

# Bus & Motorcoach NEWS

WHAT'S GOING ON IN THE BUS INDUSTRY

## Millennials could be the future of the motorcoach industry

ATLANTA — Retiring Baby Boomers and socially conscious, technologically connected Millennials are huge potential markets for the motorcoach industry, according to three young executives poised to be future leaders of their motorcoach companies.

The executives provided their take on where the industry is headed in a UMA Motorcoach Expo operations seminar titled “The

Next Generation — How are the Millennials Looking at this Industry?”

They touched on everything from driverless vehicles and ride-sharing services like Uber to the need for online responsiveness and top-notch service in a world of instant online reviews.

Born with the bus industry in their blood, they shared an optimistic vision for the future, albeit a

changing one.

“I look 10, 20 years down the line and all I see is this tremendous opportunity that we have,” said Michelle Tupman of Great Canadian Holidays Inc. of Kitchener, Ontario. “We have the Baby Boomers who are this massive group of people who are just ready for the services that we’re offering. We’ve got Millennials who, again, are a huge amount of people. I

think what we don’t know yet is how we’re going to serve that generation, but the opportunity to find ways to do it I think is absolutely massive.

“And this is also a generation of people who are extremely environmentally conscious, they are people with causes, they don’t have stuff,” Tupman said. “Going green is so important and we are in a perfect position to capitalize on

this trend to help facilitate those feelings and those desires that this group has to be green and to be stewards of the environment in a positive way going forward.”

Tupman thinks Millennials will embrace motorcoach transportation not only for its green way of getting places — taking vehicles off the road — but because so many of them don’t have cars or

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UMA members are in Washington this week for Capitol Hill Days, when they meet with lawmakers to push the motorcoach industry agenda. The Capitol Building is shown before dome restoration began in 2014.

## UMA member experiences prove lobbying, Capitol Hill Days, work

WASHINGTON — United Motorcoach Association member Daniel Bratcher is living proof that talking to congressional representatives during Capitol Hill Days can be a revelation — for the representatives and their staffs.

Bratcher, of Daisy Tours in San Antonio, Texas, recalls that during last year’s event, he visited the offices of six representatives.

“On two occasions I started talking about motorcoaches and an assistant stopped me and asked, ‘What is a motorcoach?’”

“I had to explain why a yellow school bus and a motorcoach are two different critters and why we are different from the trucking industry and have a much better safety record than the trucking indus-

try,” he said.

“There is misunderstanding about what the motorcoach industry is and what we do. They have no idea that some motorcoach operators have been family businesses for generations and some of us have been in business for 100 years.”

As UMA members travel to Washington this week for 2016 Capitol Hill Days, Bratcher’s experience is a good reminder that unless the industry makes its case to policymakers, they might have no clue about the challenges facing the motorcoach industry.

They probably wouldn’t have known that the Federal Motor Carrier Safety Administration was moving to impose a stifling new

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## Feds crack down on operators, put five out of service

WASHINGTON — Federal regulators announced crackdowns on several motorcoach operators this spring, including shutting down a Texas company that illegally transported up to 500 passengers on 10 unsafe buses to Philadelphia in September for the visit of Pope Francis.

The Federal Motor Carrier

Safety Administration also revoked the operating authority of four commercial bus companies in the South and Northeast for willfully failing to comply with federal safety regulations.

In the Texas case, Shahzad Chaudhry and his Irvine-based companies HME Executive Coach, Inc., and Exec Coach, Inc., were

ordered to cease commercial passenger transportation services in November 2015, but appealed the order.

The company recently withdrew its appeal, prompting FMCSA to announce the out-of-service order.

According to the agency, Chaudhry’s USDOT operating au-

thority had been suspended in February 2015 for the company’s failure to comply with a 2014 FMCSA settlement agreement that included failure to pay \$14,670 in previously assessed civil penalties.

Even so, Chaudhry accepted payments in June and August from various church organizers in the Dallas area to provide round-trip

transportation to Philadelphia from September 23 to 26 to attend the pope’s visit.

In October, FMCSA and the Texas Department of Public Safety began an investigation of Chaudhry. The investigators found that during the Dallas-to-Philadelphia trip:

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## Lorenz Bus wins settlement in police-escort accident

MINNEAPOLIS — A crash nearly 18 months ago involving a Minneapolis police car and buses carrying the Washington Redskins has finally been settled, with the city paying \$240,000 to Lorenz Bus Service and Gotham Insurance Co.

The accident, which was blamed on the police car's driver, also resulted in the Minneapolis police ending its practice of providing escorts to visiting NFL teams.

"We received \$125,000 for loss of profits and the lost use of two buses," said Mike Canine of Minneapolis-based Lorenz Bus

Service.

The insurance company, which covered the damage to the buses, received 90 percent of that money in the settlement.

The crash, which occurred on Nov. 2, 2014, involved off-duty police officers escorting the Redskins from their hotel to a game against the Minnesota Vikings at TCF Bank Stadium.

One of the squad cars moving toward the front of the motorcade on a grassy median lost control, causing an abrupt stop and one bus to rear-end another.

One Redskins player, running back Silas Redd, reported back spasms as a result of the crash, which forced him to sit out the game.

Canine said because thousands of Native American groups were protesting the Redskins name that day, the bus drivers were ordered by police to follow each other fairly closely.

He said two police cars were alternating driving in front of and in back of the line of five team buses, which were heading toward a highway exit ramp. He said one

of the police cars blew past the buses on the right at more than 80 mph and missed the exit ramp. The car spun out of control, hit a guardrail and stopped sideways in front of the buses.

The second squad car, meanwhile, stopped next to the first one, blocking the only lane available for the buses to get around the first car.

The driver of the lead bus was forced to slam on the brakes. The second bus was unable to stop in time and rear-ended the first one, propelling it into a guardrail.

"It was a lapse in judgment by the officers," Canine said, adding that the company had to send two more buses to get the team to the stadium.

He said the Redskins sent a letter praising the lead bus driver for managing to avoid a more serious accident.

Lorenz Bus Service and the insurance company were helped in making their cases against the city by cameras in the police cars and on the highway off-ramp, which Canine said provided "clear

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## Crash prompts Indiana to consider school bus seatbelts

INDIANAPOLIS — A school bus rollover on Interstate 65 has prompted an Indiana lawmaker to renew her push to require seatbelts in all school buses in the state.

Members of the Griffith High basketball team said they "bounced around like lottery balls" when their school bus was sideswiped by a car last month and rolled over twice before settling on its roof. Some players and coaches suffered cuts and broken bones, but there were no life-threatening injuries.

Like most states, Indiana doesn't require seatbelts on school buses. Only six states have the requirement — California, Florida, Louisiana, New Jersey, New York and Texas.

This year, two bills that would require seatbelts on buses were introduced in the Indiana Legislature, but neither received a committee hearing. A similar measure failed last year, too.

Until recently, bus experts, including the American School Bus

Council, have deflected calls for mandatory seatbelts on buses. The council says it would be difficult to design seatbelts on 64-passenger buses to fit both elementary and high school students, and maintains they are safer without them.

After seeing photos from the crash, State Sen. Earline Rogers, D-Gary, who introduced one of the failed seatbelt bills, fired off a letter to legislative leaders asking that the issue of school bus seatbelts be placed on the agenda of a

summer interim study committee.

"You look at that bus and it's a wonder anybody got out of there alive," Rogers said.

It is estimated that seatbelts would cost \$7,000 to \$10,000 per bus.

Lawmakers could take up the legislation in its budget-writing session next year.

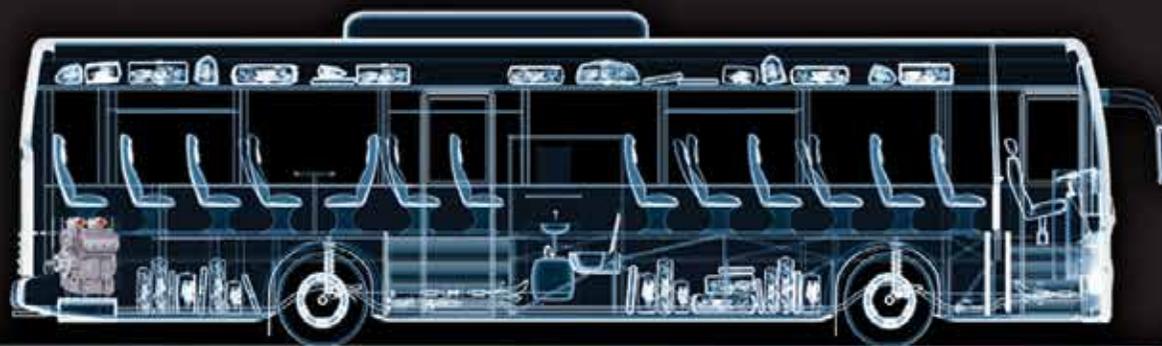
At the federal level, the head of the National Highway Traffic Safety Administration launched a major offensive in favor of seatbelts last fall.

In a speech, NHTSA Administrator Mark R. Rosekind, said the agency was reversing its past position and announced a series of initiatives, including research projects to on school bus safety data with a focus on seatbelts.

"School buses should have seatbelts. Period," Rosekind said. "It should be utterly uncontroversial — there is no question that seatbelts offer improved safety. Seatbelts will save the lives of children who we might lose in crashes."

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# THE DOCKET

## Military Pilot Program planned for drivers under 21

WASHINGTON — The Federal Motor Carrier Safety Administration is planning to implement the so-called Military Pilot Program that would test the ability of 18- to 20-year-old men and women driving interstate routes on the nation's highways.

Currently, drivers holding a commercial driver's license must be 21 years old to drive interstate routes.

The pilot is a provision of the Fixing America's Surface Transportation (FAST) Act that would allow select U.S. military personnel between 18 and 21 years of age to operate a commercial motor vehicle in interstate commerce.

No date has been set to actually begin the pilot, nor does the FAST Act say how long it must run. It only states that no later than one year after the pilot is concluded, the secretary of transportation must submit to Congress a report describing the findings of the pilot and the recommendations of a working group that has been monitoring the program.

The act requires the working group to consist of representatives

of the armed forces, industry, drivers, safety advocacy organizations and state licensing and enforcement officials.

### Must be military

Participants in the pilot must be between 18 and 21, be a member or former member of the armed forces or reserves and qualified in a military occupational specialty to operate a commercial motor vehicle or similar vehicle.

The pilot program is being supported by the commercial motor vehicle industry, but some in the industry say it should be broadened

## FMCSA to extend waiver period

WASHINGTON — The Federal Motor Carrier Safety Administration has proposed amending commercial driver's license regulations to ease the transition of military personnel into civilian careers as truck and bus drivers.

The proposal would extend the time period for applying for a skills-test waiver to one year after leaving a military position that requires operation of a commercial

beyond the military. They contend that limiting the program to people under 21 who have military truck driving experience will yield a small study population.

"With the lack of data out there that surrounds the 18- to 21-year-old driver, any effort to gather that type data we would support entirely," said Dave Heller, director of safety and security at the Truckload Carriers Association. "The 18- to 21-year-old interstate driver data is obviously an unstudied group."

FMCSA also has launched a new website focusing on initia-

tives and resources for military service members transitioning to civilian life.

### A clear path

Through the site, veterans who operated large vehicles while in uniform can identify a clear path to new careers in transportation and provide the truck and bus industries with skilled, safe drivers.

It provides updates on initiatives in development from the December-passed FAST Act highway bill, information about existing FMCSA programs for veterans, information about the Military

vehicle. Currently, the time period for applying is 90 days.

Under the program, veterans who drove heavy-duty vehicles in the military can earn a commercial driver's license without having to take the road test portion of their state's licensing exam. It is one of a number of federal programs aimed at helping veterans while supplying much-needed commercial vehicle drivers.

FMCSA said that the proposed regulatory changes would not only allow military personnel to enter the job market more quickly and ease the transition after separation from service, they also may increase the availability of drivers qualified to work for motor carriers.

FMCSA said more than 10,000 separated military personnel have taken advantage of the skills-test waiver.

Skills Test Waiver Program, partnership initiatives and job resources for veterans.

Some initiatives outlined in the FAST Act include a proposed rule that would allow veterans more time to apply for a skills test waiver and apply for a CDL in a state in which they are stationed.

The FMCSA is also required by the act to establish a process in which veterans can obtain their DOT medical certification forms from their Veterans Affairs doctor.

Currently, the FMCSA works with several groups to help provide opportunities to veterans, including the U.S. Chamber of Commerce's Hiring Our Heroes initiative, the Army's Soldier for Life program, the International Brotherhood of Teamsters' Helmet to Hardhats program and the American Legion's Veterans Employment and Education Commission.

The FMCSA website can be found at <https://www.fmcsa.dot.gov/registration/commercial-drivers-license/military>.

## Speed limiter, drug rules delayed again

WASHINGTON — The projected publication dates of two looming commercial motor vehicle regulations have been delayed again, according to the Department of Transportation's monthly regulatory update.

The DOT pushed back the projected publication date for the rule to require speed limiters on heavy vehicles to April 22. The rule had been projected for publication in the *Federal Register* on March 15.

The proposed rule has been stuck in the White House's Office of Management and Budget since May 2015.

A rule that would implement a database of commercial drivers who have failed or refused a drug or alcohol test is expected to be sent to the OMB on April 18 and published on July 28. The rule-making had been set to go to the OMB on March 7 and published June 17.

The rule would require carriers to check the database when hiring drivers.

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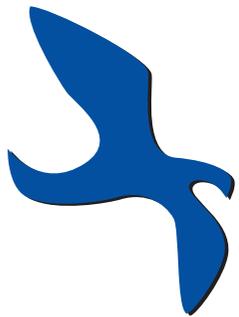
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# N.Y. operators indicted in Pennsylvania bus scheme

HARRISBURG, Pa. — A federal grand jury in Harrisburg indicted 14 people, charging them with a multistate conspiracy to fraudulently obtain cheaper insurance for commercial bus companies in Pennsylvania and fraudulently impeding and obstructing the administration and enforcement of bus safety regulations.

The indictment charges that the defendants conspired to defraud state and federal authorities by filing to incorporate their bus companies in Pennsylvania — and by falsely representing that the carriers were headquartered in Pennsylvania and that their buses were located and garaged

in Pennsylvania — when they actually were operating out of New York City.

Using these fraudulent representations, the defendants obtained operating authority along with licenses and stickers indicating that the buses met federal and state safety standards.

However, in many cases, the buses had not been properly maintained and did not meet the safety requirements to transport passengers in interstate commerce.

Inspections of buses routinely revealed unsafe and hazardous conditions, which caused them to be routinely shut down and their licenses and operating authority

terminated by U.S. Department of Transportation.

The defendants did not have proper maintenance programs to monitor the safety of buses and employed drivers who had not undergone pre-employment drug tests and who in many cases were not qualified or properly trained to drive commercial buses in interstate commerce.

These unsafe and hazardous conditions were knowingly concealed from Pennsylvania and federal authorities, according to the indictment.

Drivers employed by the defendants would routinely operate buses for more than one company

and would maintain more than one log in order to conceal their excessive hours of driving time.

When they were shut down by state and federal authorities for safety violations, the defendants would immediately create another shell corporation and use the same buses to transport passengers.

Federal officials identified the defendants as Pao Hua Yu of New York City; Wen Zhou of Syracuse, N.Y.; Ming Di Yu of Wind Gap, Pa.; Shiao Wen Hsieh of State College, Pa.; Bing Lin Pan of Flushing, N.Y.; Ming Zhong Yu of Brooklyn, N.Y.; Yalin Liu of Philadelphia; You Guo Yang of Flushing; To Lee of Brooklyn; Tom

Chen of Brooklyn; Tian Jian Pan of Flushing; Xiu Cheng Zheng of Court Norcross, Ga.; Samantha Mei of Brooklyn; and Wei Ming He of Clemson, S.C.

The indictments are part of a continuing immigration investigation that resulted last July in charges against eight restaurant owners and managers in State College, Pa.

The defendants in that case were engaged in recruiting, harboring and transporting unauthorized immigrants by commercial buses and vans to and from restaurants in the State College area, where they worked and were housed.

## Crackdown

CONTINUED FROM PAGE 1

- At least two of the motorcoach drivers did not possess valid commercial driver's licenses (CDLs).

- All drivers exceeded maximum on-duty and driving-time limitations designed to prevent fatigued driving.

- On one of the motorcoaches, the driver became so fatigued that a passenger was permitted to take over control of vehicle (while the motorcoach slowed but was still moving).

- On another of the motorcoaches, passengers took turns talking to the driver and providing him with snacks to keep him

awake.

- Several drivers drove the entirety of the approximately 1,300-mile trip, lasting at least 20 hours.

- During the journey, two motorcoaches broke down. In one instance, the driver and a passenger "fixed" an engine turbo using aluminum wrapping foil. In another instance, a driver noticed a wheel with multiple missing and sheared-off lug nuts. The vehicle was taken to a repair facility in Tennessee where cracked wheel rims were discovered and replaced. A passenger had to pay for the repairs.

As part of the investigation, 12 of Chaudhry's 14 motorcoaches were inspected. A total of 28 out-of-service violations and 86 other serious safety defects were discov-

ered, and 11 of the 12 vehicles were placed out-of-service. Out-of-service stickers were placed on their windshields.

A few days later, an FMCSA safety investigator returned to the lot where the motorcoaches were parked and observed that all the out-of-service stickers had been removed and thrown in a trashcan. Texas DPS personnel replaced the stickers on the vehicles.

According to the carrier's registration data last updated in 2013, Chaudhry operated 43 vehicles and employed 30 drivers. The carrier is reportedly seeking to sell its fleet of vehicles.

### More shutdowns

FMCSA revoked the operating

authority of the four eastern operators after a four-month, multi-state investigation

The agency said each of the carriers was found to have intentionally provided a misleading and/or a false physical address as its principal place of business.

Federal safety regulations prohibit a registered motor carrier from falsely designating its physical address/principal place of business when the motor carrier is not engaged in business operations related to the commercial transportation of persons or property at that location.

The bus companies that had their USDOT operating authority registration revoked are:

- Homewood, Ala.-based

AKAI LLC

- Norcross, Ga.-based Luxury Express Bus Company LLC

- Waltham, Mass.-based Magnum Coach Lines LLC

- Raleigh, N.C.-based Hermes Luxury Coach LTD

A motor carrier found to be operating without possessing valid USDOT operating authority may be liable for federal civil penalties of up to \$25,000 for each violation.

FMCSA also announced that as part of the recent strike-force investigation, two additional bus companies are to receive federal civil penalties for multiple violations of federal safety regulations.

Doraville, Ga.-based Transtate Travel Inc. was found to be in violation of federal statutes prohibiting making a fraudulent or intentionally false entry on a USDOT operating authority registration document. The company also was charged with operating beyond the scope of its USDOT-granted authority.

It received a proposed Conditional Safety Rating.

New York City-based Forever Yours Tours, Inc., was found to be in violation of federal statutes prohibiting the aiding, abetting, encouraging or requiring a motor carrier or its employees to violate federal safety regulations. It also was charged with making fraudulent or intentionally false entry on a USDOT application for operating authority registration.

It received a proposed Unsatisfactory Safety Rating.

Commercial passenger carriers that receive a proposed Conditional or an Unsatisfactory Safety Rating have 45 days to submit an acceptable corrective action plan to bring the carrier into compliance, or to submit a formal administrative appeal to the agency.

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# Seattle could mandate drivers and narrators on tours

SEATTLE — The Seattle City Council is considering a proposal to require local tour buses to have both a driver and a guide on board.

The proposed mandate is a reaction to a deadly accident involving a “duck boat” tour vehicle in September.

Five people were killed and dozens more were injured when a vehicle operated by Ride the Ducks collided with a charter bus carrying college students.

The amphibious vehicle, a repurposed military duck boat, swerved into the bus on the Aurora Bridge, a six-lane span with no median barrier. The National Transportation Safety Board has said it could take a year to determine the cause.

The company was shut down after the accident, but its duck boats returned to the road in January after it made a number of changes, including adding two-person tour teams on each vehicle.

Now the city is considering forcing all tour companies to follow suit, despite industry opposition.

Longtime small business owner Michael Rogers said during a recent council meeting about the issue that such an ordinance could drive up the cost of tickets on his city tours by nearly 50 percent.

“It has a significant impact on our business,” said Rogers, owner of Show Me Seattle tours. “It will affect our competitiveness, so people will start looking at different options — especially families who are visiting us on a budget.”

Scott Kubly, director of the Seattle Department of Transportation, said several recommendations have surfaced since the crash, including requiring both a driver and a tour guide.

## Driver, not bus blamed for crash

SAN FRANCISCO — A crash last fall involving an out-of-control double-decker bus that led to calls for more safety inspections was actually caused by the driver, police said.

Kenneth Malvar, 53, was cited for unsafe speed in connection with the crash, which left 19 people injured. They said he appears to have hit the accelerator when he intended to press the brake and reached speeds of more than 45 miles per hour, hitting a bicyclist, construction barricades, a vehicle and a sign.

Malvar’s lawyer said the brakes failed. However, the California Highway Patrol said there were no problems with the brakes, throttle or steering on the bus.

“Not only are you talking to passengers but you’re observing the roadway, narrating the specific script — or an impromptu script — while trying to be entertaining,” Kubly said of drivers pulling double duty.

“We just felt that that level of distraction merited having a narrator,” he said.

Tourism leaders and business owners spoke out against the proposed changes, saying the data is unproven and that the added costs

could cripple business.

“It puts a burden on these tour operators. It’s unnecessarily broad. We think it has not had any legitimate input from stakeholders,” said Tom Norwalk, president and CEO of Visit Seattle, which repre-

sents tourism interests in the city. “It’s reactionary. And there’s really no safety data that says a narrated tour would cause accidents.”

The proposal is currently in committee with the city council. There is no time frame on a vote.

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# N.Y. Times vs. UMA: Debating modern motorcoach safety

**The New York Times recently published an editorial titled “Bus Passengers Deserve a Safe Ride” in which it called on federal officials to increase motorcoach safety regulations. UMA rebutted the article.**

## By The New York Times

Buses are the only affordable way many Americans can travel between cities. That makes it urgent that the Obama administration do more to make sure passengers arrive safely.

Bus trips can turn into harrowing journeys, as Lucas Peterson of *The Times* recently discovered when he took a discount Megabus coach from Chicago to Milwaukee and it caught fire.

A 2012 report commissioned by the Department of Transportation estimated that there are about 160 fires on intercity buses every year. While most of those do not result in injuries or deaths, several major fires and accidents, including a deadly 2014 accident and fire in California, have highlighted glaring weaknesses in the regulation of buses.

Intercity bus service has become increasingly popular with travelers. Fast-growing discount services have won a bigger share of that market in recent years. They also have higher fatal accident rates and more driver violations than more traditional bus operators, according to a 2011 report by the National Transportation Safety Board.

The Department of Transportation says it has made bus safety a priority. In 2013, for example, it required that new buses have seatbelts — a change long resisted by the industry. Last year it required that intercity coaches have electronic stability control, which has helped

save thousands of lives in cars.

The department says it is working on other regulations and has stepped up bus inspections.

But the department’s response lacks urgency. Cars have had seatbelts for decades, saving countless lives, and a 2007 rule required that they have electronic stability control.

In 2012, Congress passed a law requiring the department to issue rules to improve bus safety, like requiring stronger roofs and technology to prevent rollovers. The department, however, did not meet the deadlines Congress set, and most of those rules have not been completed.

Some of the blame rests with Congress, which has deprived the department of sufficient money to do its work and has forced all government agencies to do the kinds of cost-benefit analyses that often result in long delays.

Last year, the transportation safety board, which investigates crashes, issued recommendations based on the 2014 accident in Orland, Calif. Ten people were killed, nine of them on a bus that was carrying high school students on a trip to a university.

Thirty-seven bus passengers were injured. At least two of the people killed were not able to exit the bus before they succumbed to smoke from a fire that started after a FedEx truck collided with the bus. The board said a second door or emergency window exits that stayed open, rather than having to be held open, could have helped more people escape.

The board also said that the Transportation Department should require buses to have event data recorders, or “black boxes,” which are used in planes and trains. The

information from these devices helps investigators figure out what went wrong.

The agency also said the flammability standard for the interiors of buses is “outdated and less discriminating” than what is used for planes and trains. And it recommended that buses be required to have emergency lighting and glow-in-the-dark signs to help passengers evacuate.

There is no reason to hold buses to much lower standards than those for other forms of transportation.

## By the United Motorcoach Association

We agree! Bus passengers deserve a safe ride...but let’s get the facts right.

On behalf of the professional men and women of the bus and motorcoach industry, including members of the United Motorcoach Association, (we believe) your column titled “Bus Passengers Deserve a Safe Ride” failed to frame bus and motorcoach safety in the proper context and misrepresented the true nature of the industry.

First, there are no “discount” bus companies. Like other modes of travel, including airlines, the bus and motorcoach industry moved to yield management pricing many years ago — charging more during peak demand and less when demand falls off.

Today, teaser fares are customary on buses, airlines or Amtrak. Buses and motorcoaches have always offered exceptional efficiency when considering the ratio of passengers to fuel consumption.

In a study titled “Getting There Greener,” the Union of Concerned Scientists found that motorcoaches offered “the smallest footprint of

any mode for people traveling alone or with a companion.”

Moreover, as good as that efficiency is for the environment, it is also good for your pocketbook. Buses equal an exceptional travel value.

Buses and motorcoaches do not operate on rail or in the air. Despite the obvious, it is important to note that the bus and motorcoach industry shares its travel space, the nation’s roads and highways, in close proximity to cars, motorcycles and trucks of varying sizes, including large long-haul trucks that often have one, two or even three loaded trailers.

According to the U.S. Department of Transportation, in 2013, 32,719 people died in traffic crashes on our nation’s roads and highways. Indeed, on average almost 90 people lose their lives each day in an automobile accident.

While the motorcoach industry provided more than 605 million passenger trips and 63.1 billion passenger miles in 2013, 43 fatalities were associated with the industry — a tiny fraction of less than 1 percent (.13 percent in 2013) of the nation’s highway fatality rate.

A typical motorcoach today costs between \$500,000 and \$600,000, and the double-decker Mr. Peterson traveled on easily exceeds \$750,000. Any intimation that one of the largest passenger carriers in the world, Stagecoach Group, would risk the loss of even one passenger, let alone 81, and a very expensive asset is not only illogical but irresponsible.

Furthermore, the private motorcoach industry supported and assisted the National Highway Traffic Administration’s efforts to conduct crash testing and develop a seatbelt standard for motorcoaches.

Upon promulgating a federal standard in November 2013, nearly every manufacturer voluntarily elected to install seatbelts on every motorcoach coming off the assembly line, despite the fact the rule does not go into effect until November of this year.

Further, upon issuance of the proposed rule, the industry not only enthusiastically supported the proposal, but also suggested the final standards apply to all buses 10,000 pounds and above instead of the 26,000 pounds and above ultimately adopted.

We continue to improve safety as technologies evolve and can be adapted — electronic stability control, forward collision avoidance and adaptive cruise control are just some of the advances that will make bus and motorcoach travel safer.

The skill level of all entry-level bus and motorcoach drivers will soon improve as well as the Federal Motor Carrier Safety Administration moves to finalize industry supported training standards.

Motorcoach travel and tourism generates approximately 1.4 million jobs in communities across the United States, paying over \$62 billion in wages and benefits. The industry and its employees pay over \$10.2 billion in taxes, including property, income and sales-based levies.

Every day thousands board buses to go to school, work or for leisure travel. From the professional drivers on the front lines to the dispatchers, trainers, owners of bus companies, enforcement officials, and safety and design engineers, passenger safety is job one.

We agree — bus passengers deserve a safe ride and we endeavor to accomplish that safe ride every trip.

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# Darwin would be ticked off by motorcoach regulations

By Dave Millhouser

In ye olden days, coaches didn't have cruise control and we creative drivers dreamed up our own schemes.

Eagles had a hand throttle for fast idling, but you could pull that sucker tight on the highway, and voila, cruise control. It wasn't sensitive to speed, but heck, that's what the governor was for.

Some GM buses had similar setups, and you could always wedge a flare between the pedal and the bottom of the dash.

Enterprising Scenicruiser drivers would throw the electric high-idle switch, knowing that it disabled the governor and allowed for warp speed.

This all came to a screeching halt (literally and figuratively) when Greyhound configured the high-idle switch to engage the brakes when it was energized. Trailways discontinued the hand throttles, and both companies severely disciplined employees who messed with safety stuff.

Recently a commuter train took off without its driver (but with 50 passengers), heading towards Boston at a brisk pace. It passed through four stations without slowing be-

fore the operations people cut the current and it coasted to a stop.

No one was hurt, but imagine what could have happened.

The driver had bypassed safety systems in an apparent effort to copy our crude cruise control, and left the train for what he thought was a brief break without setting things right.

It was a bad idea, and he has probably been fired, but an aggressive lawyer and mandatory procedural steps leave the real possibility that he could be reinstated.

In 1871, the U.S. adopted civil service regulations in an effort to end the "spoils" system under which every time there was a political change, politicians completely re-staffed the bureaucracy with their supporters.

Most state and local governments eventually adopted the federal civil service concept.

Public workers could no longer be dismissed for their politics. In fact, it became difficult to discipline them at all. That has evolved into a constipated culture of compliance with sometimes-silly rules.

In the bad old days, politicians who pumped agencies full of their pals were at least responsible to the electorate if their buddies per-

formed poorly. There was some incentive to get things right.

The current scheme allows lawmakers to throw up their hands and blame the bureaucracy for its inability to operate effectively. Has anyone made real progress on the Veterans Administration mess? Are hundreds of teachers in New York City (and elsewhere) who are paid to sit in empty rooms deemed unfit to teach, but not quite unfit enough to fire?

In other words, well-meaning measures like civil service "protections" often come with serious fallout.

One way to avoid unintended consequences is to reject all change.

Nah, but let's be more discriminating. Doing nothing is sometimes a good decision.

What we can, and should, do is monitor everything with a brutally honest eye towards what works. When a new concept is effective, embrace it. If it is flawed, fix it and dump the failures.

Good intentions aren't enough. We need to honestly evaluate programs rather than sticking with flawed ones just because they're well intended. Unintended consequences are God's way of letting us know that we aren't really that smart.

Concepts that work survive, and hindering Darwin may well tick him off. Ultimately Darwin always wins.

A case in point is the current stifling regulatory environment and the Federal Motor Carrier Safety Administration's flawed Compliance, Safety, Accountability (CSA) ratings system. Rules are being made and "measurements" are being used to regulate our industry without any certainty that they accomplish anything useful.

Reputable carriers are being squashed in a misguided (and futile) effort to make a good industry perfect, driving folks back into automobiles (where they may die, but without impacting FMCSA statistics).

When Congress asks questions, bureaucrats drag their feet because they're convinced they are right and good, without real evidence. Admitting error is anathema. Federal regulators have rejected local court decisions that didn't fit their worldview.

It's troubling that most of the folks doing all this "good" have no operating experience in the industry. Their expertise is in manipulating the machinery of government, sometimes imagining problems that

they then "solve."

Which brings us full circle (and you thought I was lost). Are the "civil servants" pushing all this stuff willing to put their jobs on the line the way you do? You get it wrong and you're out.

Would bureaucrats and regulators submit to objective review of whether their ideas have succeeded, and be fired or disciplined if they don't? Would they agree to let Darwin work his magic?

I betcha lots of rules would never be implemented if their sponsors were ultimately held responsible for results.

In 1968 a small city in South Vietnam, Ben Tre, was crushed by allied bombing with heavy civilian casualties, prompting a U.S. major to say, "It became necessary to destroy the town to save it."

Is that FMCSA's way of "repairing" the motorcoach industry?

Dave Millhouser is a bus industry marketing consultant and freelance writer. Contact him by email at [Davemillhouser@gmail.com](mailto:Davemillhouser@gmail.com).



Dave Millhouser

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# Destination roundup: Mr. Las Vegas and a wax pope

LAS VEGAS — Longtime Vegas entertainer Wayne Newton's 52-acre property, Casa de Shenandoah (which means, by the way, "home of beauty"), has been open since last fall to offer the public a look inside the life of "Mr. Las Vegas."

The property features gorgeous landscaping, with ponds and waterfalls and oak trees decorating the land, as well as Newton's paddock of Arabian horses.

Also residing on the property are a capuchin monkey, a penguin, wallabies and peacocks.

Guests enter through a visitor center across the street from the estate and start with a movie covering Newton's life, then start the tour on a shuttle bus.

Newton's Las Vegas career started in 1959 when the then-teenager first appeared at the Fremont Hotel.

The tour includes pieces the entertainer has collected through the years, including automobiles formerly owned by country singer Johnny Cash and actor Steve McQueen as well as gifts from friends such as singers Frank Sinatra and Elvis Presley and come-



Wayne Newton's 52-acre property, Casa de Shenandoah, features gorgeous landscaping and Newton's paddock of Arabian horses.

dian Jack Benny.

Newton also has a Native American artifact collection, a private jet and a love of the armed forces, all featured on the tour. Also of note, military keepsakes and letters to Newton from U.S. presidents. Go to: [www.casadeshenandoah.com](http://www.casadeshenandoah.com).

## Do bus tours and wild animals mix?

SANTA MARGARITA, Calif. — Where can you view 250 exotic animals without traveling to

Africa?

Try Lazy Arrow Outdoor Adventures on the Camatta Ranch in Santa Margarita (San Luis Obispo County).

The family-owned, 32,000-acre cattle and exotic animal park now features hands-on tours of their exotic animals (bison, zonkies, water buffalo, and so on) and fossil trolley tours of their six-million-year-old fossil hill.

Bus tours and organized groups can arrange BBQs and stage shows on the ranch stage. Reservations

are required; prices depend on activity. Go to: [www.lazyarrowadventures.com](http://www.lazyarrowadventures.com).

## A big taste of Texas music

IRVING, Texas — You expect everything in Texas to be bigger — and, as it turns out, music is no exception.

Newly opened in Irving is the Texas Musicians Museum and Music Garden.

The new facility showcases memorabilia from hundreds of music icons who hail from the Lone Star State (think Buddy Holly, Roy Orbison, Willie Nelson, Janis Joplin, Waylon Jennings and many more).

Admission is \$15 for adults, \$11 for seniors 60 and over, \$10 for youth ages 11 to 17, and free under 10 if accompanied by a parent or guardian.

Irving is roughly a dozen miles northwest of downtown Dallas. Go to: [www.texasmusiciansmuseum.com](http://www.texasmusiciansmuseum.com).

## Pope Francis now in wax

NEW YORK CITY — Madame Tussauds New York honored Pope Francis' visit to New York

last fall by unveiling its newest figure, which pays homage to His Holiness by immortalizing the beloved pontif in wax.

The figure of His Holiness — known for his modernization, devoted commitment to his faith and continual fight for social justice — will reside among some of the world's most legendary and influential leaders, politicians and public figures in Madame Tussauds' World Leaders Gallery.

The pope's traditional papal attire, donated by the manufacturer of clothing for the Vatican, adorns the figure. Standing with an arm raised to address the masses, the figure features the humble and sensible white cassock, papal robes, a pellegrina shoulder cape and fascia silk sash. Wearing his glasses, zucchetto cap and pectoral cross, the figure is impeccably detailed and instantaneously recognizable.

Pope Francis will reunite with Pope John Paul II in Madame Tussauds New York and will be prominently featured overlooking a backdrop of St. Peter's Square, from which he addresses his Papal audience. Go to: [www.madametussauds.com/newyork](http://www.madametussauds.com/newyork).

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Police crash

CONTINUED FROM PAGE 3

footage of everything that happened.”

Such accidents, though rare, do happen occasionally. Earlier this year, during the week before the Super Bowl near San Francisco, a

driver cut in front of a motorcade escorting the Denver Broncos team buses after practice, causing three of the buses to hit each other and knock a motorcycle officer to the ground.

Canine said he still supports police escorts for NFL teams because they allow buses to travel in

sync with each other, minimize disruptions by outsiders and ensure that the teams arrive to the stadium on time.

Escorts from the stadium to the airport also are important because TSA screening of the visiting team can be conducted at the stadium after the game, allowing buses to

drive directly onto the tarmac without interruption so players can board the plane.

Canine said that since the accident, the Hennepin County Sheriff’s Office has taken over escort duties for sports teams, and it conducts them differently. Squad cars no longer use lights and sirens on

freeways, they don’t block exit ramps and they drive slower and leave more space between buses.

“They are now slow-moving escorts,” he said. “They don’t take a lot of chances to make sure the TSA zone is still sterile, the entire team arrives and travels together and fans can’t go after the players.”

Washington hotels luring Canadians

SEATTLE — A handful of destinations in Washington State are trying to attract more British Columbia tourists by accepting the Canadian dollar at par with its U.S. counterpart.

The low loonie has meant many families are staying home, which has led to fewer tourists south of the border.

Some hotels in the Seattle area are offering specialty packages like the Mayflower Park Hotel’s “Love Thy Canadian Neighbor” deal, which includes free overnight parking for Canadian guests.

“It has been an honor to have Canadians as our regular guests,” the hotel’s website says. “That being said, right now the exchange rate is not in favor for our neighbors and coming to the states is more costly than usual.”

Meanwhile one little Washington community is going even further. Located a few hours southeast of Vancouver, Winthrop, Wash., which is home to 400 residents, is eager to attract Canadian tourists.

“We have a fantastic following with the Canadians and certainly recognize the pain you all feel when the dollar goes one way or the other,” said Kristen Smith, the town’s marketing manager.

To help ease that pain, Smith said the Western-themed town’s businesses partnered with the nearby winter recreation area to offer the Canadian dollar at par.

“Everyone immediately said, ‘It’s a great idea, let’s do it,’” Smith said. The region is home to the largest cross-country ski area in the U.S.

Among the hotel deals being offered in Washington:

- Seattle Renaissance Hotel: overnight stays at par
- Kimpton hotels (Alexis Hotel, Hotel Monaco, Hotel Vintage and Palladian Hotel): overnight parking and two cocktails at the hotel restaurant
- Seattle Fairmont Olympic Hotel: Savvy Shopper package includes a \$50 American Express gift card per night and coupon book to Seattle Premium Outlet with Canadian-only deals
- Seattle Hotel Max: free overnight parking.

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# Southern California sees transit ridership declines

LOS ANGELES — For almost a decade, transit ridership has declined across Southern California despite enormous and costly efforts by top transportation officials to entice people out of their cars and onto buses and trains.

The Los Angeles County Metropolitan Transportation Authority, the region's largest carrier, lost more than 10 percent of its boardings from 2006 to 2015, a decline that appears to be accelerating.

Despite a \$9-billion investment in new light rail and subway lines, Metro now has fewer boardings than it did three decades ago, when buses

were the county's only transit option.

Most other agencies fare no better. In Orange County, bus ridership plummeted 30 percent in the last seven years, while some smaller bus operators across the region have experienced declines approaching 25 percent.

In the last two years alone, a Metro study found that 16 transit providers in Los Angeles County saw average quarterly declines of 4 percent to 5 percent.

Years after the end of the worst recession since World War II, which prompted deep service cuts, transit agencies are still trying to

figure out where their riders have gone and what can be done to bring them back, including major changes to routes and schedules.

Officials say ridership is cyclical and customers will return as traffic congestion worsens, bus service improves, new rail lines open and more of the region's population moves to walkable neighborhoods near transit stops.

But some experts say the downturn could represent a permanent shift in how people get around, propelled by a changing job market, falling gas prices, fare increases, declining immigration

and the growing popularity of other transportation options, including bicycling and ride-hailing companies such as Uber and Lyft.

The decline suggests that Southern California policymakers are falling short of one of their longtime goals: drawing drivers out of their cars and onto public transportation to reduce traffic congestion, greenhouse gases and the region's reliance on fossil fuels.

Southern California certainly isn't alone. Public transportation use in many U.S. cities, including Chicago and Washington, D.C., has slumped in the last few years.

But the question takes on new significance in Los Angeles County, where politicians and transportation officials are considering whether to seek another half-cent sales tax increase in November that could raise \$120 billion for major transportation projects, including several new rail lines.

"It's a bit perverse," said USC engineering professor James E. Moore II, who has been a critic of rail transit. "You're spending all this money and you're driving ridership down. If you're investing heavily in transit, you'd hope ridership would increase."

## UMA lobbying

CONTINUED FROM PAGE 1

leasing rule that could put some reputable operators out of business—not just the rogue carriers the agency claims to be gunning for.

Lobbying by UMA and its members resulted in some members of Congress working to block the rule's implementation.

FMCSA recently agreed to postpone the rule for a year, until Jan. 1, 2018, after pressure from Congress and the industry.

Lawmakers might never have

known that FMCSA was planning to overhaul its controversial Safety Fitness Determination program—and basing it on flawed data—if UMA hadn't called on its members to lobby against it. Again, some representatives are working to block it, and FMCSA has agreed to extend the comment period on the proposed rule.

"Considering UMA's leadership position on the Hill, UMA members contacting their senators and representatives and attending the 2016 Capitol Hill Days, it is the perfect one-two-three punch," said

Ken Presley, UMA's vice president of industry relations and COO.

Glenn Every, operator of Tonche Transit in Mount Tremper, N.Y., had a scheduling conflict and couldn't make this year's event, but he went last year and said it was a valuable experience.

"I got to meet a number of other operators, which is always a good thing, plus I got to meet staff members for the New York senators and congressman," Every said. "I got to make some good contacts. It also gives them a chance to put a face with the people who write

them letters."

He said he has established relationships with aides to some New York congressmen, including his own, Republican Rep. Chris Gibson.

"I correspond through the legislative assistants who handle transportation matters for him," Every said. "Congressman Gibson has been very responsive and helpful."

Bratcher agrees that meeting with representatives and their staffs in person has much more impact, but he still contacts them by phone or email during the rest of the year.

"The only conversations we can have in more detail are at Capitol Hill Days when we get to sit down one-to-one," he said. "Sometimes you get the congressman. More often than not you sit down with one of their aides. You can give them a presentation or report and explain your facts to them."

This year UMA members will be focusing on the leasing and safety issues during Capitol Hill Days, also known as "fly-in." *Bus & Motorcoach News* will present a full report on their activities in an upcoming edition.

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# Service with a smile, and other money-making tips

ATLANTA — Put mirrors across from sales people's desks and they'll sound better on the phone when speaking with clients, according to a motorcoach operator who does that in his office.

"If they're on the phone, they're looking in that mirror," said David Moody of Holiday Tours Inc. in Randleman, N.C., a panelist at a UMA Motorcoach Expo seminar.

"If you're smiling, it comes across on the phone. It's hard to be grumpy and talk on the phone and look at yourself in the mirror."

Based on the enthusiastic audience reaction, numerous attendees were planning to buy mirrors for their offices when they returned home.

"That's an awesome idea!" one listener said.

It was among myriad tips offered by Moody, Tim Stout of Stout's Transportation in Trenton, N.J., and Dave Dickson of Elite Coach in Ephrata, Pa., as part of a marketing seminar titled "Being the Highest-Priced Player in Your Market."

More to the point, the seminar was about obtaining the highest margins, Stout said.

Dickson stressed the importance of good company culture in motivating employees to be enthusiastic on the phone. That culture starts with the owner and filters down through the company, he said, noting the need to lead well and care about employees from a business and personal perspective.

"A good culture really drives the whole mentality of believing in the company, and if everybody in the company believes in it, then the sell goes a lot easier and that whole sales process goes a lot easier," he said. "If you have a sales person that's on the phone, if they're just an order taker and they don't really believe in the company, that comes across the phone line. You can hear it. You can hear it in their voice if they're excited to work for ABC Coach, or whatever."

## Live your values

Dickson said his company's values that guide its culture are listed on people's desks and visible to customers in buses. The company strives to live those values, not just say them.

Enthusiasm on the phone is an important first ingredient in the

sales process, Stout said in outlining the various elements that go into a sales call, from greeting to closing the deal and following up to ensure accuracy of booking details and to demonstrate care for the client's business.

It's important to greet the customer, engage with him or her, and create a rapport, he said. Get the customer's name and number right away in case the call is disconnected for some reason, he suggested.

Ask open-ended questions to start the conversation and find out the customer's needs, rather than asking what they want, Stout said. That can lead to cross-selling while better fulfilling customers' needs.

"The main thing here is you're not just order-taking," he said.

It's also important to talk about the features and benefits of one's fleet and send people to the company's website to see pictures, Stout said.

Dickson encouraged citing benefits like Wi-Fi, GPS tracking of all buses and power outlets and cup-holders at each seat.

"Get your sales team to sell on this stuff, the amenities that are in your coach," he said. "It cost us

money to put those amenities in the coach, let's sell them."

## Uniformity of fleets

Additionally, "uniformity in your fleet is a huge, huge thing and it makes the sales process a lot easier," Dickson said.

If a fleet has 10 buses and five have power outlets at each seat, it's more difficult for sales people to sell that feature if the five with outlets are already booked when they're trying to make a sale, he said, recommending installation of outlets at every seat.

Elite Coach put outlets at every seat in every vehicle "and it was one of the best things we've ever done," he added.

Dickson also encouraged selling the appearance of one's facility. If his company is working to land a big contract, for example, he'll invite customers to the business to see the fleet, from the oldest to the newest vehicle, and to visit the maintenance facility, which is kept spotless, to demonstrate the focus on maintenance and attention to detail.

He cited a major contract he closed when the client saw the me-

ticulous maintenance shop.

"We sell our product and we sell our facility, big time," Dickson said.

Let customers know about things like 24-hour emergency service, strong maintenance and safety records, and let them know if you're registered to transport military personnel and why that's important, he said.

All three panelists said they benefit from membership in peer groups and encouraged participation in the groups.

"You get better margins if you have people looking at your numbers with you than by yourself," Stout said, adding that operators get out of their peer groups what they put into them.

In the sales process, Stout said his sales people aren't allowed to change a rate without asking management.

## Tier-based pricing

Moody said it's important to know historical trends in one's business when setting pricing. If history shows strong demand during a certain period, charge more

CONTINUED ON PAGE 15 ►



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# Marketing, acquisitions and new markets add to growth

ATLANTA — Varied strategies for carrier growth, from spreading word-of-mouth awareness to considering million-dollar acquisitions, were conveyed in the marketing sequence of sessions at Motorcoach Expo 2016.

The importance of personal relationships in low-cost business building was stressed by Mark Szyperki, president of On Your Mark Transportation in Nashville, Tenn.

“Know your local customer base. Take care of them. One of the best advertisements is word of mouth. Get to know people who are on the convention and visitor’s bureau board and offer to do things for them when they need to be taken to the airport or a group is coming in. They are getting a taste of your service right away,” he said.

Offering advice on hiring transportation services, through speeches to service clubs and media interviews, is another means of becoming known.

“Pretty soon people start to see you as the go-to person,” Szyperki said.

## Build awareness

Community service projects, such as donating a bus to be used in “stuff-a-bus” collection projects for food banks and coat drives, also build awareness and relationships.

Student interns are a great source of no-cost or low-cost mar-



Christian Riddell, executive director of the Motorcoach Marketing Council, offers marketing tips during a UMA Expo session in Atlanta.

keting projects, he suggested. “Who better to run your Facebook page? They can write a blog on your website, do a travel article for the newspaper and do YouTube videos.

“I have had wonderful interns for minimum wage. Give them real experience so they can have something to put into their resumes. That is what they need.”

Next, Szyperki said, “Now that you have all this attention, get out there and market your strengths. Let them know that you can give them personal service that a large corporate entity cannot. You can

make things happen faster because you are smaller. Stress the pride of ownership. Take your bus out and show it to people.”

Finally he advised motorcoach sales staffs to “turn the quotes around quickly. My wife is a travel agent and she gets so frustrated trying to get quotes from bus companies. She can get an airline quote like that. She can call a bus company and they say they will call back in the next day or so. Come on! You’re small enough to get those quotes turned around so you can get the business.”

Current customers are the most

efficient but sometimes overlooked source of new business, said Christian Riddell, executive director of the Motorcoach Marketing Council.

“The Motorcoach Marketing Council is supported by industry and its purpose is very singular — to help you sell more charters to more people for more money. There is a lot of opportunity out there for every one of our businesses,” he said.

Existing customers have identified themselves as purchasers of transportation, Riddell said.

“They know you. It is cost ef-

fective. We have them in our database. We can’t take for granted that because they booked something with us that they will book something with us again. This continues to be an opportunity for us to further our relationship with the customer,” he said.

“Acquiring a customer in this industry is usually five times to 10 times more expensive than retaining an existing one. This is the fastest, most economical way to grow your business.”

Identifying customers can be a challenge, Riddell said.

“Almost everybody in the United States and Canada has the need for a motorcoach at some point in the course of a year. They may have a lot of problems they don’t see as a motorcoach problem.”

## Stay in touch

People who have booked charters or requested quotes are obviously potential customers, so efforts should be made to stay in touch with them, ask about their needs and make sure they are aware of all of your carrier’s services.

“The surprising thing about our industry is we get so busy running our business that we forget them. We believe somehow that every time somebody needs something from us they are going to call,” Riddell said.

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# Market coaches as alternatives to cramped airplanes

By Christian Riddell  
Motorcoach Marketing Council

I am writing this month’s column from the back seat of an Prevost H3-45 coach headed from Boston’s airport to Portland, Maine.

Yes, indeed. I don’t just preach GoMotorcoach, I actually love to GoMotorcoach!

As many readers know, I spend a lot of time traveling — perhaps not as much as other industry friends like Bob Crazenzo from Lancer Insurance, but I spend more than my fair share of time sitting on airplanes.

This trip has been especially difficult. For starters, high winds delayed my flights headed to the East Coast for more than 10 hours, and what was supposed to be a leisurely afternoon arrival found me getting in at 2:30 in the morning.

Then, when I was scheduled to leave some days later, a weird win-

ter storm brought air travel to its knees once again. The airports were filled with tired, frustrated and even downright angry travelers.

Planes were boarded, only to be emptied, multiple times. Departures were delayed two, three or four times before they finally began to board. Once the planes were in the air, the flights were turbulent.

The end result? What should have been an easy day of travel turned into a disaster.

## Smaller seats, larger...

I found myself stuck in the Atlanta airport with no way to leave for another two days, so I ended up using a connector service to get me to my final destination. Needless to say, the whole experience caused me to do some research that I thought would be interesting to those of us in the motorcoach industry.

## Marketing Minute GoMotorcoach It’s the Smart Move

If you are like me, every time you get on an airplane, you find that the seats are just a little smaller than the last time you got on. I have always attributed this to the rich desserts served at the various meetings I attend, but the facts are somewhat more disturbing.

The truth is, seats actually have been getting smaller. A recent article in *Fortune* magazine highlighted the fact that, since the 1970s, legroom has shrunk from 35 inches to a paltry 31 inches. Meanwhile, seat width has gone from 18 inches to a mere 16.5.

During this same time, airlines have experienced record profits. And, let’s face it, North Americans are not getting smaller than we

were in the ’70s. Pair this reality with record numbers of flights that leave completely full and you have a perfect opportunity for the motorcoach industry.

Flying prompts two thoughts in my mind: Is anyone else as uncomfortable as I am? And, I swear, this is a great recipe for getting sick.

The health risks associated with this cram-packed, stuffed-in-a-smaller-seat, can’t-move-my-knees, I-would-love-a-pack-of-peanuts-but-can’t-figure-out-how-to-get-them-in-my-mouth flying are very real. Often referred to as “economy class syndrome,” this is no joking matter. Doctors call it “deep vein thrombosis,” and it’s a potentially life-threatening blood clot issue caused by sitting for long periods of time with no movement.

This has caused advocacy groups to push Congress to make changes. However, in late February, Congress opted to not get

involved.

The upshot of all of this is simple: flying is uncomfortable at best, and with constantly shrinking seats and a “growing” population, it can be downright dangerous.

In contrast, there are a few things I can’t help but notice after a few days on the front lines of “battle airport.”

## Coaches are superior

First, the experience of boarding and being on a coach is dramatically superior. What has turned into “security theater” at the airport, where airline employees spend their days on defense against passengers on the verge of air rage, is juxtaposed with a coach that pulls up curbside, a smiling driver emerging, and within just a minute or two you are pulling away from the curb.

Second, load counts are not at 100 percent. While I know my

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Money-making tips

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those days, he said.

“Tier-based pricing is one way that you can keep your prices up,” he said, noting his company has 10 tiers ranging from running a bus at cost to three times over cost.

A sales person will input estimated hours and miles for a trip and dates and a computer program will determine the tier and price, which sales people can adjust upward, but must get approval to lower, he said.

He recommended setting sales staff goals and awarding bonuses for reaching them.

Stout, too, encouraged operators to take advantage of the times when they can charge more, based on historical demand. Don’t leave money on the table by sending out the first batch of buses at a lower rate than the next batch if history tells you to expect a busy period. If you know you’re typically busy, price at the highest tier for that period.

“What’s the worst that happens?” he said. “You go from 80 percent utilization to 60 percent utilization at a higher margin? I would rather run less for more money than more for less.”

That gives you the advantage in the slower months to adjust your rates to keep drivers happy and your buses moving, he said.

Dickson said he won’t discount rates on A-plus days, those with highest demand.

He recommended being aware of what competitors charge, but not fixating on it.

Hitting margins

“Competition pricing does not determine your pricing,” he said, noting that companies have to hit their margins.

Moody also underscored the importance of margins.

“Price isn’t all that matters, margin matters a lot,” he said.

To hit their margins, operators need to know their costs and have a fleet-utilization goal and set prices accordingly, Stout said.

Set that utilization goal and know your fixed costs, he said.

“What is that cost to pull the bus off the fence?” Stout asked rhetorically. “The cost is basically what your overhead is on that bus before it even moves ... so if you have a utilization goal and you know how many pieces of equipment you have, you know your available days, you know your

‘If you’re smiling, it comes across on the phone. It’s hard to be grumpy and talk on the phone and look at yourself in the mirror.’

fixed costs, you can establish what your costs are for every day, for every bus to pull off the fence... and that’s important.”

It’s important to know fixed cost projections for the year, too, and not base those costs on past years since costs tend to increase, he said.

Garage-to-garage

Know variable costs, too, such as fuel, wages, parking and tolls. He looks at actual costs for a job from, as he said, “garage to garage.” He’s surprised how many operators price from pickup to destination back to pickup.

“Someone’s got to pay for the driver to go from the lot to the

pickup,” Stout said.

He cautioned about lowering prices to reflect fuel, noting that other costs aren’t declining. With fuel down, are you still making the same money you would have if it hadn’t dropped, he said. That’s important to know.

Then know the margins to obtain on top of cost, he said.

On the cost side, Moody said managers in his company meet monthly to review costs line by line, from utilities to tires, fuel and more. Gains incurred from dropping fuel prices can be offset from rising costs in other areas if costs aren’t being closely monitored.

“Everybody likes to look for the one idea that’s going to bring them great gains, one idea that’s going to give them a 100 percent return,” Moody said. “We don’t look for that, we look for the 100 ideas that are going to give us a 1 percent improvement.

“It’s a lot easier to get that 1 percent improvement than it is to get that 100 percent improvement, and we look at that specifically with cost, but also with sales processes. Look for those little, small changes that will benefit you and the little changes add up really quick.”

As for contract work, Stout

said it’s important to know when contracts run and “make sure you have a strong mix of more high-tiered margins in your busy seasons than you do...contract work” to hit the desired average margins for the year.

When a trip returns, ask about the client’s experience, he said. It makes clients feel valued and often results in future leads.

Calendar

June 2016

20-23 Pennsylvania Bus Association Annual Meeting, Gettysburg Wyndham Hotel, Gettysburg, Pa. For more information: [www.pabus.org](http://www.pabus.org).

23-26 New England Bus Association Annual Conference, Essex Resort & Spa, Essex, Vt. For more information: [www.newenglandbus.org](http://www.newenglandbus.org).

October 2016

26-27 Greater New Jersey Motorcoach Association Fall Meeting & Marketplace, Harrah’s Resort, Atlantic City, N.J. Info: [www.gnjma.com](http://www.gnjma.com).



\$20,000

**1997 MCI 102-DL3**  
Eng: Detroit Series 60,  
Trans: Allison/B500, 45Ft, 55  
Passengers, ADA Compliant  
[http://transitsales.com/  
45ft-mci-102/](http://transitsales.com/45ft-mci-102/)



\$15,000

**1995 Van Hool T800**  
Eng: 8.3 Mechanical, Trans: B400RA, 35.5ft, 43  
Passengers, Lavatory, Very Nice Interior  
<http://transitsales.com/van-hool-t80035/>



\$25,000

**1998 Thomas M98**  
Eng: Cummins 5.9, Trans: Allison  
MT643, 40 Ft, 19 Passengers,  
3 Built in monitors, 6 Seated  
Couch, Independent Generator,  
Command Center Interior Conf.  
<http://transitsales.com>



\$49,000

**1999 New Flyer D-45HF**  
Eng: Detroit Diesel Series 60, Trans: ZF/B500,  
45Ft, 57 Passengers, ADA Compliant, Overhead  
Reading Light, Suburban Style Seating  
<http://transitsales.com/45ft-new-flyer-d-45s/>



\$59,000

**2002 Nabi 40 - LFW**  
Transmission: B400R 40ft, 43  
passengers, Built in Monitor,  
Refrigerator, USB Outlets,  
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Seating Configuration, One  
of a Kind Model  
<http://transitsales.com/40ft-nabi-low-floor/>

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## New markets

CONTINUED FROM PAGE 14

He suggested email, through personal notes or distribution systems, as a great tool. “I am a huge fan of email marketing, especially to existing databases, because it is almost free. It is practical, it is easy and it is trackable. You can get all kinds of data back.”

Also, he said, “Remember to make it interesting. You have to provide value and you have to be consistent, without consistently banging the ‘buy from me’ drum.”

What about former passengers who aren’t identified in the carrier database?

“In the next 12 months the motorcoach industry will move 20 million people in North America. For most companies less than one in 30 of them made your list. They have consumed our product or service. These people met our driver. They sat in our coach. How do we access those people?” Riddell asked. “We have an opportunity when they get on our coach to market to them.”

### It’s the small things

Ideas for tactfully staying in mind include handing out stickers and flyers, playing brief commercials before and after recorded safety briefings, running contests and posting trip pictures on social media.

“It is the small little things that get people to think of other concepts of how they themselves could use motorcoach transportation,” Riddell said.

Website pages devoted to various charter services will help potential customers visualize their benefits, he said.

“If your services list is a page of

56 things you do, don’t send them to a page that says ‘Find the thing you like in that big long list.’”

An advanced tool is remarketing — staying in touch with website visitors by identifying them and placing ads on other sites they visit.

“It is inexpensive but can be a challenge to set up,” Riddell said. “It requires some engagement with Google, which is never an easy thing to do, but it is incredibly effective.”

### Market expansion

Gladys Gillis, chief executive officer and co-owner of Starline Luxury Coaches in Seattle, outlined steps for an array of market extensions ranging from simple and easy to complex and daring.

First she discussed sales staff training.

“We did a study and found that our sales people were only doing about 11 quotes a day. What would it take to reach 10 percent growth? It is really only one more quote a day, one more per person. What can we do to make that happen? We can train. We focus a lot in this industry on training drivers, but not so much on training sales people.”

“This is the really easy stuff,” Gillis said. “You need an integrated sales strategy. Have a plan, write it down then share it. If everybody in your organization knows what your goal is, your chances, without really doing anything else, of reaching that goal are much higher.”

She directed her audience to the free online sales training tools offered by the Motorcoach Marketing Council. Each subject, she said, “takes less than 20 minutes. But you have taken a sales person’s

So, where does this leave us? It’s a fact (well, at least according to me) that most people who fly economy or coach dislike the experience. Regardless of airline or equipment, the entire experience, from security to baggage, is disconnected from anything that even resembles customer service — even when things go right. And when things go wrong with weather, delays or mechanical problems, you might as well forget it.

This means there’s a traveling public that’s not happy with the main choice of providers. While I will be the first person to admit that I will probably never choose a motorcoach to go from Seattle to Boston (just based on time realities), I will say that, more and more, motorcoach travel is becoming a real part of my searches when I am doing regional travel.

‘If everybody in your organization knows what your goal is, your chances...of reaching that goal are much higher.’

mind, opened it up and poured some new information in. You hope some new behavior comes out. That’s training. You don’t have to go anywhere or spend a bunch of money.”

Strategic enhancements are opportunities to acquire assets from other carriers, Gillis said.

“Every once in a while somebody goes out of business. Is this an opportunity? There are some things buried in that business, no matter how bad you felt that operator was. I am encouraging you to go in and ask questions,” she said.

“They have phone numbers of people who know how to buy buses. You can acquire the company’s phone number and send it into your office and answer it with your name. It just makes the phone ring,” she said.

### Customer lists

The carrier’s website address also is known by people who buy buses. “Why not have them pop over to your website? They want a bus, not necessarily the one this guy used to run,” Gillis said. “It is not a bad idea to try to acquire a customer list. If it costs too much I leave it on the table.”

The company’s remaining bookings may be worthwhile, she said. “It is an embarrassing situa-

But wait, I know. You might say, “You’re different from the average consumer, Chris.” And I can’t argue with that. I go to the UMA Motorcoach Expo. I see the equipment, and I know what we have to offer better than most.

### Packing them in

But, pain is a great motivator for change, and the airlines have chosen that offering shrinking seats, a petite snack and a small drink is good for their business. They’ve decided that people are going to deal with it because they continue to look for ways to pack more passengers onto every aircraft.

There is even research into vertical airline seating — so-called “standup seating restraints” — to pack even more people onto planes. Can you even imagine?

tion for them. They don’t want to let down their clients. They have bookings for the next six months. Who is going to handle those? I may not handle those people for \$300 a day, but I would be happy to reach out and talk to them.”

### Organic growth

“If I have three hours around my business that I might call my market, organic growth might be to move into another neighborhood, Gillis said. “It might be three hours of deadhead to get over there. If I want to organically grow over there, I’ll have to push some equipment into the market so I am not deadheading every trip. There is some process stuff that you have to cover.”

Setting up in another market will require people, facilities, equipment, materials and processes, she said.

A parking lot or shed will be needed for buses. A mechanic and drivers may be hired locally. A dispatcher may be hired or the market may be handled by the dispatcher at the home facility.

“I can use technology to communicate. Anything I want to give a driver I now can send him on his email,” she said. “He can transmit his paperwork, his DVIR. I have got cameras on the site so I can see what is happening. A lot of things that used to require more infrastructure can now be done electronically.”

If the market succeeds, within a year those three buses in a shed may grow to a larger fleet in a permanent facility, she said.

### Acquisition growth

“Acquisition growth is exciting. If you are doing an acquisition of an existing bus company, you don’t need to be right next door to each

When I consider these things, I see an enormous opportunity for us to work in our local markets and build solutions that provide options for travelers to skip the hassle and discomfort of flying all together. The answer is to GoMotorcoach, and it’s important for us to share that with the people who travel in our areas.

As we look for ways to provide these services, I would counsel you to think outside our traditional pricing model. In this case, we are trying to compete with a service consumers aren’t happy with.

For example, my bus ticket today cost me \$29. A quick search for an airline ticket to do the exact same thing would have cost me more than \$400 and required that I travel over twice the time, including having to connect to another airport. That doesn’t even take into

other. The existing bus company already has those five things you need — people, facilities, equipment, materials and processes,” Gillis said.

“You are not looking for the company about to go out of business. The buses are in ill repair, the processes are broken, the people are feeling defeated. If you are doing acquisition growth you want to buy a company that has some bottom line to add to your bottom line,” she said.

Synergies can make the combined companies more profitable, she explained. The best employees can become directors of safety, maintenance and human resources for the combination.

“You may not need a marketing person at each location. You may need one really good marketing person for all of your locations. Pick the best of these people and merge them from a leadership standpoint. Savings in the personnel expense category of the two companies will flow to the bottom line.”

### Leadership is key

The success of the merged staffs depends upon leadership, Gillis said.

The people from the incoming company “will want to know, ‘Who are you? What are you about?’”

You have to clarify mission, purpose and goals. The leadership management has to take the time to do the job descriptions, organizational chart and performance expectations so the people can see what you are offering.

“If they decide they really want to be here, when they come on board they are motivated and moving.”

account security or delays.

We offer the traveling public an amazing option for regional travel. Our modern equipment is extraordinary, comfortable and remarkably safe.

Our passengers don’t have to stand in security lines for hours, or sometimes find that their bags went to Portland, Ore., instead of Portland, Maine.

This is a very real issue in the world today, and in many cases we have the solution. I hope each of you will look at your operations and find ways to sell more, to more people, for more money.

Promoting the comfort, convenience and ease of motorcoach travel is a great way to do just that.

For more information about the Motorcoach Marketing Council and its programs, go to [www.motorcoachmarketing.org](http://www.motorcoachmarketing.org).

## Marketing Minute

CONTINUED FROM PAGE 14

friends in the line-run or per-capita business will say, “Yeah, but we’re working on that,” the truth is that most runs don’t fill up on every trip. This leads to a more comfortable ride for everyone involved. The coach I’m riding in is at just over 50 percent capacity and most people have a seat next to them open.

Third (and what I am most thankful for today), the seats simply have more room. They are wider and have more legroom than any plane I’ve traveled on in the last two weeks. It doesn’t really matter what plane or airline you choose.

Bottom line? If you fly economy, you don’t get the room you have on a motorcoach.

## People

FAIRAX, Va. — **Trailways Transportation System, Inc.**, has named two recipients of the 2015 Outstanding Driver of the Year Award in recognition of their exemplary safe-driving skills and dedication to customer service.

**Aaron Schwartz** of **Pine Hill Trailways** in New York was named driver of the year in the charter and tour division.

Schwartz has been a driver at Pine Hill for nearly nine years. During that time, he has driven nearly 500,000 miles and is a customer favorite.

**Wesley Wohl** of **Adirondack Trailways** in New York was named driver of the year in the scheduled route division.

Wohl has driven nearly 2 million miles in his 40-year career. In 2015, he drove his Albany-to-Port Authority daily route 66,400 miles accident-free.

DISTRICT HEIGHTS, Md. — **Marcia Milton** of **First Priority Trailways** in District Heights was presented last month with an official citation from the Maryland House of Delegates District 24. The citation, issued by Democratic Delegate Carolyn J.B. Howard, states:

“In appreciation for: Being a pillar of the 24th Legislative District through both your community service and as owner and CEO of First Priority Tours. For decades you have faithfully shared your knowledge, expertise, and time with the residents of District 24 and all of Prince George’s County. I know your generosity and dedication to service is not without personal sacrifice and for that I thank you. Be assured that your spirit of service to the community will be remembered for years to come.”

SAINT-EUSTACHE, Quebec — **Raymond Leduc** has been named president of **Nova Bus** and **Prevost**.

Leduc is responsible for Nova Bus, Prevost and Volvo bus brands in Canada and the United States. He has more than 30 years of experience in various leadership positions with international companies such as **Bell Helicopter** and **IBM Canada**.

“Joining the Nova Bus and Prevost team is truly exciting for me as I firmly believe that the bus industry offers ideal transit solutions to the economic, social and envi-



Aaron Schwartz



Wesley Wohl



Marcia Milton



Raymond Leduc



Sonny Gordon



Karen Dhanie.



Amanda Lundmark

ronmental challenges faced by ever-growing cities,” Leduc said.

**Ralph Acs**, senior vice president, Volvo Buses, Business Region Americas, said Leduc “represents a valuable addition to our team and I have full confidence that his experience, customer focus and leadership will significantly benefit the continued success of our three brands in North America.”

GRAND RAPIDS, Mich. — **American Seating’s Transportation Group** has promoted **Sonny Gordon** to national sales director for the central and western United States and **Karen Dhanie** has joined the company as national sales director for the southern and eastern U.S.

Their sales regions also include western and eastern Canada. They will oversee the sales efforts in their respective regions, focusing on key accounts and sales strategies in the city service/transit, rail, motorcoach and demand-response markets

served by American Seating.

Gordon has been with the company since 2009, most recently serving in the dual role of regional sales manager for the Midwest and business development manager for the western U.S. and parts of Canada.

Dhanie previously worked for four years as regional sales manager for aftermarket at New Flyer Industries. Before that she held senior sales and marketing positions with several major organizations, including **Citigroup** and **The Home Depot**.

## Black Hills now Express Arrow

NORFOLK, Neb. — **Black Hills Stage Lines**, an Arrow Stage Lines affiliate, is now operating as Express Arrow.

The company has added a new, modern exterior look to its coaches, along with new interiors for enhanced passenger comfort. It also has a new website for improved

SOUTH BEND, Ind. — **Amanda Lundmark** has joined **1st Source Bank** as bus sales officer in its Specialty Finance Group.

Lundmark will provide competitive financing and leasing options for shuttles, limos and motorcoaches. She also will serve the mobility and commercial vehicle markets. She has more than nine years of experience in sales and finance.

“We are excited to have Amanda join 1st Source heading up our bus sales efforts,” said **Greg Brown**, president of the Specialty Vehicle Division at 1st Source Bank.

ticket purchasing and has partnered with Wanderu and Busbud to provide coast-to-coast coverage.

Express Arrow provides routes from Norfolk to Omaha in Nebraska, Omaha to Denver, and Denver to Billings, Mont., along with many connections throughout the U.S., Canada and Mexico.



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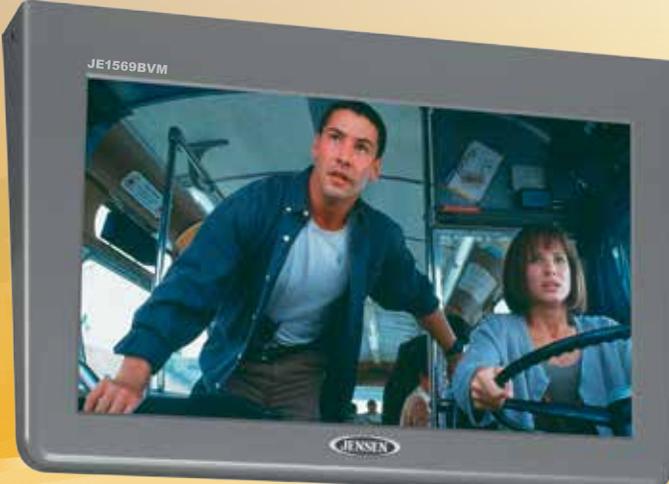
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## Millennials

CONTINUED FROM PAGE 1

live in large houses with two-car garages in the suburbs.

"It's very much this urban center, I want my phone so that my reach in the world can be big, but my physical world can be small," she said.

Buses are attractive, "whether it is transit, city to city, or they want to go to New York City for five days or they want to go and have an experience and package in something that is unique and something's that's different. That will encourage them to get on a coach because in a lot of ways they don't really have that ability to do it themselves."

UMA President and CEO Victor Parra, who moderated the panel comprising Tupman, Michael Costa Jr. of Yankee Line Inc. in Boston, David Moody of Holiday Tours Inc. in Randleman, N.C., and Sarah Walker of Star Shuttle & Charter in San Antonio and Austin, Texas, sees a bright future for the industry.

In part, that's because the population is growing and there's only so much room for new roads clogged by cars. Also, more cities are encouraging multipassenger travel.

"Our future is very bright out of necessity," Parra said. "You have to be part of the transporta-

tion solution in this country, there's no doubt in my mind."

But with myriad regulations making it tougher to do business, the challenge is getting there, he added.

### All about service

Walker and Moody see an industry future where service will be paramount, even if Millennials can sometimes seem more interested in their wireless connection than a face-to-face one.

"It's all going to be about service, it's all going to be about the people, eventually," Walker said.

She believes service will matter to Millennials.

"I think the training with our own employees is going to be absolutely crucial in building those relationships and those understandings. I think it's going to come back to (being) all about the people."

Driver training will be especially important to providing that good service, she said, because customers, using their phones, can instantly express satisfaction or dissatisfaction online with service.

If a driver isn't interacting with a customer directly and dealing with problems or other issues in a helpful way, "then you're going to see it all over Facebook or TripAdvisor or whatever the platform may be."

Moody concurred.

"I do see a tremendous opportunity in the industry," he said. Everyone would love to see no driver shortages and vehicles that don't crash, he added, but there's a great opportunity to serve in the industry and "that's where it's going to come back to is the service."

For Millennials, service incorporates speed, including the ability to price and book trips quickly online, Costa said.

Think airlines, for example.

"That's definitely where I see the industry going," Costa said. "I don't want to wait more than an hour to get a price before I book something. And you know what, I might actually book something that might not necessarily be the cheapest thing, but if I get a quick response, I'm probably going to go ahead and pull the trigger on it. Yeah, I see people my age doing that all the time."

Referring to on-demand transportation from the likes of Uber and Lyft, Moody said bookings are already getting closer to departure dates because people are so used to on-demand service.

"So I think what's going to be the big thing in the industry is, 'How quickly can you respond and service them?'"

Walker echoed the need for speed among motorcoach operators dealing with Millennials.

"You want to make it easy for them," she said. "They want to be able to get on a mobile phone and book something instantaneously and they want to see the response from us just as instantly, so making it easy for them to book and making it transparent and easy" are important.

### The Uber factor

Parra referred to Uber's aggressive expansion, wondering what affect it might have on the motorcoach industry. The ride-sharing service began testing UberHop in Seattle in December, which appears similar to a transit service.

Uber said it's available along select routes during commuting hours, directing riders to a certain location for pick-up in the largest

vehicle available with others traveling the same way and with drop-offs at predetermined stops.

Bridj is similar, offering "pop-up" bus service in Boston, Kansas City and Washington, D.C.

Costa called such technology a "huge dynamic shift in our industry" and said motorcoach operators have the operations, maintenance and driving expertise to fill operations voids that emerge as technology platforms better connect riders to motorcoaches.

### New partnerships

Walker suggested there could be opportunities to pair with companies like Uber to, for example, bring passengers to a tour route where motorcoaches would pick up the riders and continue on the tour.

"You just have to be creative and try to figure out what's going to work for you," she said, noting such companies aren't going away. "I see it as an opportunity" to maybe create a solution that works for both sides.

Technology is affecting not only how rides are hailed, but also how vehicles are driven, including development of self-driving cars, which motorcoach operators will have to get used to seeing on the roads.

Tupman has a hard time imagining larger vehicles being self-driving.

Costa doesn't expect the human element ever to leave motorcoach operations, noting airplanes essentially fly themselves today but have pilots. But he does see an opportunity for motorcoach manufacturers and auto manufacturers to work together on technology enhancements.

Walker sees technology's immediate application being improved collision avoidance and real-time GPS routing to avoid construction or accidents.

Moody said technology in cars and buses is making them safer and wondered if it will make drivers in each complacent.

Parra also sees contraction in the motorcoach industry. Reasons include regulations making it tough to enter, meaning fewer

newcomers to replace companies getting out of the business, often-times because the next generation doesn't want to take it over.

He asked what effect contraction could have. Some could argue it's more business for those remaining, he said.

"But you could also argue that perhaps the lack of new companies sort of removes innovation from what hopefully is a driving force in an entrepreneurial-driven industry like what we have," Parra said.

Tupman expects the consolidation to occur, too.

"I think that's tough because we've been talking about how quickly the world is changing and all of the things we're going to have to adapt to and if we're looking at these larger companies, the bigger you are, the longer it takes to turn the ship. And when we get to being fewer but larger, I fear that it will be hard to stay nimble and proactive and very quickly respond to a lot of these challenges that are going to be coming," she said.

Costa said competition is healthy and makes operators better.

"So I think if there's less of that healthy competitiveness in our industry, it will ultimately make us a little bit more complacent, so I'm all about competitiveness, I'm all about new companies in the industry and I think it makes us all better," he said.

### Start early

For the next generation taking over, Moody recommended getting an early start because transition takes time.

"If you haven't started and you think it's going to be in the next five or 10 years, start," Moody said.

Walker suggested surrounding oneself with talented staff where needed.

Tupman urged learning from members of the leading generation, their history, journey and challenges building the business.

Costa suggested reminding the next leaders of their roots, "which is roll up your sleeves, let's get greasy, let's fix a coach and let's (create) a transportation solution together and let's make our industry better together."

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## Border agents gain database access

TORONTO — Canadian front-line border agents now have access to more information on travelers contained in Canada's law enforcement database, a significant change in the way visitors are checked for potential security risks.

Until now, border agents did not have access to information contained in the Canadian Police

Information Center database when checking the backgrounds of the millions of travelers who arrive at the country's border crossings every month.

But the Canada Border Services Agency has now given border agents at primary checkpoints access to some of the information normally contained in the database.

"This means that border service officers can now identify wanted individuals earlier in the border process," the border agency told CBC News.

U.S. border agents use Canada's database to help screen passengers, but Canadian agents weren't using it to screen everyone trying to enter Canada.



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