach It's the Smart Move

You make a change, and the result, in turn, also changes.

But if you put your hand in the fire, don't like the burning sensation, and continue to leave it there hoping that something will change so it doesn't hurt, people will call you crazy.

That only makes sense, right? Well, you'd think so. But when it comes to business problems, we too frequently find ourselves foregoing meaningful change for the status quo.

Why do we do this? Because in terms of business, we know that we can deliver on the status quo. If we did things a certain way yesterday, there's a good chance we can do it again today and tomorrow. If we switch something up, however, we can't predict how it will play out.

That scenario introduces an unknown variable into the equa-

tion, and that unknown often makes us pause. But even if business changes aren't as instinctual as pulling one's hand out of the fire, they still need to happen.

So, how do we learn to embrace change and the meaningful impact it can have without becoming overly focused on change for the sake of change?

We change. Bottom line.

That may sound like an oversimplification, but here's some straight-up truth: Change is the precursor of new results. Whatever we're experiencing right now—good or bad—in our businesses and relationships is directly related to our behavior in those areas of our lives.

And here's the second hard truth: we are only subject to our circumstances to the degree that we are unwilling to change what we're doing in order to get new results.

Let's look at this hypothetically. If we're suffering from a driver shortage, our current hiring practices, company culture, pay structure, dispatch team and company policies are absolutely contribut-

ing to that problem.

Or, as another example, if we're not getting enough charter business, we're actually responsible for that gap based on how we have (or haven't) marketed our services. Even if we're unable to pinpoint what specific factor is causing the problem, we can still be sure that our input—or lack thereof—is preventing the change we want to see.

But here's the thing: if input affects output, getting different results is as easy as making a change. At the end of the day, it's not really all that complicated. I know we're talking business (not physics) here, but this discussion is reminding me of Sir Isaac Newton's third law: "For every action, there is an equal and opposite reaction." That law is true in the world of science, and it's true in the world of business as well.

I have said, for years, that marketing is something that has a cumulative effect that one simply can't help but see. When companies consistently focus on marketing over a period of time, they'll

CONTINUED ON PAGE 9 ►

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Marketing Minute

CONTINUED FROM PAGE 8

see results. Period. While there is often a lot of time, thought and energy put into what's being advertised and how it looks, it's really the simple act of doing that generates results.

Throughout the time I've worked in the motorcoach industry, I have watched hundreds of companies get stuck in what Gladys Gillis likes to call "implementation paralysis." This occurs when a company gets so stuck in the details — what shade of blue something is, whether the photo they're considering is the perfect choice, or some other minutia — that the "thing" never sees the light of day.

I think this happens to us with change as well. It's not that we don't want change, or that we don't believe it could bring different results. The reality is just this: we tend to shut down when we start to consider the logistics.

Because we often associate change with something that's hard, frustrating or difficult, it feels easier to opt out, even in the face of overwhelming evidence that a shift is in order.

Does it need to be that hard, though? Is it possible to make it easier? I think so, and I think the key lies in finding ways to quickly and easily implement changes without creating lots of extra stress for everyone involved.

When it comes to marketing, one of the fastest ways to kill change is to assign marketing tasks to someone who is already overwhelmed. Let's say, for example, that an owner comes back from a trade show with notes from half a dozen education seminars and holds a meeting with his team to share his enthusiasm.

At the end of the meeting, he assigns various marketing tasks to already-stretched-thin employees. They promptly accept the assign-

ments, but those assignments never get done. In these types of situations, I'll sometimes get asked to work with staff to help them catch the marketing vision.

If I have a chance to talk with them, however, I frequently hear this phrase: "We honestly don't have the time to do this."

From these experiences, I've realized that it's crucial to make marketing easy. Making it easy may mean using the council's tools (which turn tasks like making a postcard into something as simple as uploading four photos and a logo), hiring a firm to help, bringing in new staff, or outsourcing the work to someone else.

Regarding that last suggestion, the Motorcoach Marketing Council recently launched a Do It For You program for busy operators who want to make sure marketing doesn't fall through the cracks.

At this point in the article, I'm guessing that you're coming up with a list of reasons why some (or all!) of those suggestions won't work. I would also guess that if you've been in this industry longer than two years, you've had the experience of spearheading change by making assignments, giving deadlines and asking your team for support, only to find that little or nothing came of it in the end.

One of my very favorite principles to teach is this: in order to accomplish something you have never accomplished, you must first do something you have never done. If you want to hire more drivers, land more charters, fill up your line runs, change your office culture or recruit younger talent, you have to do something you've never done.

And in order to do something you've never done, you have to make a change.

Making a shift is hard, but I can promise you a few things. First, change doesn't need to be scary. Second, when you make a change and you're consistent, you

will see results. And third, if your change has to do with marketing, the Motorcoach Marketing Council is here to help you.

Going in a new direction requires thought, input and action, but change is the only path to achieving your end goals.

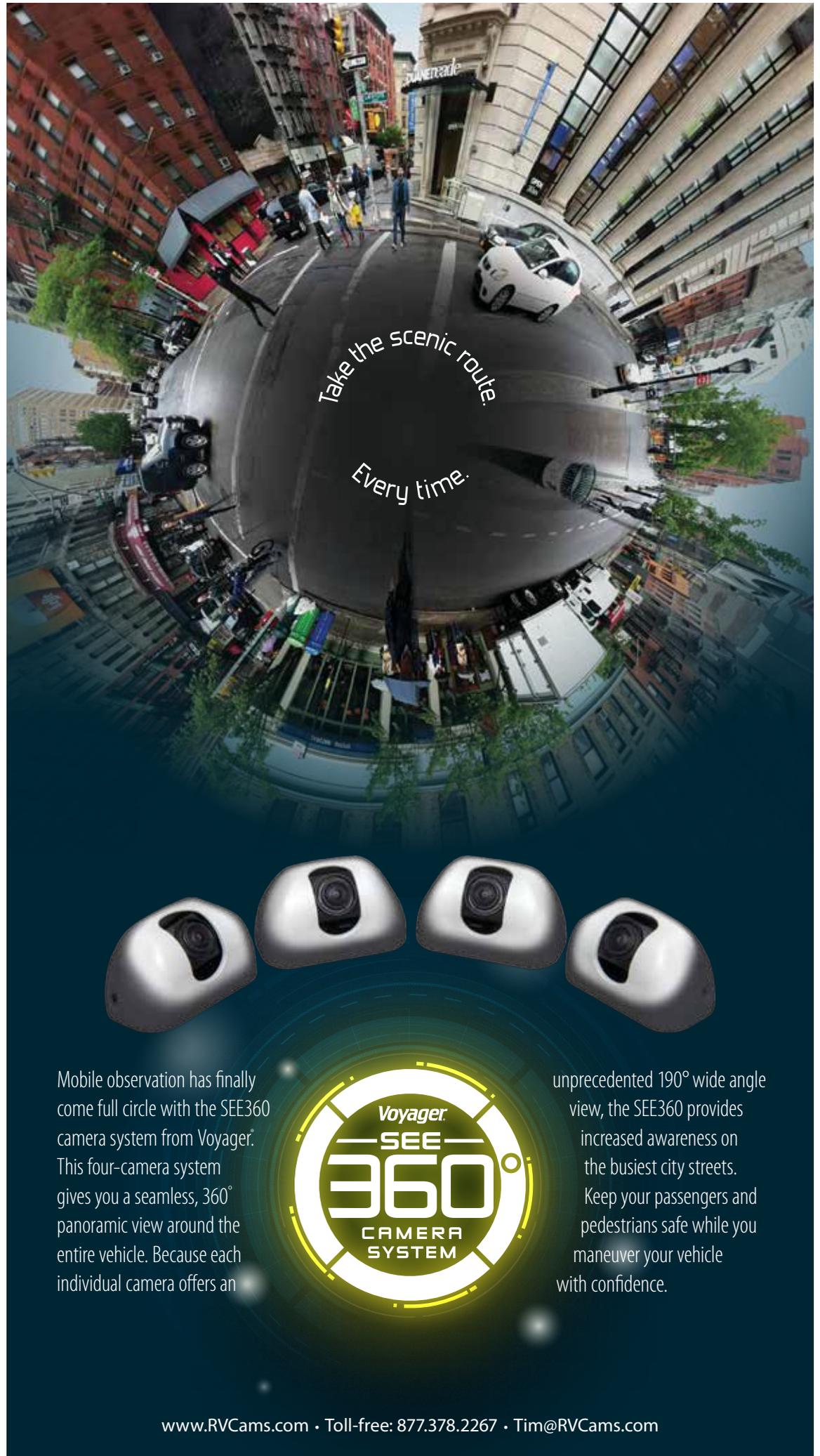
At the beginning of this new

year, I challenge you to find something in your company that you want to be different. Once you've identified an area that needs attention, make a change and commit to it for a significant amount of time.

Doing those two things will give you the opportunity to watch as the impact of that change gener-

ates results. Change will no longer be that big monster lurking in the shadows; instead, it will become the vehicle you use to make your business goals a reality.

For more information about the Motorcoach Marketing Council and its programs, go to www.motorcoachmarketing.org.



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Allison delivers 500,000th 4000 Series transmission

INDIANAPOLIS — Allison Transmission recently produced its 500,000th fully automatic 4000 Series transmission.

Benefiting a wide range of commercial-duty vehicles, the transmission series is used in applications that include refuse, construction, fire and emergency, distribution, coach and transit bus, and motorhomes.

The 500,000th transmission was delivered to New Flyer Indus-

tries Inc.'s manufacturing facility in St. Cloud, Minn., where it was to be installed in a New Flyer Xcelsior clean-diesel 65-foot transit bus destined for the Alameda-Contra Costa Transit District in California.

"We are proud to celebrate the delivery of our 500,000th 4000 Series transmission to New Flyer," said Heidi Schutte, vice president of marketing and sales for the Americas with Allison Transmission.

Prevost

CONTINUED FROM PAGE 1

X3-45s for Greyhound Lines Inc. Prevost is anticipating delivering 300 more over the next three years, Forbes said.

The electric fan drive cooling system, which Prevost started delivering in the X3-45 in June, has performed well, Forbes said, citing about a 4 percent improvement in fuel mileage.

“We’re getting outstanding results and feedback from customers on improved fuel mileage,” he said.

The system removes the large axial fan that sits next to the radiator in the engine compartment and replaces it with smaller fans, freeing up room in the engine compartment for easier maintenance. The system reduces the load on the engine by removing belts, which leaves more usable power for the engine. The system pulls about 75 horsepower less off the engine.

The electric fan drive cooling system will become standard on H3-45 buses starting with deliveries in late first quarter 2018, Forbes said.

Prevost — which made its cleaner GHG17 D13 Volvo engine that meets requirements for reduced greenhouse gas emissions



Prevost said its plans for 2018 include introducing the electric fan drive cooling system in its H3-45 coach early in the year after a successful rollout in the X3-45 in mid-2017; a new entertainment system on both lines; and a planned new service center in Orlando.

standard equipment in 2016 (also standard in Volvo coaches) — will be releasing the OBD18 D13 Volvo engine as standard equipment on all of its coaches starting late in first quarter of 2018.

“We have done extensive testing in the Volvo power train test chamber as well as with our customers in the field with excellent results,” Forbes said. “The pairing of the OBD18 Volvo engine and our new electric fan drive package will bring increased fuel economy and ease of engine maintenance to a new level.

“Our goal is to continue to pro-

vide the best and most reliable engine in the bus industry, the Volvo D13.”

The Allison automatic transmission, introduced in the Volvo 9700 in 2015, is now standard in all Prevost coaches and motorhomes and Volvo 9700s and also has been well received, he said.

Inside its buses, Prevost is introducing a new full entertainment system with a “BYOD” (bring your own device) feature, Forbes said.

“It’s kind of game-changing, as far as we’re concerned,” he said.

Prevost was scheduled to introduce the system at UMA Expo in

San Antonio in early January.

“We are confident it will quickly become the ultimate onboard entertainment system in the industry,” Forbes said.

On the service front, in October Prevost opened its new San Francisco Bay Area service center in Newark, its 15th North American service center. However, the center in the heart of Silicon Valley is temporary and will be replaced by a larger, permanent location somewhere in the Bay Area by first quarter 2019, Forbes said.

The location hasn’t been finalized, he said, noting the challenge

of finding roughly 40 acres in the booming region.

“The other key for us is we are going to be opening a large service center in Orlando,” targeted for July 2018, he said of center No. 16. “That’s on the agenda.”

Expanding service centers is part of the company’s growth strategy, he said. The service centers also include sales, parts supply and service vans that can be dispatched to remote areas where customers may need maintenance. The company now has 55 service vans throughout North America.

“Where we don’t have a service center, we more than likely have a service van that’s reaching into the regions,” Forbes said.

Prevost also opened three service centers in third quarter 2017 in the Chicago area, Montreal and Calgary.

The company has had success recently in touting its X3-45, more of a line haul/commuter coach, for private-sector operators who haven’t had the model in their fleets before. Forbes said Prevost is looking to grow those sales.

Projected sales of the X3-45 and H3-45 and the motorhome/entertainment/conversion segment vehicles are trending about 10

CONTINUED ON PAGE 11 ▶



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Driver shortage

CONTINUED FROM PAGE 1

get certified.

“So, in studying the driver shortage, there really aren’t any good broad statistics,” Zylstra said. “You can look at Bureau of Labor and Statistics data and see how much drivers should make, but those statistics don’t capture what is really going on. Every district has a different compensation format. Some districts pay by the route, others by the hour; some have benefits, some don’t.

“When you look at recruiting

drivers and training them, some districts pay drivers while they train, some pay for the courses the drivers must take, some don’t,” he said. “These things are important, though. If the district is stingy while training their drivers, it’s probably going to be harder for them to get decent drivers.

“On the flip side, if the district is generous when they are training drivers, they are probably going to get more drivers and not lose those drivers after they get their licenses.”

Because there are so many variables, Zylstra can’t really do an exhaustive study on the whole

state or the whole country. So he is looking at studying a small number of districts that are close to one another and he is planning to dig deeper into the details of salary and benefits and other areas of compensation and factors that affect working conditions that don’t necessarily appear in terms of dollars and cents.

Are they allowed to take the bus home? Are they responsible for washing and cleaning it? The goal is to create a study that other districts can look at and see where they fall in comparison, which will enable them to make judgments

about how they can compensate and retain drivers.

The results of such a study could help small districts like Jackson County Public Schools in Jackson, Minn., which has a fleet of four large buses and one van — and few drivers.

“We have to get creative sometimes,” said Jim VanderVeen, transportation manager for the district.

Besides managing the district’s bus drivers, VanderVeen drives a special needs route, serves as the mechanic and does the bookkeeping.

Since his substitute drivers all work other jobs, they have limited

availability. Two of them are also custodians, one licensed to drive big buses and the other to drive the van.

“Filling the empty spots is difficult,” VanderVeen said. “Twice last year the only sub available was the driver who is only licensed to drive the van. So, we got half the students in the van, delivered them, and then came back for the second group.

“It’s hard to recruit drivers because of the low number of hours they work, plus the hoops they must jump through to get the license. In Minnesota, it takes a lot to get a CDL.”

Prevost

CONTINUED FROM PAGE 10

percent better for 2018 than 2017, he said.

“Operators we’re talking to are looking at continued strong opportunities in 2018,” he said.

In the motorhome/entertainer/conversion market, the new slide-out design in 2017 featuring a flush floor was well received, Forbes said of improved sales in that segment. Aside from the product features, that market continues to rebound from the Great Recession.

“It’s been slowly growing back every year since 2012,” Forbes said.

Prevost anticipates the transit commuter market remaining relatively flat in 2018 with lingering questions about transit funding emerging from Washington, D.C.

For the Volvo 9700, sales rose about 20 percent in 2017 and Forbes expects a similar boost in 2018.

He said product improvements and the quality of the vehicle are driving those sales increases.

“We had some early startup problems in 2009 and ’10...we’ve slowly been overcoming that and now it’s really a good, solid-quality bus with the same support as we give for the Prevost,” Forbes said.

Canadian sales of the 9700 also are part of Prevost’s long-term growth plan for that model, he said.

For its X3-45 commuter coaches, Prevost intends in 2018 to bid on a contract with the New York Metropolitan Transit Authority for 200-plus coaches, Forbes said, anticipating the agency will begin to take delivery of the coaches in 2019.

Prevost delivered 390 X3-45 coaches over the past four years to the transit authority, which has been very pleased with the coaches’ performance, he said.

Prevost makes the X3-45 in the Plattsburgh, N.Y., plant it shares

with its sister company, Nova Bus. That plant had seen Prevost production levels ebb and flow in recent years, but is steady now, Forbes said.

“The Greyhound business has helped significantly, as well as some of the other contracts that we’re building,” he said, adding that the assembly line still has room for growth.

Of the 60 X3-45s built for Greyhound in 2017, 33 were built in Plattsburgh and 27 at the company’s headquarters in Sainte Claire, Quebec.

“Greyhound has taken delivery of buses from both plants, so they

see the same high quality from both locations,” Forbes said.

Prevost also is holding a Greyhound Buy America Federal Transit Administration contract awarded a year ago for 40 coaches; Prevost has already delivered eight and has 32 more to build. The units, to support transportation in rural areas in the U.S., are in addition to Greyhound’s order for up to 360 buses.

Nova Bus, meanwhile, also had an outstanding sales year in 2017 and has a solid order board for 2018, Forbes said, with projections for continued sales growth in 2018 and beyond.

Operators still have questions about ELD malfunctions

ASHBURN, Va. — With just days left before the federal electronic logging device (ELD) mandate took effect, attendees at the UMA Safety Management Seminar still had plenty of questions about the devices for representatives of the Federal Motor Carrier Safety Administration.

Operators that already had installed ELDs were seeking information on their use — and on problems that inevitably arise when adopting new technology.

Many participants in the safety seminar, held just under two weeks before the ELD mandate's December 18 effective date, wanted to know what to do in the case of ELD malfunction.

Almost half of the 129 attendees raised their hands when LaTonya Mimms, transportation specialist with FMCSA's enforcement division, asked who had regularly experienced ELD malfunction issues.

Dan Neff, general manager of VIP Sports Getaway in Tye, Texas, expressed his frustration with the issue of ELD malfunctions.

"Nextraq is our third FMCSA approved company for our ELDS, and they are not local," Neff said. "I



LaTonya Mimms, transportation specialist with FMCSA's enforcement division, responds to concerns by UMA Safety Management Seminar participants about ELD malfunctions.

can't afford to have a bus down for eight days," he said, referring to the eight-day period FMCSA gives companies to fix ELD problems.

"We're a small company of 10 buses. That will really hurt us. We have called installers to fix ELD problems, and they have said they

don't know what's going on and they will be back in two weeks."

Mimms said that if an ELD cannot be fixed within eight days, companies can apply for an extension.

When a malfunction does occur, the driver must provide

written notice to the motor carrier within 24 hours. This may be an electronic message, such as an email and/or a fleet management systems message.

"We strongly encourage you to report ELD vendors to us if the ELD keeps malfunctioning," Mimms said. "Self-certified and registered are the only ones you can report."

Questions regarding ELDs can be sent to eld@dot.gov and information can be found at: <https://www.fmcsa.dot.gov/hours-service/elds/elcetricon-logging-devices>.

During the safety seminar, Matt Daecher, president of Daecher Consulting Group, and Keith Johnson, safety and training manager for Reston Limousine, gave a presentation on ELDs and driver fatigue.

They said ELDs don't change hours of service regulations, just how they are recorded.

"Drivers come to work tired and they don't manage their fatigue," Johnson said. "We don't provide enough education to our drivers on what to eat, how much to sleep or how to prepare for a poor sleep environment."

He recommended training drivers using the North American Fa-

tigue Management Program. It is a free, interactive, Web-based educational and training program developed to teach about factors contributing to fatigue and their impact on performance. Their program can be accessed at: www.nafmp.org.

Daecher told seminar participants that with the ELD mandate comes issues of managing electronic data. An ELD's primary use is to monitor HOS regulations, but it may also collect secondary data such as HOS violations, unassigned miles, idling, engine/vehicle faults and driving exceptions such as speeding, hard brakes and quick starts.

Companies must be prepared to manage primary and secondary electronic data collected by ELDs. They must understand the technology and data generated, address where the data is kept and for how long, determine who has access to the data and have a plan for what should be done with the data.

"Make sure someone is specifically assigned to monitor electronic data daily," Daecher said. "It should be a responsibility and a job description. If you let it go for three or four days, it's a missed opportunity for risk management."

TSA seeks help from industry to prevent cyberterrorism

ASHBURN, Va. — Six Transportation Security Administration (TSA) personnel oversee safety for the nation's 4.1 million miles of highways, 612,000 bridges and 473 road tunnels — a big job when you consider the modern-day threat of cyberterrorism.

Jimmy Beasley, a highway security specialist at TSA, said the transportation sector and commercial vehicles in general continue to be an attractive target for terrorism. And because commercial carriers spend more time connected to the Internet, cyber threats need to be addressed.

Beasley said commercial carriers have a high level of electronic homogeneity that enable an adversary to develop viable exploits that could attack large vehicles simultaneously.

He said software used in day-to-day operations of fleets, such as fleet management systems, can be remotely hacked to expose diagnostics, maintenance tracking, driver behavior and trip information.

Anything with direct vehicle access can reconfigure an engine. This can occur through foreign devices mounted to accessible parts of the vehicle that allow a hacker to have onboard access.

And TSA, which is on the front lines of preventing the transportation sector from cyberterrorism, is seeking assistance from transportation professionals.

"We are accountable to Congress for what steps we are taking for highway safety," Beasley told participants in last month's UMA Safety Management Seminar. "The communication goes both ways, and we need help from professionals."

Information and intelligence sharing between transportation professionals and the TSA is at the center of the agency's plan for sur-

face transportation security.

Beasley said developing an internal program to address cybersecurity with high-level organizational support is the way to minimize heavy vehicle cybersecurity risks.

He said the National Institute of Standards and Technology Cybersecurity Framework and Center for Internet Security are both good starting points in their controls for effective cyber defense.

It is also important to protect company networks, especially those directly involved with vehicle operations. An easily targeted

access point is office networks and the computers used to communicate with the vehicles. Attacks can include malicious websites and email attachments and access by a rogue contractor or disgruntled employee.

"Only expose information to an internal network if you have to," Beasley said. "Ask what can be done on a stand-alone computer."

Protecting vehicles through vendor communication and maintenance, avoiding vulnerabilities from third-party add-ons/customizations, disabling features that are not critical to vehicle usage, and

updating pre-trip inspections to include cybersecurity inspection points can all minimize cybersecurity risks.

Beasley strongly suggested adding "pre- and post-cybersecurity checks to every trip. Make sure wiring is connected, that someone hasn't tampered with it."

"If you have been hacked, or think you have, we need you to report it. It might not be an isolated incident. You can call 866-784-7221. The information will be analyzed and then passed on to the FBI," he said.

When asked about data collection and electronic logging devices (ELDs), Beasley said, "Our office is not collecting information from ELDs. We are working with the Department of Transportation and experts to come up with best practices. There are no 100 percent solutions, but we are working on best practices."

"It takes a collaborative effort when it comes to security," Beasley said. "It's not possible to do it ourselves. We need your help."

Questions regarding cyber and highway safety can be sent to: highwaysecurity@dhs.gov. For security training information visit: <http://tsa.gov/firstobserver>.

Cyberterrorism insurance complicated

By Jonathan L. Schwartz and Thomas D. DeMatteo

It is a scary thought that hackers can now remotely gain control of our vehicles. The Central Intelligence Agency is talking about this scenario.

In summer 2015, security researchers Charlie Miller and Chris Vasalek first demonstrated they could take control of a Jeep Cherokee. They did it again in 2016.

They have proven capable of disabling a car's transmission and

brakes, taking over its steering wheel and adjusting its cruise control settings.

What we now know is the more technologically sophisticated our vehicles become, especially with increasingly automated functions, the more prone they become to outside interference. From onboard diagnostics to Bluetooth modules to embedded Internet modems to Wi-Fi Internet routers to USB device ports to high-definition radio to near-field communication devices, modern vehicles have myriad

vulnerabilities to hackers.

The recent movie "The Fate of the Furious" accurately predicted the future with terrorists capable of overwhelming manual control of our vehicles and potentially causing great harm. This risk should be of particular concern to commercial vehicle operators and rental agencies.

Insurance available through the federal Terrorism Risk Insurance Act (TRIA) and its successor, the Terrorism Risk Insurance Program

CONTINUED ON PAGE 13

Companies advised to update policies on medical marijuana

ASHBURN, Va. — Medical marijuana is now legal in 28 states plus Washington, D.C., but federal law continues to make marijuana in all forms illegal.

Experts warn the conflict between state and federal law could pose big problems for the bus and motorcoach industry and its employment policies.

A recent report found 93 percent of people believe marijuana should be legal with a doctor's prescription, so new states will be pushing to legalize it every year.

"This is really going to be a mess. There's just no other way I can say it. You're going to have to look at your policies," said attorney Jill Nagy during a presentation at last month's UMA Safety Management Seminar.

Nagy emphasized that notification by employees of medical marijuana use to employers will be critical for enforcement by employers.

"Please go back and look at your drug policies," she said. "Make it clear that you have to be notified if these drugs have been prescribed and will be in your system. Notify us you're taking it, and you're not allowed to do safety essential functions. Look at your job duties and make sure safety sensitive functions are added."

Medical marijuana is packaged to look more like medicine, not a recreational drug. It can take the form of pills, oils, topical gels and creams, vapors or nebulizers, tinctures and liquids. It is unlawful to smoke medical marijuana in many states.

"You as employers are not going to be able to tell if people are taking medical marijuana. You won't be able to smell it on them," Nagy said.

Medical marijuana laws may also have an impact on The Family Medical Leave Act, workers compensation laws and the Americans

with Disabilities Act.

Because medical marijuana is recommended by a doctor, it should be protected the same as other medicines. But medical marijuana isn't a prescription drug because laws don't allow doctors to prescribe it, merely to recommend its use.

"No one's thought any of these laws through," Nagy said. "It will be very, very confusing for employers, because I don't know what the law is telling you to do."

In general, Nagy said courts in the western United States have ruled the ADA applies to medical marijuana, while courts in the East have ruled the ADA does not apply because you can't legally get a doctor's prescription for it.

"I don't think the Supreme Court will touch this with a 50-foot pole," she said. "Forget all the federal laws and just look at what your state says for employment decisions."



UMA Board Chair Dale Krapf addresses the audience during the Safety Management Seminar in Ashburn, Va.

Nagy advised attendees to "tighten up your policies and look at your state laws. It will be a state-by-state basis, but you need to know what your employees' rights are. Follow the law of where your corporate office is located."

Nagy also recommended looking at workers' compensation documents for medical marijuana use because "once they are in your possession, the whole world thinks you have looked at them."

The Department of Transportation has issued a position paper

that state law has no impact on its position that marijuana is a prohibited substance. The law regarding safety sensitive employees has not changed in the context of DOT regulations.

Transportation drug tests do not recognize medical marijuana as a valid medical explanation for a positive drug test, and marijuana remains a prohibited controlled substance.

"It will be an interesting couple of years before we get this figured out," Nagy said.



Dennis Bennett of Cardinal Transportation LTD in Columbus, Ohio, listens as a speaker at the Safety Management Seminar responds to his question.



Rick Soules, general manager of Cyr Bus Lines in Old Town, Maine, participates in a question-and-answer session during the Safety Management Seminar.

Cyberterrorists

CONTINUED FROM PAGE 12

Reauthorization Act, and sold as part of a standard liability insurance policy is one option. Although, to qualify for such coverage, the Secretary of Treasury, along with the Department of Homeland Security and the U.S. Attorney General have to certify the incident as an act of terrorism.

Perhaps surprisingly and unfortunately for those having availed themselves of this TRIA coverage, the Treasury has never certified an attack as an act of terrorism. That includes the Boston Marathon bombings, even though

President Obama used the term "terrorism" in a speech.

To otherwise qualify for TRIA coverage, the loss must exceed \$100 million in damage. Suffice it to say, a hacker's hijacking of a commercial vehicle with the intent to cause harm at a stadium or shopping mall, for instance, should result in such great destruction that the extent of the loss should exceed that threshold.

There also is a private marketplace for stand-alone terrorism coverage. The coverage available typically focuses, however, on property coverage rather than liability coverage. No matter the terrorism coverage, if the hacked or

hijacked vehicle is used to deliver a nuclear, biological, chemical or radiological weapon, the loss will not be covered, as such losses are generally uninsurable.

What still might be available to commercial vehicle operators and rental agencies is protection through a stand-alone cyberinsurance policy. But, unlike commercial auto coverage, the wordings of cyberinsurance policies can vary greatly. There is no "off-the-rack" cyberinsurance policy.

As part of the variance among cyberinsurance carriers, some cyberinsurance policies now afford coverage for "bodily injury" and "property damage" caused by

cyberterrorism.

Nonetheless, the available limits for such policies probably will be inadequate given the potential harm from a terrorist hijacking a bus and using it to cause destruction. Plus, the premiums for cyberinsurance for commercial vehicle operators and rental agencies, which includes "bodily injury" and "property damage" coverage, can be very expensive.

These cyberinsurance policies also may exclude non-certified acts of terrorism, which returns policyholders to the problem they face initially with their standard lines insurance products. The policy's cyberterrorism coverage may

otherwise be conditioned upon extortion, the terrorism not being state-sponsored, or the incident being better classified as an act of "war" or "warlike action."

Ultimately, before considering this coverage, policyholders should consult with an insurance broker and coverage counsel who are knowledgeable of cyberinsurance policies.

We expect they can steer your company toward an insurance solution suitable for its needs.

Jonathan L. Schwartz is chair of the Cyber-Risk Coverage Group at Goldberg Segalla, LLP. Thomas D. DeMatteo is chief legal officer of ABC Bus Companies

Orlando

CONTINUED FROM PAGE 1

But there also are golf courses galore — Visit Orlando reports more than 170 — and plenty of good food, whether at the world-renowned resorts or elsewhere throughout this sprawling city, part of a metro area of about 2.4 million people.

“There’s a ton of good restaurants,” Scott said. “My, God, if you go hungry in Orlando, you’re just not looking.”

When visiting any of the theme parks, remember comfortable walking shoes — there’s a lot of walking and standing — and be prepared for what can be hot and muggy conditions, depending on time of year.

While lines are a fact of life at some attractions, the parks move people efficiently and their employees are some of the most customer-aware and helpful around when it comes to answering questions.

While Disney, Universal and SeaWorld are huge draws, they’re not the only ones, said C.W. Newman, vice president of Orlando-based Express Transportation, which operates 15 motorcoaches and one van.

“We want to make sure that we don’t make the mistake of putting it out there that that’s the only thing we have to offer,” Newman said.

He noted that other regional attractions include Kennedy Space Center, about 45 minutes east of Orlando International Airport; Legoland Florida Resort in Winter Haven, about an hour southwest of the air-

port; and glass-bottom boat tours at Silver Springs State Park, where “Tarzan” and “Sea Hunt” were filmed. Silver Springs is about 90 minutes northwest of the airport.

Mimi Vielhauer, who works in sales and marketing at Express Transportation, said Kennedy Space Center is especially popular among the company’s international guests.

Orlando is the No. 4 destination for international visitors in the U.S., according to Visit Orlando.

Other area attractions are the Coca-Cola Orlando Eye, an observation wheel reaching 400 feet above ground that affords views as far as Kennedy Space Center, Vielhauer said.

The Eye is on International Drive in Orlando, a strip that also includes Madame Tussauds and Sea Life Orlando Aquarium.

The observation wheel is billed as the tallest on the East Coast.

For wildlife adventures, guests enjoy viewing manatees at Blue Spring State Park, a designated manatee refuge about an hour north of the airport, or at Crystal River National Wildlife Refuge nearly two hours northwest of the airport, or visiting places like Gatorland in Orlando, she said.

Disney’s Animal Kingdom offers guided safaris through an outdoor preserve of exotic animals and an up-close, behind-the-scenes elevated view of hippos and crocodiles while harnessed to a safety cable.

SeaWorld offers plenty of aquatic creature experiences, including swimming with dolphins at Discovery Cove.

“A lot of people also come for our sports,” Vielhauer said, including professional teams like the NBA’s Orlando Magic, Major League Soccer team the Orlando City Soccer Club, and the Orlando Pride of the National Women’s Soccer League.

Both soccer teams play in the new 25,500-seat Orlando City Stadium a block from the Amway Center that hosts the Magic.

The NFL’s Pro Bowl returns to Orlando on Jan. 28 at Camping World Stadium.

Also, the U.S. Tennis Association has a new headquarters facility in Orlando featuring more than 100 courts.

Escape games or rooms are popular, too, Vielhauer said.

Scott of Escot Bus Lines stressed Orlando’s energy.

“There’s a ton of stuff happening,” he said. “Orlando is just going to continue to grow and grow and grow...It’s an exciting place to do business, it’s a good place to be.

“It’s a very, very, very competitive market. Nothing comes free,

there are no free lunches to be had, but it’s also a good place to do

business. The positives outweigh the negatives.”



Walt Disney World Resort (pictured), Universal Orlando Resort and SeaWorld are huge attractions in Orlando, but they aren’t the only ones, motorcoach operators say. Others include the Kennedy Space Center, Legoland Florida Resort and glass-bottom boat tours at Silver Springs State Park.



Largo, Fla.-based Escot Bus Lines takes tour and charter groups to various Orlando attractions as well as events at the Orange County Convention Center, the second largest in the U.S.



A motorcoach operated by Orlando-based Express Transportation takes a group to the Florida Mall, billed as Central Florida’s largest shopping center with more than 250 retail, dining and entertainment options.

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