

# Bus & Motorcoach NEWS

WHAT'S GOING ON IN THE BUS INDUSTRY

## Charter bus registration-plan exemption to end in 2016

ARLINGTON, Va. — Since the International Registration Plan was set up 40 years ago by state motor vehicle registration officials, charter bus companies have been exempt from having to register under the plan.

That four-decade-long exemption ends Jan. 1, 2016, meaning every motorcoach company that

crosses state lines as part of its operation will have to purchase apportioned license plates.

The change is occurring because state motor vehicle administrators voted overwhelmingly this past summer for an amendment to the plan that requires charter buses operated in interstate service to be registered under the International

Registration Plan.

Basically, the International Registration Plan facilitates commercial vehicle registration reciprocity among U.S. states, Canadian provinces and the District of Columbia. It provides for payment of apportionable registration fees on the basis of total distance operated in all jurisdictions.

During a three-month ballot period that ended last month, 90 percent of the state and provincial motor vehicle administrators participating in the voting approved the amendment.

In comments leading up to the vote, an overwhelming majority of officials indicated that interstate charter bus operations should be

treated the same as all other commercial motor vehicles.

The Federal Motor Carrier Safety Administration also supported the amendment — although the agency had no vote on the matter.

IRP registration means interstate charter bus operations will

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## Mystery: Where are all the new bus companies?

WASHINGTON — An increased number of new motorcoach companies have applied for — and received — federal operating authority in recent years, but there is some question as to how many actually have gone into business.

After a slowdown in applications caused by the Great Recession, the number of new companies applying for operating authority increased in fiscal 2012, 2013 and 2014, according to numbers compiled by the Federal Motor Carrier Safety Administration.

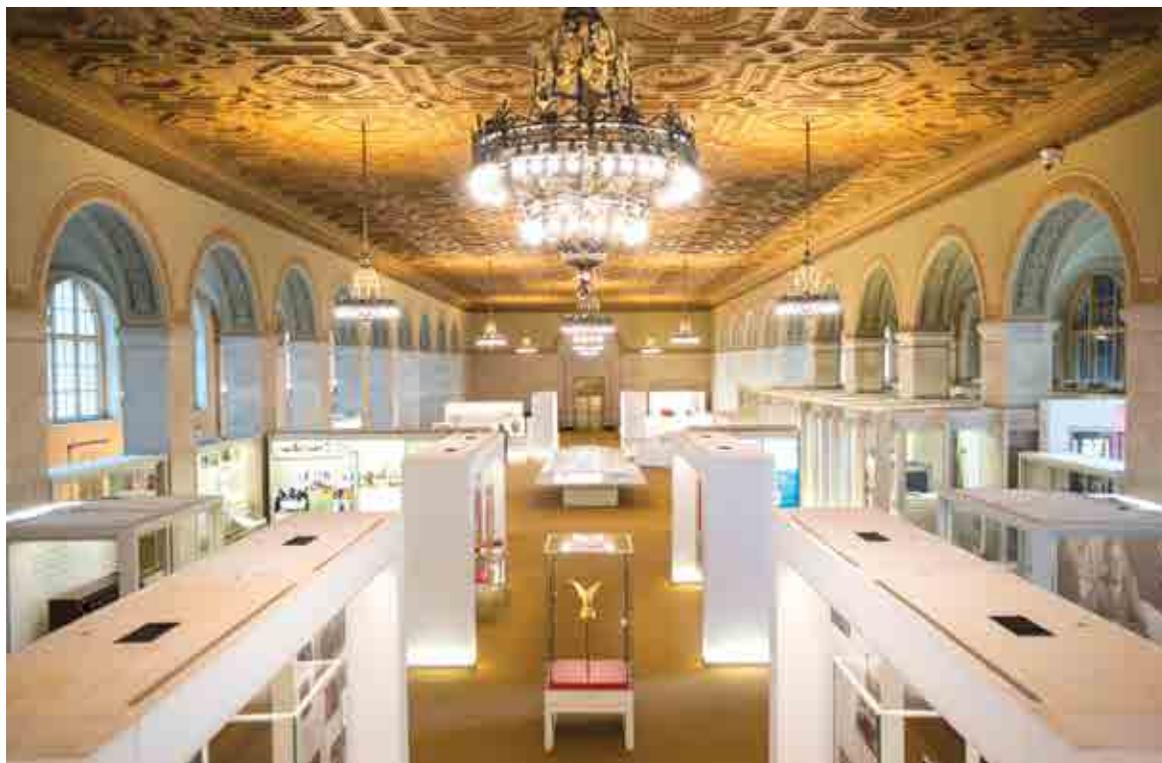
During the three-year period, nearly 3,000 applicants were granted authority by the FMCSA to operate as commercial passenger carriers.

But those numbers don't jibe with the overall number of motorcoach operators doing business in the United States, industry executives say.

The FMCSA currently regulates about 4,000 commercial passenger carriers, a number that has remained stable in recent years, an agency spokesman said.

And annual studies conducted for the American Bus Association have reported similar numbers of carriers operating in the United States.

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**Reopened to visitors.** The White House Visitor Center, which provides Washington tourists with an elegant window on life inside America's most famous residence, has reopened after a two-year upgrade and renovation. The extensive project cost \$12.5 million. Story on Page 17.

## Coach sales flat in first half of '14

Combined private- and public-sector sales of new MCI, Prevost, Setra, Van Hool and Volvo motorcoaches during the first six months of this year were virtually unchanged from the first half of last year.

Deliveries of fresh-off-the-assembly-line, 45- and 40-foot mono-coque models by the five brands totaled 755 coaches from January through June of this year, compared to 750 motorcoaches sold during the same six months in 2013.

The six months' sales figures, compiled by the American Bus Association Foundation, depict two distinctly different 2014 quarters, with deliveries during the first three months of this year dramatically lower than the first quarter of 2013, but the second quarter posting a sales rebound.

They also point to continued weak buying of commuter coaches by public transit agencies.

While the first quarter is typical-

ly the weakest period of the year for new motorcoach sales, it was particularly lackluster this year, perhaps reflecting the economy in general and the lousy weather in many parts of the U.S. in particular.

Private- and public-sector sales of new MCI, Prevost, Setra, Van Hool and Volvo models during the first three months of this year totaled 270 motorcoaches. That was down from 333 new coaches delivered by

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## Measure would withhold CSA info from public

WASHINGTON — A Pennsylvania congressman has introduced a bill that would require the Federal Motor Carrier Safety Administration to temporarily withhold from public view the motor carrier rankings and scores produced for the agency's Compliance, Safety, Accountability program by its Safety Measurement System.

The bill comes in the wake of a call by a coalition of ground transportation industry groups to halt public access to CSA scores. (See Sept. 15 *Bus & Motorcoach News*.)

Ten bus and trucking organizations sent a letter to Transportation Secretary Anthony Foxx, pleading for the public scores in the CSA program to be removed from view, pointing to government research that found the scores unreliable.

Rep. Lou Barletta, R-Pa., introduced his legislation last month. It was referred to the House Transportation and Infrastructure Committee, of which Barletta is a member.

The public nature of CSA scores has become a major concern of both the bus and trucking industries, given that customers and other third-parties could use the scores against carriers, despite

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## Finally: Due process for Fung Wah?

WASHINGTON — Federal regulators have denied the latest bid by the pioneering curbside carrier Fung Wah to resume operations, but gave the company 30 days to submit additional evidence that could get its buses rolling after 18 months off the road.

The Federal Motor Carrier Safety Administration order issued last month also set a 30-day deadline for the agency's Office of Registration and Safety Information to decide whether to reinstate the company's operating authority once Fung Wah has provided the additional evidence.

In addition, the order found the company had not been attempting to avoid the FMCSA vetting process when it submitted multiple applications for operating authority last year.

An attorney for several of the so-called "Chinatown bus" companies applauded the order, calling the stated deadlines "the elements of due process that every single motor carrier is begging for from the agency."

"I can only hope that these time periods would be the kinds of time periods that this department will be using in the future to answer the application for operating authority,"

said Dru Carey, a New York-based attorney for small- and medium-size bus companies. She also is the executive director of the Asian American Motorcoach Owners Association.

"Needless to say, this process has taken far too long for the average small bus company, and any other carrier would be bankrupt by now," she said.

### Costly shutdown

Pei Lin Liang, president of Fung Wah Bus Transportation, told an online publication that the prolonged shutdown had proved exceedingly expensive.

He estimates he has spent some \$3 million in office rent, bus payments and insurance, staff salaries and lawyers' fees, and been forced to take out a second mortgage on his home to cover the expenses.

The company will likely answer the order in two weeks, according to Carey.

After passing a compliance review only weeks earlier, Fung Wah was shut down in March last year after state safety inspectors in Massachusetts found cracks in the frames in some of Fung Wah's buses, and federal investigators were denied access to company safety records.

After regulators inspected its fleet and reviewed its records, Fung Wah submitted an application to get back on the road in July 2013. It applied three more times in October, November and December, using the online process.

The FMCSA rejected the Boston-based company's request to reinstate its operating authority in January, and offered few details as to why Fung Wah was unfit to get back in business other than to note that the company had submitted multiple applications "in an apparent attempt to avoid FMCSA's passenger carrier vetting process."

However, Fung Wah's appeal stated that the multiple attempts stemmed from confusion over the process.

### No scamming found

G. Kelly Regal, the FMCSA official who handed down the order, found the company defense reasonable while not faulting the FMCSA suspicions Fung Wah had tried to scam the system.

"In light of the evidence submitted in this proceeding, however, I find that persons acting on behalf of Fung Wah were confused under the circumstances," Regal wrote.

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## It's ADA reporting time, operator deadline looms

Like foliage tours and football-game charters, fall also brings another annual tradition to the motorcoach industry: filing reports mandated by the Americans with Disabilities Act.

Ignore this requirement at your peril.

The deadline this year is Monday, Oct. 27.

ADA reporting requirements are mandatory for ALL bus operators — whether they have accessible buses or not, or whether they provide accessible service or not. Failure to comply with the reporting requirement may result in a fine big enough to put some carriers out of business.

Since the Over-the-Road Bus Transportation Accessibility Act of 2007 became law, Federal Motor Carrier Safety Administration inspectors and their state partners are required to conduct an ADA audit whenever they conduct a compliance review of a bus company.

If an inspector finds a carrier failed to comply with the ADA reporting requirements and related regulations, the violator will be reported to the Justice Department

and may be subject to a fine of up to \$10,000.

That happened to more than a dozen small operators two years ago. Ten of the companies were fined because they failed to file ADA-required paperwork — not because they failed their compliance review or failed to provide accessible service for disabled passengers. The feds love to mete out fines for paperwork violations.

Under ADA regulations, over-the-road bus companies must submit three types of reports annually by the last Monday of every October.

Each report covers from Oct. 1 of the prior year through Sept. 30 of the current year. The reports and the types of companies required to submit them are:

1. Annual Summary Report of Individual Accessible/Equivalent Service Requests and Responses/Service Provided, which must be filed by all bus companies. Along with basic information about the company, the report contains the number of requests for accessible and/or equivalent service the

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# THE DOCKET

## Former FMCSA administrator predicts rulemaking slowdown

INDIANAPOLIS — The departure of Federal Motor Carrier Safety Administrator Anne Ferro will slow down the pace of new regulations coming out of the agency, and if a successor is proposed soon it could slow things even more, predicts Annette Sandberg, a former administrator of the FMCSA and now the principal of TransSafe Consulting.

“Having an acting administrator (agency chief counsel Scott Darling) slows things down a bit,” Sandberg said at the FTR 2014 Transportation Conference here.

If the Obama administration nominates a replacement, she said, the pace will slow until that person is confirmed.

“If a name comes out soon, I suspect we won’t see much before the end of the year, especially anything controversial.”

For instance, she said, proposed rules on minimum insur-

ance requirements were scheduled to come out shortly but, as this is a controversial issue, she expects the rules to be delayed.

And one that already has been delayed many times is requiring entry-level driver training.

A new-driver training rule was called for in the MAP-21 highway bill, but Sandberg said the “negotiated rulemaking” the FMCSA recently announced it intends to follow is essentially another way for the agency to kick the can down the road because they’re not sure what to do with the controversial proposal. (See Sept. 15 *Bus & Motorcoach News*.)

Meanwhile, the regulatory proposal that draws the most questions, Sandberg said, is the mandatory electronic logging device rule, for which the comment period closed in July. (See Aug. 15 and Sept. 1 issues of *Bus & Motorcoach News*.)

“This is one Congress has been trying to encourage the agency to get out by January, but I think that’s a very aggressive schedule given the number of comments and the number of technical issues brought up in the comments,” she said.

### Strong arm tactics

In the meantime, according to Sandberg, the FMCSA is applying heavy-handed tactics to “encourage” carriers to adopt electronic logging devices.

“I’ve spent most of my time this year working with carriers that have not adopted e-logs and they suddenly undergo an audit from the FMCSA focused on hours-of-service compliance.

“If they have any kind of GPS on trucks it’s easy to prove a false log case pretty quickly, so the agency will give a proposed conditional rating — and the only way they can get it upgraded is if they agree to

implement electronic logs.”

In the last 60 days, she says, that has accelerated, with the agency requiring carriers to implement electronic logging devices within 90 days.

### Backdoor approach

Another rule that keeps getting delayed but the agency has found a way to address is that of screening for sleep apnea.

The FMCSA originally intended to address the issue of drivers with sleep apnea by issuing guidance but, after an industry outcry and Congressional attention, it announced it would go through the rulemaking process.

Nevertheless, Sandberg said, it is affecting the industry already through the certified medical examiner registration process. (See May 1 *Bus & Motorcoach News*.)

“If you look at the medical protocols the agency released to these

providers, you’ll see instructions for when they should require drivers to do sleep apnea testing.

“We’re seeing a significant spike in the apnea testing among these drivers.”

Another recent agency action could cause serious headaches for operators because the FMCSA is now farming out enforcement to the Occupational Health & Safety Administration. (See Sept. 15 and Aug. 15 issues of *Bus & Motorcoach News*.)

FMCSA signed an agreement with OSHA to handle enforcement of the proposed rule about driver coercion.

OSHA has been much more aggressive in targeting motor carriers, Sandberg noted. However, OSHA personnel don’t necessarily understand some of the regulations regarding drivers.

She gave an example of a car-

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# Transit agency told how to fix fares for charter service

CANTON, Ohio — The Federal Transit Administration has advised the public transit agency here how it can structure its fares so it can provide shuttle service at an upcoming special event and, at the same time, not violate the federal charter service rule.

The solution also would permit the agency to operate the shuttles without having to offer the business opportunity to private operators.

The Stark Area Regional Transit Authority of Canton requested an FTA advisory opinion regarding shuttles for the 2015 Pro Football Hall of Fame Marathon next April.

“SARTA was requested to provide shuttle service between the parking lot and the start of the marathon,” the FTA advisory opinion explains.

“The service would be open to the general public and would operate on a loop between the parking area and the start of the marathon, making several stops along the route.

“The service would not be subsidized by any third parties and the customers would be charged \$3 for the day. SARTA’s regular price for an all-day pass is \$3 and SARTA’s regular single-ride fare is \$1.50.”

Because no third-party subsidy would support the shuttles “in whole or in part,” the federal charter service rule would not apply on that count, according to the opinion.

However, the opinion continued, “SARTA’s proposed service constitutes charter service if a premium fare is charged.”

To determine whether the proposed \$3 charge for round-trip shuttle service would be considered a premium fare, the opinion cited part of the federal regulations covering charter service.

“The transit agency should analyze its regular fares to determine whether the fare charged is higher than its regular fare for comparable services.”

Because the \$3 fare for a daily or round-trip pass might be charged riders who intend only to ride the shuttle in one direction, this fare qualifies as premium.

“In a previous advisory opinion, FTA determined that charging an up-front roundtrip fare may constitute a premium fare for those passengers who do not want a roundtrip ride,” the current opinion stated.

“In an advisory opinion involving the Des Moines Area Regional Transit Authority, FTA rejected DART’s argument that there is no reason to sell one-way fares as the only passengers going to and from the park-and-ride locations are those that would need roundtrip tickets, FTA noted that ‘it is feasible that a passenger may board DART’s transit service at a park-

and-ride location and not return to that location via DART’s transit service. ... [T]he rider would be forced to pay \$2 for what is essentially a one-way fare. Thus, the \$2 fare would then be considered a premium fare.”

The latest opinion, signed by Regional Counsel Nancy-Ellen Zusman, proposed the solution to

the transit agency’s dilemma.

“FTA has determined that a slight modification to SARTA’s proposed fare structure for this service is necessary if SARTA is interested in providing public transportation. If SARTA offers the one-way fare option, then it would not be charging a premium fare and the service would not be charter.”

The charter service rule, which has been in place since 2008, places limits on the types of charters that public transit agencies are allowed to perform if they have received FTA funding. The rule’s intent is to limit the ability of taxpayer-supported agencies to compete for business with taxpaying-private carriers.

Transit agencies that receive re-

quests for charter service are required to promptly notify registered privately-owned operators of the opportunities.

If a private carrier responds and says it wants to handle the job, the transit agency must step aside. If no private carriers step forward to pursue the business, the transit agency is free to take the charter.

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# Operator of Indiana Toll Road files for bankruptcy

GRANGER, Ill. — The private operator of the Indiana Toll Road has filed for bankruptcy reorganization.

The filing comes eight years after a consortium of Spanish and Australian investors and financial institutions leased the highway from the state of Indiana through a company they created, ITR Concession.

Now, ITR Concession Co. says it either will restructure \$6 billion in debt, in which senior creditors will swap what they are owed for a

more than 95 percent share in a reorganized company, or the company will sell its lease at auction with proceeds going to pay creditors.

In a release, ITR said its creditors have agreed to the plan.

While the bankruptcy is being settled, ITR said operations of the Indiana Toll Road will continue as normal

The 157-mile route was leased in 2006 for 75 years in exchange for paying Indiana \$3.8 billion, but since that time the roadway

has seen traffic decline more than 40 percent, due in part to higher tolls. (See July 15, 2006, July 15, 2011, and July 15, 2014 issues of *Bus & Motorcoach News*.)

The toll for a three-axle motorcoach traveling the length of the highway is \$14.73, which compares to \$8.85 when the roadway was leased to the Australian-Spanish combine in 2006.

Some in the transportation industry were against the leasing of the toll road over concerns it would lead to higher tolls.

However, the controversial lease deal, negotiated during the administration of former Gov. Mitch Daniels, was a financial windfall for the state, paying for hundreds of road projects throughout Indiana.

ITR is not the first toll road operator to seek creditor protection. Operators of the South Bay Expressway, a 10-mile toll road near San Diego, and the 16-mile Southern Connector in Greenville County, S.C., both filed for bankruptcy in 2010 after experiencing low traffic. There have been others.

The Indiana Finance Authority, the state agency that approved the lease of the Indiana Toll Road, said it is monitoring the situation and said it would have to approve any change in the toll road's operations.

## P3 projects examined

WASHINGTON — Private investment can work well as a funding source for some infrastructure projects, particularly those that are very expensive and complex, but it is not useful for most projects.

That's the message from a House study on the benefits and risks of using public-private partnerships to pay for highways and other transportation projects.

The study was done over the past six months by members of the House Transportation and Infra-

structure Committee as part of their preparation for drafting the next federal highway bill.

"Billions of dollars of infrastructure needs in the U.S. are in search of funding, and well-executed public-private partnerships can enhance the delivery and management of infrastructure," said Rep. John Duncan, R-Tenn., who chaired the bipartisan panel.

"P3s cannot provide the sole solution to all of the nation's infrastructure needs, but they can offer significant benefits, particularly for high-cost, technically complex projects," Duncan said.

Rep. Peter DeFazio, D-Ore., said the key moment in the panel's research came when Wall Street financial services experts, who have a vested interest in P3s, said that such projects could address maybe 10 to 12 percent of the nation's infrastructure deficit.

Duncan indicated he is more optimistic about the potential scope of P3s than that.

"I will be very surprised if they are not a bigger percentage 20 years down the road," he said.

Duncan also said Rep. Bill Shuster, R-Pa., chairman of the Transportation and Infrastructure Committee, wants to incorporate P3s as much as possible into the next highway bill. The deadline for that bill is May, when funding for the current highway program expires.

## Labor Department antes up for misclassified worker enforcement

WASHINGTON — The U.S. Department of Labor has awarded more than \$10 million to 19 states to beef up their efforts to ferret out worker misclassification, and also better police unemployment insurance programs.

The money will be used to increase the ability of state unemployment insurance tax programs to identify instances where employers improperly classify employees as independent contractors or fail to report the wages paid to workers at all, according to the department.

While several states have existing programs designed to reduce worker misclassification, this is the first year the U.S. Labor Department has awarded grants dedicated to this effort.

Among the states receiving money under the program are California, where there have been several cases in which courts have found companies wrongly classified workers as independent contractors rather than employees.

In August, the U.S. Ninth Circuit Court of Appeals ruled two

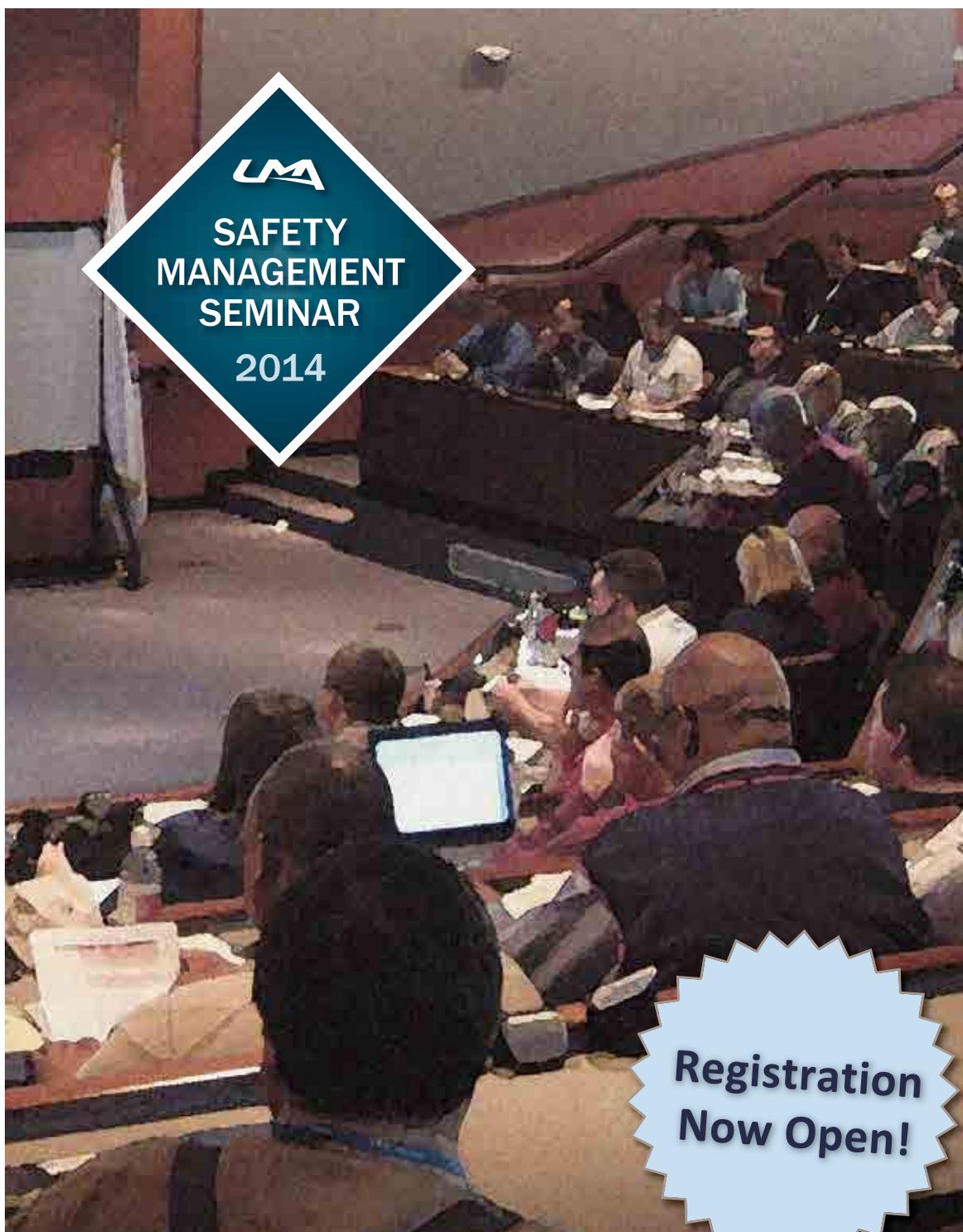
classes of individuals working for FedEx Ground in California and Oregon were misclassified as independent contractors instead of employees. (See Sept. 15 and Oct. 1 issues of *Bus & Motorcoach News*.)

Under a bonus program, Maryland, New Jersey, Texas and Utah will receive a share of \$2 million in additional grant funds due to their high performance or most-improved performance in detecting incidents of worker misclassification.

The remaining \$8.23 million was distributed to 19 states, including these four, in competitive grants.

"This is one of many actions the department is taking to help level the playing field for employers while ensuring workers receive appropriate rights and protections," said U.S. Secretary of Labor Thomas E. Perez.

"Today's federal grant awards will enhance states' ability to detect incidents of worker misclassification and protect the integrity of state unemployment insurance trust funds."



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# Does driver pay impact safety? Feds want to find out

WASHINGTON — The Federal Motor Carrier Safety Administration has released details about its plan to conduct a major study of how commercial driver compensation impacts safety.

According to a notice the FMCSA published in the *Federal Register*, the study will focus only on commercial trucks and will “not include passenger vehicles such as buses.”

However, there is speculation that the results of the study could eventually lead to regulations affecting both the truck and bus industries, which are regulated by the FMCSA.

The study, titled “The Impact of Driver Compensation on Commercial Motor Vehicle Safety Survey,” will analyze the possible unintended safety consequences of the various methods by which commercial motor vehicle drivers are compensated and will examine the process by which changes to the current system could be made.

The study will be conducted using an online questionnaire to survey randomly selected non-passenger motor carriers.

The study will link information from the Motor Carrier Management Information System with the survey responses.

The data will be used to evaluate the relationship between motor carriers’ compensation methods and incidences of unsafe driving to determine whether the way drivers are compensated affects their driving behavior.

It also will look at the effects, if any, of the carriers’ exemption from overtime pay requirements in the Fair Labor Standards Act.

According to the FMCSA, the most widely used system for paying commercial truck drivers is “pay per mile,” in which they receive a set amount for each mile driven. “Pay per load” is used in some commercial vehicle operations.

“An unintended safety consequence of the pay-per-mile system is that it may reward drivers for speeding and for driving excessive miles,” the agency said in a web posting about the study.

“This payment approach may inadvertently provide an incentive to drivers to violate speeding (and other traffic) laws and hours-of-service regulations. This study will survey carriers to determine how they compensate their drivers and what impact their compensation package has on safety.”

The agency said that if the study shows there is a relationship between the methods drivers are paid and their safe driving performance, it could provide carrier

companies “with information that will help them make more informed decisions about safe operations.”

The decision to launch the study is in line with policies pursued by its former administrator, Anne Ferro, who resigned in August. During her five years as head

of the agency, Ferro made driver safety a priority. In an interview with transportation reporters just before leaving the agency, she often mentioned that theme.

*Fleet Management* magazine quoted Ferro as saying that “too much of the burden (for safety) falls on drivers who are not paid

for all the time they work. It is essential to recognize that professional drivers should be compensated for all time on duty. That’s integral to achieving the overall safety mission.”

She was referring to a provision in a pending Obama administration highway bill that would re-

quire carriers to pay drivers at least the federal minimum wage for time spent waiting to be loaded or unloaded.

The FMCSA is accepting public comments on the study through Oct. 28. The agency said it expects to release the results of the study next year.

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## Truck stops to get medical examiners

NEW PORT RICHEY, Fla. — A newly formed company, Truck Stop Health Care, announced last month it plans to place certified medical examiners in truck stops in every state.

Truck Stop Health Care says the move will help all commercial drivers more easily access US-DOT-certified medical examiners to perform the federally required bi-yearly physical.

A husband-wife team of doctors, Gunwant and Tejinder Dhaliwal, formed Truck Stop Health

Care. They say they will manage a network of Federal Motor Carrier Safety Administration-certified examiners that lease space in truck stops.

Drivers and their employers will be able to schedule physicals, and medical certificates will be produced on-site, the company says. Where permitted, the medical certificates will be transmitted by the company to state driver's license offices.

Truck Stop Health Care says it plans to be operational in 500 truck

stops within six months and 1,500 truck stops within 18 months. Basic physicals will cost \$99.

The company plans to sub-contract local medical examiners — who are certified by the FMCA — to work either part-time or full-time in the truck stops.

Examiners should be able to do an average of 30 physicals a day, the company says.

A list of certified examiners is available on the FMCSA website. Go to: <http://nationalregistry.fmcsa.dot.gov>.

## FMCSA reportedly considering more options for medical exams

WASHINGTON — The Federal Motor Carrier Safety Administration is considering allowing certified medical examiners to use technology to expand their ability to conduct physicals of commercial motor vehicle drivers.

But, as of today, those exams must be conducted by certified examiners in person, the agency has affirmed.

In a statement, the FMCSA told a trucking publication, *Fleet Owner*, that “by regulation, all USDOT physical exams must be conducted and verified by the growing list of 35,000 certified medical examiners on the FMCSA's National Registry.

“The agency is considering issuing guidance to address situations in which a healthcare professional may assist a certified medical examiner to conduct an exam using technology, but has not yet done so.”

The magazine queried the FMCSA about the issue after learning that the American Trucking Associations had prepared draft guidance — which it proposed to the FMCSA — in response to members' concerns about the availability of certified examiners, especially in rural areas.

## Webinars tackle Affordable Care Act

WASHINGTON — The U.S. Small Business Administration, the U.S. Department of Health and Services, and the Small Business Majority, an advocacy organization, have teamed up for a webinar series designed to help small employers learn the basics of the Affordable Care Act and what it means for their organization and employees.

Topics covered include cost containment, the Small Business Health Care Tax Credit, the health insurance marketplace, and employer shared responsibility.

Webinar content is generally the same each week.

The Affordable Care Act 101 webinars in English will be:

- Thursday, Oct. 16 at 2 p.m. eastern time

## Rules slowdown

CONTINUED FROM PAGE 4

rier she consults with who recently had an OSHA investigator demand the company hire a driver who had scored positive on a drug test for his previous employer.

“I was dumbfounded,” Sandberg said. When asked why, the OSHA investigator said he thought

The draft was erroneously posted to an area of the American Trucking Associations website that was publicly accessible, but the association never alerted its members to its availability.

The draft document, which the ATA has since pulled from the website, stated that it had asked the FMCSA whether “telemedicine” or other remote technologies could be used to comply with the certified medical exam regulation.

One scenario would be that a driver takes required tests, such as vision or hearing, at a local facility and completes the examination with a certified examiner through video conferencing.

Another scenario might involve a non-certified examiner conducting the actual exam but then reporting the findings by telephone to an examiner who is on the registry and who could then issue the medical certificate.

According to the ATA draft document, a senior FMCSA official told the association earlier this year that the agency does not preclude telemedicine, such as envisioned in the first scenario. Assuming that is true, ATA staff believes the second scenario also would be considered acceptable.

- Thursday, Oct. 23 at 2 p.m. eastern time
- Thursday, Oct. 30 at 2 p.m. eastern time

The webinars in Spanish will be:

- Tuesday, Oct. 21 at 4 p.m. eastern time
- Tuesday, Nov. 4 at 4 p.m. eastern time
- Tuesday, Nov. 18 at 4 p.m. eastern time
- Tuesday, Dec. 2 at 4 p.m. eastern time
- Tuesday, Dec. 16 at 4 p.m. eastern time

To register for one of the webinars, go to [www.sba.gov/health-care](http://www.sba.gov/health-care) and scroll down to the list and links appearing under the headline: “Affordable Care Act 101 Webinars for Small Employers.”

the previous carrier had lied about the positive drug test.

“I said, that's an issue you need to take up with the previous carrier. The regulations say we cannot hire this driver,” she said.

After 90 days of going round and round with this OSHA official, she said, “I finally had to call the FMCSA office in Chicago and have them explain the rules.”

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## Statistic Center

Upstate New York at a Glance

### BUS OPERATORS

#### OVERNIGHT TRIPS

DEPARTING UPSTATE NEW YORK:

42.3% of trips

2.98 trip nights (avg)

28.3% of trips last 3+ days

55.8% requested a full-size coach

44.1% requested a minibus

Average pax was 43.6

#### SAME-DAY TRIPS

DEPARTING UPSTATE NEW YORK:

57.7% of trips

61.7% requested a full-size coach

38.4% requested a minibus

Average pax was 48.5

### TRAVEL PARTNERS

INBOUND CHARTER GROUPS TO SYRACUSE  
REPRESENT POTENTIAL HOTEL REVENUE:

Departure State	Avg Pax	Avg Days	Revenue Per Group*
New York	46.8	2.038	\$7,153
Ontario	44.3	3.058	\$10,160
New Jersey	53.4	2.434	\$9,748
Pennsylvania	47.0	2.194	\$7,734
Ohio	42.8	3.176	\$10,183
Massachusetts	39.3	2.794	\$8,235
Virginia	37.4	4.348	\$12,196
Illinois	40.4	5.158	\$15,629
Maryland	40.9	2.777	\$8,518
Georgia	73.4	4.125	\$22,708
Other	41.4	3.852	\$11,960

\*Night room rate of \$75 used to illustrate Potential Revenue per Group

## Buffalo, NY

is the most popular departure area in Upstate New York

Charter-seeking customers requested the following equipment:

Bus Type	Percentage
Charter Bus	44.2%
Minibus	23.6%
School Bus	12.5%
Entertainer	0.2%
Executive	4.2%
Trolley	0.4%
Double Decker	0.1%
Van	5.8%
Limo Bus	6.4%
Party Bus	2.1%

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# The irony of 'public transit'

By Eric Jaffe

Every public transit advocate is familiar with this timeless *Onion* headline: "98 percent of U.S. commuters favor public transportation for others."

The underlying truth that makes the line so funny also makes it a little concerning: enthusiasm for public transportation far, far outweighs the actual use of it.

Last month, for instance, the American Public Transportation Association reported that 74 percent of people support more mass transit spending. But only 5 percent of commuters travel by mass transit.

This support, in other words, is largely for others.

What's more striking about the support-usage gap is that it doesn't just exist on paper.

In addition to saying they support transit funding, Americans back up that support with their own pocketbooks. Time and again at the polls, people are willing to raise local taxes to maintain or expand the transit service that so few of them actually use.

According to the Center for Transportation Excellence, there were 62 transportation measures on ballots across the country in 2012 — many with a considerable transit component — and nearly 80 percent of them succeeded.

Nor do these investments necessarily pay off in greater transit usage over time.

Recently, transit scholars Michael Manville and Benjamin Cummins analyzed 21 local transportation funding ballot measures from 2001 to 2003, and found that, on average, these tax increases were approved by 63 percent of the vote.

Yet, a decade later, the share of commuters who drove alone in these places had fallen just 2 percentage points, from 87 to 85 percent, while the share of transit commuters had stayed the same, at 5 percent.

At best, the behavioral shifts were modest; at worst, they didn't exist.

People believe transit has collective benefits that don't require their personal usage.

One of the clearest examples of the disparity comes from Los Angeles County.

In 1980, about 7.5 percent of commuters used transit. That year, voters approved a permanent half-cent sales tax increase to pay for transportation initiatives, including lots of transit upgrades.

But, by 1990, the share of transit commuters had declined to 6.5 percent. That year, voters again approved a half-cent increase by a two-to-one margin, with nearly all the money going to transit.

Yet, the transit commute share was still at 7 percent come 2008, when yet another transportation ballot, Measure R, was passed by two-thirds of the vote.

So, why do so many people support transit — not just with their voices but their wallets — when they have no intention of using it?

The conclusion reached by Manville and Cummins largely echoes that of the *Onion*: people believe transit has collective benefits that don't require their personal usage. Maybe voters think transit will reduce traffic congestion, or improve the environment, or help low-income residents, or translate into economic development.

So long as someone else uses transit right now, everyone else

will win in the end.

This outcome may seem obvious, but the data behind it are truly staggering.

Take a look at one analysis Manville and Cummins perform on a transportation survey conducted by the National Resources Defense Council in 2012. They found no statistical connection between respondents who supported transit funding and those who wanted to drive less, or even those willing to use transit if it were more convenient.

But respondents who believed "the community would benefit" had a 700 percent increase in odds of being a pro-transit voter.

The researchers write in the journal *Transportation*: "Put simply, Americans are more likely to see transit as a way to solve social problems than as a way to get around."

This doesn't have to be a bad thing, so long as people indefinitely keep paying for transit they don't use. Perhaps that's even a sign of societal maturity. But problems will arise if voters stop agreeing to devote their taxes to transit because the broader benefits they've hoped for fail to materialize.

Of course, the reason these benefits don't emerge is that the very people supporting transit aren't riding it: traffic congestion isn't going to get any better, after all, if every driver waits for someone else to shift to the subway or the bus.

There's an even worse outcome already happening in some places: the wrong types of transit riders get subsidized with public money.

Since transit ballots must often appeal to wealthier suburban communities to gain enough support to pass, much of the subsequent funding goes toward the commuter rail

## To the Editor

There was a tragic bus accident in Delaware late last month. Two people died and many others were injured.

Those of us in the bus industry, like the rest of the country, are truly saddened and, at the same time, curious about what we can learn to prevent another similar incident.

But, unlike the media, which seeks only the next searing headline and higher ratings based on gruesome details, the bus community knows to bide its time and hold its biting comments until all the facts are in.

Or, so you would hope.

But the American Bus Association, within days of the accident, before the NTSB and the USDOT concluded their investigations, felt the need to get in its two cents. I am troubled by the comments made to the media by the ABA spokesman.

At times like this, we need to support our industry.

The best businesses in this country started as small businesses, and most new bus companies are no different.

When the ABA pops up with a new standard of company worthiness, and labels it a "solid operator," it attempts to influence the

public, state and federal regulators, and even jury pools with an unprecedented and unvetted list of requirements that would make most small operators cringe.

Who can meet the ABA's multi-tentacled list of "must-haves" to be called a "solid operator?" Greyhound, for sure, Peter Pan, yes. But a small-fleet operator? Maybe not.

Not having your own maintenance facility or not having a storefront has no relationship to safety, and I challenge the ABA to make that connection with hard facts.

They can't because small bus operators, according to some studies, are safer than large ones — which are represented by the ABA.

I am writing to say to bus industry representatives: "Please hold your opinions until all the facts are in."

Please support the right of small operators to exist and thrive.

Please don't create shadow standards that only fit one size: extra-large.

—Dru Carey, Esq.

*Dru Carey is a New York-based attorney who represents a number of small- and medium-size bus and motorcoach operators.*

serving these areas. That leaves city bus riders who need good service most with a smaller slice of the pie.

Transport scholars Brian Taylor and Eric Morris recently reported that rail riders get 31 percent more public funding than bus riders, on the whole.

Where all these trends converge is the realization that truly supporting transit requires more than just voting to support transit. To make a real dent in mobility trends, cities will need to make driving more expensive at the same time that they

make transit more appealing.

"So long as many transit supporters prefer to drive, new transit spending may neither increase transit ridership nor reduce driving," write Manville and Cummins.

"Taxing driving, in contrast, could accomplish both."

But it doesn't take the wisdom of the *Onion* to know that's an idea far less than 98 percent of commuters will support.

*Eric Jaffe writes for The Atlantic CityLab. Copyright 2014 by The Atlantic Monthly Group.*

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# On maintaining the safety/affordability 'sweet spot'

By Dave Millhouser

I was a wide-eyed, 23-year-old "executive trainee" when my new boss sat me down and explained how this sophisticated auto parts distributor I had gone to work for compensated its management.

The company, my boss explained, worked hard at measuring performance that REALLY mattered...and paying accordingly.

It recognized that if the criteria weren't carefully thought out, miscreants might game the system, and get paid for achieving benchmarks that, in real life, didn't advance the company's long-term goals.

One example sticks in my mind.

The purchasing director's annual bonus was determined by comparing two seemingly unrelated numbers — how many dollars were tied up in inventory, and how many parts were back-ordered.

If inventory was too high, profits were eaten up by interest expense and inventory maintenance costs and, if back-orders were high, we were losing business and customers.

The purchasing director's income depended on his ability to find the "sweet spot," stocking the right parts in sufficient quantity to serve customers while holding down in-

ventory costs.

A couple of thoughts here.

First, there has to be consensus on what your goals are. What are you REALLY trying to accomplish.

Then you want to make sure that what you're measuring has genuine relevance to those goals. Pay a parts purchasing person based on an absence of back-orders alone and inventory will soar. Base compensation on lowering inventory and in the long term you'll lose customers who can't get parts in a timely manner.

Betcha you think all this is about running a bus operation.

Nah.

It's about safety.

For months we've been treated to the spectacle of regulatory agencies publicizing the number of "unsafe" companies they've either euthanized or beaten senseless. In their minds, and the media's, that somehow equates to a safer industry.

There's little doubt the body count is accurate, but the question is: is it meaningful? Is the public safer as a result, or was that even their real goal?

Where is convincing proof that significantly fewer numbers of folks are being killed or injured in buses? And, if they are, could that be the result of an uneven and sluggish

economy reducing the number of passenger trips?

Paraphrasing my Wizeden Executive friend, the key words for regulators seem to be "more money for our agency," while for folks concerned with the real world they should be "actuarial science."

While not perfect by any means, the motorcoach industry nevertheless has been remarkably safe, while remaining affordable — sort of like the inventory "sweet spot" the purchasing director was seeking.

We could make the industry 100 percent safe by getting every bus off the road. Heck, they are manufactured and driven by mortals, and therefore inherently risky.

That silly idea would eliminate intercity transportation for millions of people. But, of course, they'd be safe (unless they travel by car).

Where is it written that "public servants" are nobler or better intentioned than business people? Some are and some aren't.

I'm not sure how to find the ideal balance of regulation and market forces, but it's certain the market side of the equation has more incentive to get it right.

Bus companies that goof suffer economically, or go bankrupt. Sometimes owners end up crimi-

nally liable.

When government agencies get it wrong, they change the rules. Rarely — if ever — have you heard of a government entity being eliminated because it screwed up or became irrelevant and/or ineffective. Likewise government employees.

Insurers take great pains to evaluate and minimize risk because they take a hit when accidents occur.

Based on experience and sophisticated evaluating mechanisms, they decide who to insure, and how much to charge. Too demanding and they don't get the business, too lax and claims kill them. It's in their interest to identify and measure the right stuff.

Once again, it's about hitting the sweet spot.

Contrast this with regulators who get to evaluate what they decide is relevant, and create statistics that justify their existence, without regard to whether they've really improved overall safety.

There seems to be no grownup seeking the "sweet spot."

Enforcement agencies make up the rules, and decide what and how to measure, without being forced to prove that their statistics and safety are related. One person's common sense" is another's "nonsense."

Could there be political

motives?

And that's what we need, an adult presence fitting it all together, making sure they aren't imposing capital punishment for double parking. There is a big difference between a helpful grownup and a bully.

My "executive trainee" stint ended one bitterly cold winter night when the phone rang. It was 55 degrees in my Buffalo apartment, and the heater was maxed out.

"Would you like to get back in the bus business?" said my buddy Oakie. "My company is looking for a parts salesperson in tropical New Jersey."

WOULD I?

I still thank him every time we're together.

If it weren't for him, I might still be working for a company that accurately measured my performance...and it's hard to imagine that ending well.

Thanks again, Oakie.

*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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# UMA announces new/enhanced events for Expo 2015

NEW ORLEANS — The United Motorcoach Association has announced a busload of both substantive and subtle changes for UMA Motorcoach Expo 2015 here early next year — all designed to produce a more valuable experience for attendees.

Two of the changes should be of particular interest to small fleet operators, while two others will offer enhanced opportunities for attendees to mingle with and meet individuals from the motorcoach industry.

New at Expo '15 will be an educational track designed specifically for small fleet operators.

The initial small fleet operator session is called "Business 101, How Much Should I be Charging, and Insurance Options."

The session, as the title implies, will cover the basics of business management, how to price services, and insurance requirements and options for various fleet sizes.

"This session will address all

those concerns and give operators the resources to tackle these issues," said UMA President and CEO Victor Parra.

Small Fleet Operator Session 2 will deal with the Federal Motor Carrier Safety Administration Safety Management Cycle, Americans with Disabilities Act requirements, and the federal charter service rule.

How all three issues apply to small fleet operations will be addressed, as well as how to deal with them from a compliance standpoint.

The final small fleet operator session will offer an overview of three important areas: the U.S. Department of Defense military bus agreement, equipment maintenance, and filing for tire and fuel tax refunds.

In an Expo first, there will be a **UMA Member Bus Operation Site Visit**.

In this case, attendees will tour Hotard Coaches, one of the nation's best-known regional operators.

The activity will provide an opportunity for operators to see how a peer company — that is an IMG member — conducts and manages its business. Participants will be able to interact and ask questions.

To join the tour, Expo attendees must RSVP when they register. There is no additional charge and transportation will be provided.

The Hotard event is just one of four new activities slated for Expo 2015. Here are the others:

**UMA Pit Day:** A dedicated opportunity to test drive the same buses and coaches that are exhibited on the Expo show floor. For two hours, manufacturers and distributors will have their equipment available for test runs. To participate, operators must RSVP when they register.

**Speed Networking with NTA Attendees:** This first-day-of-Expo session will allow attendees to engage in an accelerated networking session.

During the activity, partici-

pants will meet with NTA tour operators and suppliers to build business and partnerships.

The session is free but space is limited. If interested, attendees should fill out the additional items during registration.

Individuals who have already registered for Expo and want to participate in the Hotard tour, UMA Pit Day and/or the Speed Networking session should contact UMA by calling (800) 424-8262, or emailing [azimmerman@uma.org](mailto:azimmerman@uma.org).

**UMA Chairman's Welcome Reception.** This exclusive mixer for UMA attendees will essentially kick off Expo.

It will be at the New Orleans Marriott Hotel and serve as a prelude to the gala opening-evening activity with members of NTA — "The Big Party in the Big Easy" at Mardi Gras World.

UMA says the Chairman's Welcome Reception will be the perfect place to meet up with bus buddies and industry friends, and

for new attendees to come and feel welcomed.

There also will be changes to two popular Expo events:

**The UMA Expo Floor Sneak Preview Party** will be an hour longer. This change to the event that serves as the official opening of the Expo tradeshow floor will provide additional time to preview exhibitor products and services while enjoying food, drinks and entertainment.

**The UMA Vision Awards and Cigars & Cordials** returns to being a UMA-only activity. The event serves both as a platform to recognize the industry's best-and-brightest professionals and organizations, but also as a premier social activity. The evening concludes with the popular cigars- and-cordials mixer sponsored by Bridgestone Americas Tire Operations.

Dress attire for the evening is now business casual.

Expo 2015 will be Jan. 18-22. For more information, go to [www.motorcoachexpo.com](http://www.motorcoachexpo.com).

## Calif. Bus Assn. meeting set

ROHNERT PARK, Calif. — A diverse program of education sessions will mark the 41st annual Convention & Trade Show of the California Bus Association here Oct. 26-28.

Sessions will cover such topics as how GPS data and logbook information can be used by regulators to reveal hours-of-service and other safety violations during a compliance review; online marketing; state legislative issues; using positive reinforcement to improve safety, productive and customer satisfaction; national in-

dustry update; California meal-and rest-break laws, and federal regulatory overview.

Other activities include a golf tournament, family tour of Sonoma wine country, and a dinner function at the Charles Schulz Museum in Santa Rosa, Calif., which is seven miles north of Rohnert Park.

The convention will be at the Double Tree by Hilton Sonoma Wine Country in Rohnert Park, which is about 50 miles north of San Francisco. For information, go to [www.cbabus.com](http://www.cbabus.com).

past management breakdowns, Fung Wah has not presented adequate evidence to establish that it is willing and able to comply...."

- Post-accident drug and alcohol testing: The company "provided evidence of an acceptable policy regarding drug and alcohol testing. What is absent, however, is evidence of how Fung Wah "will complete the testing, whether by contracting with a testing consortium or conducting the testing in-house," according to the order.

- Hours-of-service requirements: The company updated its internal policies within the safety management plan to include acceptable hours-of-service oversight, the order stated. "Yet Fung Wah did not present any evidence of disciplinary action, counseling or other appropriate action against drivers who participated in previous falsification of records of duty status or failed to submit records of duty status."

## Fung Wah

CONTINUED FROM PAGE 3

The order also stated that the company had provided adequate evidence to show it is "willing and able to comply with driver qualification requirements," and that the company may present additional evidence to support its compliance with other regulations, including:

- Vehicle maintenance and inspection program: Fung Wah sold 10 of its oldest buses and contracted for the repair of all other buses to assure compliance; hired a professional safety consultant to develop a preventative maintenance and inspection program, and engaged a separate safety consultant to assist the company's new full-time safety manager implement and oversee the program.

"Sincere commitments to operate safely are an important step," the order stated. "But based on outstanding questions regarding

## N.J. tax collection — 25 years later

TRENTON, N.J. — Death and taxes; they really do go together. Only death, it seems, can absolve tax liabilities.

The New Jersey Tax Court, which is an element of state court system, has confirmed that truism.

The court held that the state taxing agency's assessment of a responsible party for long-overdue withholding taxes was timely and that such a liability could not be discharged in bankruptcy.

The taxpayer in the case was the president and sole owner of a construction company that went through bankruptcy and was dissolved in 1990.

More than a decade later, while inquiring about other taxes owed by the taxpayer, the state learned he had never filed withholding

reconciliation returns for the company for the years just prior to the bankruptcy.

When the taxpayer did so, the state assessed him for those taxes, on the grounds he was the party statutorily responsible for them.

The taxpayer argued that the assessment, issued more than a decade after the taxes were due, was untimely, and that in any event the company's liability — and thus his as well — had been discharged in the bankruptcy proceeding.

The court gave short-shrift to both points.

To the first it observed that while there were indeed statutes of limitations that pertain to the issuance of assessments by the state, these do not apply if the required tax reports were never filed. Since, in this case, the state issued its as-

essment within months after the taxpayer eventually filed the overdue reports, the state's action was timely.

As to the second, it noted that trust-fund taxes, both state and federal, such as withholding taxes, cannot, under both federal statute and decisions of the U.S. Supreme Court, be discharged in bankruptcy.

Since the company's liability survived bankruptcy, so did the taxpayer's liability as responsible party. The amount involved in the case was substantial.

The original liability was \$175,000, but it now carried penalty and some 25 years' worth of interest. When he gets his statement for the taxes, penalties and interest, the taxpayer doubtless will wish he were dead.

## ADA reporting

CONTINUED FROM PAGE 3

company received and number of times that a request for an accessible bus was satisfied or equivalent service was provided.

In essence, the report is a digest of the year's service request forms, the records of all individual requests for accessible service the company receives. Operators are required to maintain these service request forms for at least five years, and to provide individual customers with a copy of a completed form.

2. Fixed Route OTRB Compa-

ny's Annual Lift Use Summary, which must be filed by large and small fixed-route over-the-road bus companies. It contains a summary of the number of passengers with disabilities who used the lift to board accessible buses during the reporting period.

3. Annual Report of OTRBs Purchased/Leased and Overall Fleet Data. All companies must submit this report. It contains basic information about the company, along with the total number of buses in the company fleet, total number of accessible buses, numbers of new and used buses purchased or leased during the previ-

ous year, along with numbers of new and used accessible buses leased or purchased.

Detailed information about motorcoach industry ADA reporting and record-keeping requirements can be found at: <http://www.fmcsa.dot.gov/regulations/americans-disabilities-act-reporting-and-other-requirements-over-road-bus-companies>.

Or, go to [www.fmcsa.dot.gov](http://www.fmcsa.dot.gov). At the top of the home page, click on "Regulations." A two-sided window will open; on the right side is a list of items under "Topics." Click on "ADA Guidelines for Over-the-Road Bus Companies."

# When it comes to marketing, it's OK to start with baby steps

By Christian Riddell  
Motorcoach Marketing Council

For the past four months, I've been on the road at local and regional motorcoach association meetings, manufacturer events and a number of other places where operators gather.

It has been a great experience meeting with so many operators who are working day-in and day-out to make our industry better and safer, and to provide great service to the buying public.

It is cause for a great deal of optimism about the future of motorcoach travel.

As those of you I've had the opportunity to meet with already know, I love talking about marketing. From niche market penetration to driver recruitment, there are few subjects related to marketing that don't get my blood flowing.

The last few months also reminded me of the biggest challenge of motorcoach marketing, the dirty little secret we all know but seldom talk about. The elephant in the room, if you will.

You see, there is an inherent problem with marketing, especial-

ly in the motorcoach business.

Before I owned a marketing company, another lifetime ago, I had the opportunity to run a satellite location for a large transportation company based in Seattle.

We were three hours away from the "mother ship" and, as such, were on our own for the most part.

For me, it was a baptism by fire into the motorcoach industry. I was in charge of sales and marketing, in addition to being a driver, manager on duty, and helping with dispatch, maintenance, bus washing, and anything else that needed to be done.

A major part of my initial job description was "outside sales."

We knew how much business was available, we knew who we needed to go talk to, and we knew we could be competitive to land a good deal of the business.

We were told by the parent company they would give us the equipment we needed and to just "sell, sell, sell."

So, what do you think happened?

Do you think I spent all my time selling? Do you think I was able to go and work the market

**Marketing Minute**  
**GoMotorcoach**  
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nonstop, pushing the reasons why the prospects should chose us?

I know. If you can stop laughing long enough to keep reading, I will move on.

No, that was not how it played out — at all. For anyone in the industry, you probably know exactly why.

You see, I suffered from the same problem so many operators I have met over the last few months suffer from on a daily basis.

That is, the business of being a motorcoach operator is overflowing with reasons why marketing, and the subsequent sales opportunities it presents, will always get pushed to the back of the bus... behind the pressing, can't-wait issues of the day.

The fundamental problem with motorcoach marketing is that it's inherently something that will wait until or get pushed to tomorrow. Your marketing will never get a

flat tire fixed or have an air-conditioning unit go out with 50 senior citizens on board. It will never break down, have a driver be a no-show, or carry an FMCSA badge.

Marketing can always wait 'til later; it can and will always be pushed behind the emergencies, accidents and other crises we find ourselves dealing with so often in this industry.

Since our launch in January of the new "GoMotorcoach" program, we at the Motorcoach Marketing Council have had the opportunity to connect with hundreds of operators around the U.S. and Canada and have seen just how prevalent this condition is. If you are suffering, know you are not alone.

As an industry, we all know we are at a critical time in the lifecycle of motorcoach travel.

Our job of exposing potential new consumers to what we are and what we offer is becoming more and more pressing. We know we need to find new ways to reach out and engage the buying public.

We know we need to not only get more business from existing customers, but we need to grow

the proverbial pie and get more people thinking about motorcoaches when they think travel.

So, how do we as an industry start to market?

How do we put urgency into the activities that will assure a healthy future, not only for our companies but for motorcoach travel as a whole?

I like the slogan used by Nike (which happens to be a daily motorcoach user) — Just Do It.

Think back to January and that list of things you were going to do this year. Pull out your list that, like mine, is probably collecting dust on the corner of your desk, and put it into play. I'll bet "marketing" is somewhere on that list.

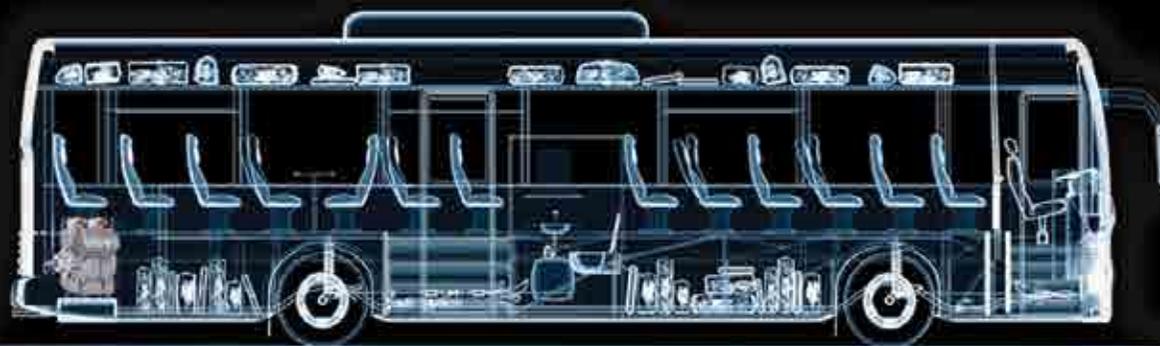
There have been scores of books written about this very subject, but they all boil down to these few key steps:

1. Make time for marketing. In the motorcoach business it can be nearly impossible to carve out extra time, but this is the only place to start. This is not to say you need to spend four hours a day. Start small, an hour or two a week will get you started. Things will come up, we all

CONTINUED ON PAGE 14 ►

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## Marketing Minute

CONTINUED FROM PAGE 13

know that, but if you have to push it back, don't let a week go by without getting it done.

2. Get help. If you're the owner, find ways to move the consistent tasks to someone who has less operational importance in the day-to-day goings-on. The key to market-

ing is consistency; if you don't have it to give, then don't try to put yourself in that box.

3. Start with things you already do. Every day you communicate with people who are already using, or could use, your services. Most operators have hundreds, even thousands of people on their coaches each day, and only a small percentage of them actually

booked their travel.

Look for ways to make each of those interactions just a little better. Think about stickers on your paper invoices, flyers on your coaches, even digital flyers attached to emails.

The GoMotorcoach program is filled with tools you can insert into your existing activities that you and your team do every day.

If you are like so many of the operators I have met over the last few months, you know marketing is important, but the business of business gets in the way.

You know you could and probably should be doing more to land more business and to show your customers and potential customers what sets you apart.

If you are ready to take the next

step, just do it.

Sign up today at [www.motorcoachmarketing.org](http://www.motorcoachmarketing.org), and in no time you will gain valuable new tools to better market your company.

Better marketing is the future of our industry and how we will sell more charters, to more people, for more money. Get started today.

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## Calendar

### OCTOBER 2014

**14-17 Gray Line 2014 Annual General Meeting and Marketing Conference**, Four Seasons Hotel Denver. Info: [www.graylineconvention2014.com](http://www.graylineconvention2014.com).

**19-21 LCT-NLA Show East**, Atlantic City Convention Center and Caesars Atlantic City (N.J.) Info: [www.lcteast.com](http://www.lcteast.com).

**22 Florida Motorcoach Association Education and Compliance Meeting**, Sheraton Lake Buena Vista Resort, Orlando. Info: [FMA@buses.org](mailto:FMA@buses.org).

**25 Museum of Bus Transportation Annual Meeting**, AACA/Museum of Bus Transportation Museum, Hershey, Pa. Info: (717) 566-7100 Ext. 119.

**26-28 Bus Association of New York Annual Meeting and Marketplace**, Gideon Putnam Hotel and Conference Center, Saratoga Springs, N.Y. Info: [www.banybus.org](http://www.banybus.org).

**26-28 41st Annual California Bus Association Convention and Trade Show**, DoubleTree by Hilton Sonoma Wine Country, Rohnert Park, Calif. Info: [www.cbabus.com](http://www.cbabus.com).

### NOVEMBER 2014

**2-4 Chauffeur Driven Trade Show & Conference**, Trump Taj Mahal, Atlantic City, N.J. Info: [www.chauffeurdrivenshow.com](http://www.chauffeurdrivenshow.com).

**18 CUTA Trans-Expo**, Scotia-bank Convention Centre, Niagara Falls, Ontario. Info: [www.cutaactu.ca](http://www.cutaactu.ca).

### DECEMBER 2014

**3-4 UMA Safety Management Seminar**, NTSB Training Center, Ashburn, Va. Info: [www.uma.org](http://www.uma.org).

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# Associations alter leader line-ups, announce awards

SHREVEPORT, La. — Three key industry associations — Alabama Motorcoach, Georgia Motorcoach Operators, and South Central Motorcoach — have altered their line-up of officers and directors, as well as announcing major awards.

The three groups met jointly at the Shreveport Convention Center.

Here are the changes made by members of the Alabama Motorcoach Association:

- New secretary: Elizabeth Wright of Wrights Charters in Mobile
- New treasurer: Alan Thrasher of Thrasher Brothers Trailways in Birmingham
- New director: Tom Fletcher of Capital Trailways in Montgomery
- New Associate Directors: Brandon Buchanan of the American Bus Association; Bob Crescenzo of Lancer Insurance Co., and Bob Hendrix of the Dothan Convention and Visitors Bureau

John Adams of Southern Coaches in Dothan continues to serve as association president, while Frank Leyden of Cline Tours in Birmingham remains vice president. Charles Payne of Southern Charter Co. in Trussville was re-elected a director.

The Alabama association presented board service awards to Sara Hamlin of the Greater Birmingham Convention and Visitors Bureau; Ken Presley of the United Motorcoach Association, and Marion Kenney of Allen Insurance Group.

Members of the Georgia Motor-

coach Operators Association elected the following individuals:

- President: Jimmy Cantrell of Daniel's Charters and Tours in Lula
- Vice President: Walter Hubbard of Kingsmen Coach Lines in Conley
- Directors: Don Adams of Kelly Tours in Savannah, and Al Harris of Horizon Motor Coach in Harlem
- Associate director: Jeff Jolley of ABC Companies in Winter Garden, Fla.
- Reappointed secretary/treasurer: Woody Shelnett of Coastal Georgia Trailways in Brunswick

Georgia Motorcoach Operators Association Board Service Awards were presented to: Norris Hawkins of Hawkins Charter Service, and Mitch Guralnick of Motor Coach Industries.

The association's Outstanding Service Award (operator) was presented to Kenny Cox of Georgia Coach Lines of Atlanta, while the Outstanding Service Award (associate) went to Mike Vescio of Brookhaven (Ga.) Tourism.

The South Central Motorcoach Association, which represents operators in Arkansas, Louisiana, Mississippi and Texas, made these changes:

- Elected president: Daniel Bratcher of Daisy Charter & Shuttle in San Antonio
- Elected vice president: Clarence Gaten of Gaten's Adventures Unlimited in Hammond, La.
- Elected directors: Jim Lienhart of Arrow Coach Lines in Little Rock, Ark.; J. H. Byrd of Salter Trailways in Jonesboro, La; Karen Sanders of Bus

Supply Charters in McComb, Miss., and Greg Page of Corinth Charters & Tours in Corinth, Miss.

- Re-appointed secretary/treasurer: Scott Lumbert of Mountain Home Charter Service in Mountain Home, Ark.
- Re-elected director: John McCommon of Cline Tours in Ridgeland, Miss.;
- Appointed associate directors: Zane Gray of ABC Companies in Grand Prairie, Texas, and Erica Howard of Shreveport-Bossier Convention and Tourist Bureau

The South Central Motorcoach

Association Board Service Award was presented to Rob Lessor of Motor Coach Industries.

Additionally, there were three other awards that members of all three associations jointly selected.

Anchor Transportation was of Nashville, Tenn., and Tuscumbia, Ala., was named Operator of the Year. Attendees at the regional meeting recognized Anchor for its professionalism.

In accepting the award, Ray Basden of Anchor Transportation and an Alabama Motorcoach board member, said: "We are grateful for the recogni-

tion by our peers, and are thankful for our exceptional 100-plus employees across three states who worked hard to earn this award."

Chosen to receive the Market Place Rookie of the Year Award was Mike Vescio, manager of tourism for the city of Brookhaven, Ga. Vescio serves on the board of the Georgia Motorcoach Operators Association.

Receiving the Market Place Associate of Year Award was Erica Howard of the Shreveport-Bossier Convention and Tourist Bureau. She is a member of the South Central Motorcoach Association.

## Motorcoach driver acquitted in 2013 Mass. overpass crash

BRIGHTON, Mass. — The driver of a charter bus that struck an overpass in Allston, Mass., early last year, injuring 35 people, was found not guilty last month of a single criminal charge of negligent operation of a motor vehicle, his attorney told a Boston newspaper.

The Brighton Municipal Court jury deliberated for about a half hour after hearing from three prosecution witnesses and one defense witness, a truck driver who struck the same bridge, Boston attorney Christopher J. Davidson told the *Boston Globe*.

Samuel Jackson, 67, was relieved by the verdict, the lawyer said, but has not forgotten the damage passengers suffered as a result of the Feb. 2, 2013, incident.

The group in the bus included high school students and their chaperones who were heading home to the Philadelphia area after a visit to Harvard University when the crash occurred about 7:30 p.m., officials said.

Most of the injuries were minor, but four passengers were seriously hurt.

At the conclusion of an investigation, Jackson was charged criminally. (See May 1, 2013, *Bus & Motorcoach News*.)

According to Davidson, two of the signs that are supposed to alert drivers to the 10-foot height of the tunnel were missing or not functioning properly at the time of the crash.

One of those, a so-called slap sign because chains slap against tall vehicles, was not in place at the time, the lawyer said.

On the second sign, the light bulbs that spell out the low-clearance warning were not functioning, according to Davidson, citing testimony from a State Police investigator.

The operator of a box truck who crashed into the overpass testified for the defense about problems with signs during his crash, Davidson said.

Jackson did not testify.

District Court Judge Patricia E. Bernstein found Jackson civilly liable for operating a bus on a restricted roadway and for failing to obey road signs. She fined Jackson \$100 for each infraction.



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## IRP in 2016

CONTINUED FROM PAGE 1

become subject to an FMCSA program known as PRISM (Performance and Registration Information Systems Management), which prevents or suspends the registration of unsafe carriers.

### Charter buses choice

Since the International Registration Plan was established in the early 1970s, those individuals and companies registering charter buses have been allowed either to apportion fees under the plan or to operate under registration reciprocity.

That option was put into the plan because charter bus operators often don't know from one year to the next what states they may be traveling in, and there has been no

way under IRP to handle the situation equitably.

The amendment removes the registration option. Starting Jan. 1, 2016, all intercity operators must register under IRP.

The charter bus amendment follows on another major change adopted by IRP last year.

In voting last fall, state and provincial officials voted 50 to 6 to adopt a full reciprocity plan for truckers and bus operators that join the plan.

That means that when full reciprocity takes effect next year, every vehicle registered under the IRP will be automatically qualified every year for registration purposes to operate in all of the 48 contiguous states, the District of Columbia, and the 10 Canadian provinces.

There will be no more special

trip-permit fees, no estimated miles, and no fee for adding a new state in the middle of a year.

### No D.C. permits

For example, under the full reciprocity plan, charter and tour buses going into Washington, D.C. will no longer have to pay the \$50 per-bus fee charter operators currently have to pay the district.

Full reciprocity also is expected to provide greater flexibility for tens of thousands of truck and bus companies nationwide, especially smaller companies, and save both industry and government time and money now wasted on administrative hassle.

Some IRP observers have viewed the charter bus amendment as reasonable, since, under the full reciprocity plan, an IRP registrant will automatically be registered for

all states and Canadian provinces.

On the other hand, some bus operators that have depended on reciprocity for decades may be unprepared for the higher registration fees some will have to pay under IRP.

While the full reciprocity plan adopted last year takes effect Jan. 1, 2015, the IRP bus amendment becomes effective Jan. 1, 2016.

### Easing transition

Victor Parra, president and CEO of the United Motorcoach Association, reports he is conducting discussions with officials from the International Registration Plan to allow charter bus operators to use their IFTA mileage for their first year under the IRP.

"This needs approval from the IRP Dispute Resolution Committee," said Parra. "Hopefully I'll be

able to secure this change in procedure before the exemption goes away."

Parra noted that full reciprocity going into effect next year means that by the time charter operators move over to IRP plates, "they'll be able to go anywhere regardless of what states or Canadian provinces are listed on their cab cards."

Only so-called "apportionable vehicles" are registered under the IRP. That means any "power unit that is used or intended for use in two or more member jurisdictions" (i.e., that crosses state lines) and is used for the transportation of persons for hire, and has two axles and a gross vehicle weight or registered gross vehicle weight in excess of 26,000 pounds, or has three or more axles, regardless of weight.

## CSA bill

CONTINUED FROM PAGE 1

the data and ranking problems that have plagued the program since the FMCSA began formally implementing it about four years ago.

The United Motorcoach and American Bus associations, along with a bevy of trucking groups, want availability of the CSA scores restricted to law enforcement because of the data's poor performance at measuring carriers' crash risk.

The Government Accountability Office and others that have analyzed the data also contend the Safety Measurement System information is not consistent, accurate or reliable.

These concerns are reflected in Barletta's bill, which would require FMCSA to temporarily shield the information while working to make sure the data predicts risk and is current and accurate.

It also says the data needs to be complete enough not to harm small carriers that might have limited exposure; takes state enforcement variations into account, and does not include crashes in which

the carrier is not at fault.

Once the agency can tell Congress it has solved these problems, then the data can be returned to public view, the bill says.

"Make no mistake, I am a strong advocate for roadway safety," said Barletta in a statement. "This bill in no way eliminates law enforcement access to safety data, and the worst offenders can still be targeted."

In announcing his bill, Barletta related an example of a company in his district that has suffered under the current "inaccurate system."

According to Barletta, the company had never had a roadway accident and employed drivers with an average of 35 years of continued experience.

"Recently, one driver was cited twice for minor violations and was dismissed in compliance with company safety policies. Despite the decisive action on the part of the carrier, the company's CSA score suffered.

"The driver now works for a different employer, which subsequently has a higher safety score and can obtain contracts for which

the original company cannot compete. The situation has cost the safety-conscious business approximately \$1.5 million in lost revenue, forcing it to reduce its fleet by half and eliminate jobs," said Barletta.

### Industry influence

Among those who urged Barletta to develop the legislation was John Bailey of Bailey Coach of York, Pa., which is a few miles down the road from Barletta's district in eastern Pennsylvania.

"At a time when our nation seeks economic growth, capital investment and increased employment, (Rep. Barletta's Safer Trucks and Buses Act) H.R. 5532 is sound public policy. It is right for Pennsylvania, right for the nation's commercial motor vehicle operators, and right for the country," said Bailey.

"Currently, the CSA program data is misleading to the public by including crash data where a motor carrier was not at fault, and using scores that do not reflect accurate safety assessments for individual operators," said Elaine Farrell, executive director of the Pennsylvania Bus Association. "Our mem-

bers have expressed concern over this issue and support efforts that require the FMCSA to make improvements."

Added Ken Presley, vice president of UMA: "We are pleased Congressman Barletta has listened to our members and taken action by introducing a bill mandating FMCSA correct the egregious flaws in the program."

Trucking groups also expressed support for the bill.

"The current system of measurement is unreliable and needs substantial improvement," said Dave Osiecki, executive vice president and chief of national advocacy for the American Trucking Associations.

Jim Runk, president of the Pennsylvania Motor Truck Association, said the data is often misinterpreted.

"Improper and erroneous CSA information results in misleading and detrimental carrier profiles that are available on a public website," Runk said.

"We support Congressman Barletta's bill that will ensure a safety measurement system that is fair, equitable and accurate."

Also joining in support were the National Association of Small Trucking Companies and the Owner-Operator Independent Drivers Association.

For the bill to become law, it must be passed by both the House and the Senate and signed by the president.

GovTrack gives the bill an 8 percent chance of being enacted.

### More calls to hide CSA data

A group of brokers and other trucking interests have added to the call for the FMCSA to remove CSA safety scores from public view.

In a letter sent last month, the Alliance for Safe, Efficient and Competitive Truck Transportation and nine other groups asked Transportation Secretary Foxx to draw a curtain over the scores.

There is plenty of evidence the scores are flawed, the groups said.

"From the first publication of (Safety Measurement System) methodology in December 2010, the statistical flaws of SMS have been pointed out to the FMCSA and have been shamelessly and repeatedly ignored in agency publications," the groups said.

## Coach sales

CONTINUED FROM PAGE 1

the same manufacturers during the first quarter of last year. Figures for the periods include both 40- and 45-foot models.

### Healthy second quarter

Sales during the second quarter of this year picked up, however. The five manufacturers delivered 485 new coaches during April, May and June, compared to 417 during the second quarter of last year.

The second quarter is traditionally the second strongest sales period of the year for motorcoach builders.

Here is a further breakdown of

the first six months' sales for this year and last:

- 651 45-foot coaches were purchased by private operators during the first half of this year, compared to 631 last year.
- 88 45-foot coaches were purchased by public transit agencies during both the first half of this year and last year.
- Private operators bought 10 40-foot coaches during the first half of this year, compared to 6 during the same period last year.
- Public transit systems purchased 6 40-footers during the first six months of this year, versus 25 during the first half of last year.

Coach shell sales are broken out

separately and only reported by quarter in the ABA compilation. A total of 22 shells were sold during the first half of this year, with 12 delivered in the second quarter and 10 in the first quarter. Comparable figures for 2013 were not available.

Also missing from the ABA Foundation report are sales of Temsa and Caio coaches. There are reports the foundation continues efforts to expand its reporting to other manufacturers but so far without success.

### Cummins: No. 1

Cummins continued to be the dominant engine in new motorcoaches and buses delivered during the first half of this year, going into 322 new models

sold by MCI and ABC/Van Hool.

By comparison, 253 Prevost and Volvo coaches were delivered with Volvo engines, which are only available in those brands.

Detroit and Mercedes engines, which are essentially power-plant twins, went into 218 new MCI, Setra and Van Hool coaches.

Cummins' motorcoach-sector share in the first quarter was 44 percent, compared to 29.5 percent for Detroit/Mercedes and 26 percent for Volvo.

In the second quarter, Cummins had a 38 percent share, versus 26.3 percent for Detroit/Mercedes and 35 percent for Volvo.

Allison continues to be the domi-

nant transmission.

A total of 757 new coaches and buses were delivered during the first half of this year with Allison, compared with 15 ZFs and 21 Volvo transmissions. Both the Volvo and ZF are semi-automatic transmissions, while Allison is fully automatic.

To view the complete dataset for the ABA Foundation coach sales report, go to <http://www.buses.org/files/Foundation/Motorcoach%20Delivery%20Data%20-%20Q1%20and%20Q2%202014.pdf>.

Or, go to [www.buses.org](http://www.buses.org), click on "ABA Foundation," click on "Research," scroll down to "Quarterly Motorcoach Sales Data," click on "Q1 and Q2 2014 Sales Data."

# Alan Spachman is re-elected to National Interstate board

RICHFIELD, Ohio — As anticipated, Alan Spachman, founder and former chairman of National Interstate Corporation, was re-elected a director of National Interstate last month despite having lead two proxy fights during the past year and a half that were opposed by National Interstate's biggest shareholder and corporate parent.

Spachman, National Interstate, American Financial Group, and Great American Insurance Co. announced in July they had reached an agreement that cleared the way for Spachman's re-election as a National Interstate director. (See Aug. 1 *Bus & Motorcoach News*.)

American Financial Group is the largest stockholder of National Interstate, owning 51.4 percent of the outstanding shares. Great American is a subsidiary of American Financial and holds the National Interstate shares owned by American Financial.

Spachman is the largest individual stockholder of National Interstate, owning roughly 9.2 percent of the outstanding shares.

Early this year, Spachman led a fight to block American Financial and Great American from buying all of the outstanding stock of National Interstate not already owned by

American Financial and converting National Interstate into a private company. (See March 15 and April issues of *Bus & Motorcoach News*.)

Spachman filed suit to halt the American Financial purchase offer. American Financial ultimately withdrew its offer after a federal court indicated Spachman's suit had substance. Pursuing the deal likely would have resulted in protracted and costly litigation.

Last year, Spachman led a proxy fight, also opposed by American Financial, which resulted in his son being elected to the board of National Interstate.

## White House Visitor Center reopens

WASHINGTON — The White House Visitor Center, which offers visitors a window into the president's home, was reopened last month following an extensive fix-up.

The \$12.5 million renovation was undertaken to create a more in-depth look at the White House and the 43 presidents and their families who have lived there.

"For those who don't have the opportunity to visit the White House, it still gives you a rich, deeply meaningful interactive education on what the White House is

like as a home to the first family, as office to the president, and as ceremonial stage for the president and official functions of the government," said Stewart McLaurin, president of the White House Historical Association.

Under the July agreement, National Interstate agreed to nominate Spachman, Patrick J. Denzer, Keith A. Jensen, and Ronald J. Brichler to its board at the 2014 National Interstate annual shareholders meeting, which was held last month.

Jensen has been a National Interstate director since 2000 and Spachman has been a director since he founded the company in 1989; Denzer is founder and president of LI Ventures, an independent investment and advisory services firm, and Brichler is executive vice president

of Great American. Under terms of the accord, the parties agreed to vote all of their National Interstate shares in support of each of the director nominees.

In addition, National Interstate agreed to recommend in its proxy materials that shareholders vote for the director nominees, and "to use commercially reasonable efforts to cause Mr. Spachman's election to the board of directors by supporting his nomination in a manner no less vigorous and favorable than the manner in which it supports the other director nominees."

For his part, Spachman agreed to abide by the terms of the agreement, support the National Interstate director nominees, and oppose any effort by others to gain a seat on the National Interstate board.

At the annual meeting, Spachman was easily re-elected. He and Denzer received the highest number of votes, while American Financial and Great American executives Jensen and Brichler trailed.

Also approved at the annual meeting, by overwhelming margins, was a restatement of the company's long-term, key-employee incentive plan, and an advisory (non-binding) proposal approving the compensation of the six top officers of National Interstate.

In 2013, the six officers received combined total compensation \$3,071,748, excluding a \$143,500 employee-retention bonus paid to one officer.

In 2012, the combined compensation for the six officers was \$2,897,598, excluding a \$1 million employee-retention bonus paid to one senior National Interstate executive.

The total compensation increase — excluding bonuses — for the six executives between 2012 and 2013 was 6 percent.

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## New operators

CONTINUED FROM PAGE 1

### Question raised

Ken Presley, vice president of the United Motorcoach Association, said the numbers raise a question: If the federal government has approved applications for an additional 3,000 companies to operate in the past three years, why hasn't the overall number of motorcoach operators increased accordingly?

"The question is, where are these new operators?" Presley said. "Did that many companies go out of business and get replaced by the new ones? I don't think so. We're not getting calls from new operators, and bus manufacturers are not seeing them. So where are they?"

There apparently is no easy answer to the question because the FMCSA only provides raw numbers of applications and approvals.

It doesn't provide the names of the companies that have applied and been approved, and it doesn't indicate how many of them actually have gone into business after receiving approval to operate. Nor does it indicate if the remaining applications are pending or if they

were withdrawn or denied.

The approval process for new motorcoach carriers has changed dramatically over the years, going from difficult to easy and back to difficult.

Years ago, before the bus industry was deregulated in the early 1980s, it could take two to three years to receive operating authority, and even then authority could be limited in scope.

### Regulatory back, forth

After deregulation, gaining approval became easy and led to such abuses as "chameleon" carriers that, after being put out of service for violating safety regulations, would reapply for operating authority under different names.

In recent years, a stricter focus on safety by the FMCSA has resulted in the approval process becoming more arduous, leading to complaints within the motorcoach industry that the agency was deliberately dragging out the process to slow the growth in the number of carriers.

The delay can force small operators to give up before receiving approval because it is too expen-

sive to wait. In some cases, carriers that eventually receive approval never activate because they can no longer afford to operate.

Critics contend that smaller motorcoach operators are being squeezed out in favor of larger companies, resulting in fewer carriers for the federal agency to regulate and audit.

### Feds' explanation

Duane DeBruyne, a spokesman for the FMCSA, said the passenger carrier approval process generally takes a few months, but can take longer if the application isn't complete.

During that period the applicants are vetted to make sure they aren't trying to evade previous civil penalties by applying under a different name. The agency also has to confirm that the companies are "fit, willing and able" to comply with federal safety regulations.

Carriers that receive approval to operate are then subjected to a new-entry audit within six months to assure they are fulfilling all requirements.

DeBruyne said the FMCSA doesn't have numbers indicating

how many carriers fail to pass such audits or how many haven't even been audited because they haven't started operating.

He said some carriers are seasonal or serve niche markets so might delay the start of operations depending on market forces. He added that there have been cases of operators delaying the start of business for a number of years after receiving authorization.

Motorcoach manufacturers also question whether the increase in new carrier approvals over the past few years has resulted in a corresponding increase in operators. A salesman for one motorcoach manufacturer, who asked not to be identified, said he has noticed a decline in the number of new operators in the past three years.

"We don't see new customers coming through the door," he said.

"I understand the government wants to make sure companies in business are safe, but they make it so difficult for new operators. We used to see 20 potential clients a week. Now, we see two, or even one. If all these new carriers are being authorized to operate, where are they?"

## Port Authority NYC terminal getting fix-up

NEW YORK CITY — The nation's busiest bus terminal is getting a modest fix-up aimed at reducing its grittiness.

The Port Authority Bus Terminal hasn't had a significant do-over in 35 years and, at the moment, there isn't money for one.

However, the Port Authority of New York and New Jersey, which operates the terminal, plans to spend \$90 million to fix a few things.

The patch job will include a bypass lane to make it easier for buses to get to the terminal's fourth floor, and more staging areas so buses don't have to return to New Jersey after the morning commute.

More charging stations, fans and better Wi-Fi either have been installed or will be, officials said.

Two of the dozen or so terminal restrooms will be completely renovated by year's end, with the rest done by 2017, according to Cedrick Fulton, the agency's head of bridges, tunnels and terminals.

Fulton and other officials have taken a lot of flak because it will take three years to upgrade the bathrooms, which are often described in very derisive terms.

One New York website noted it took only four years for the Port Authority to build the George Washington Bridge, the busiest motor vehicle bridge in the world. It has 14 lanes of traffic.

The \$90 million for the fix-up is coming indirectly from the Port Authority project to replace suspension cables on the George Washington Bridge, Fulton said.

Since the money is available but earmarked for the back end of the project, it is being freed up now by deferring or slowing work on other projects, including roadway repairs near the New York side of the Lincoln tunnel.

Meanwhile, while the terminal upgrades are under way, the Port Authority will continue looking for longer-term solutions to the congested bus station.

"It's a necessity, it's not an option, to build a new station or do a fundamental redevelopment," said board member Kenneth Lipper.

The terminal handles about 220,000 passenger trips daily. Yes, daily.

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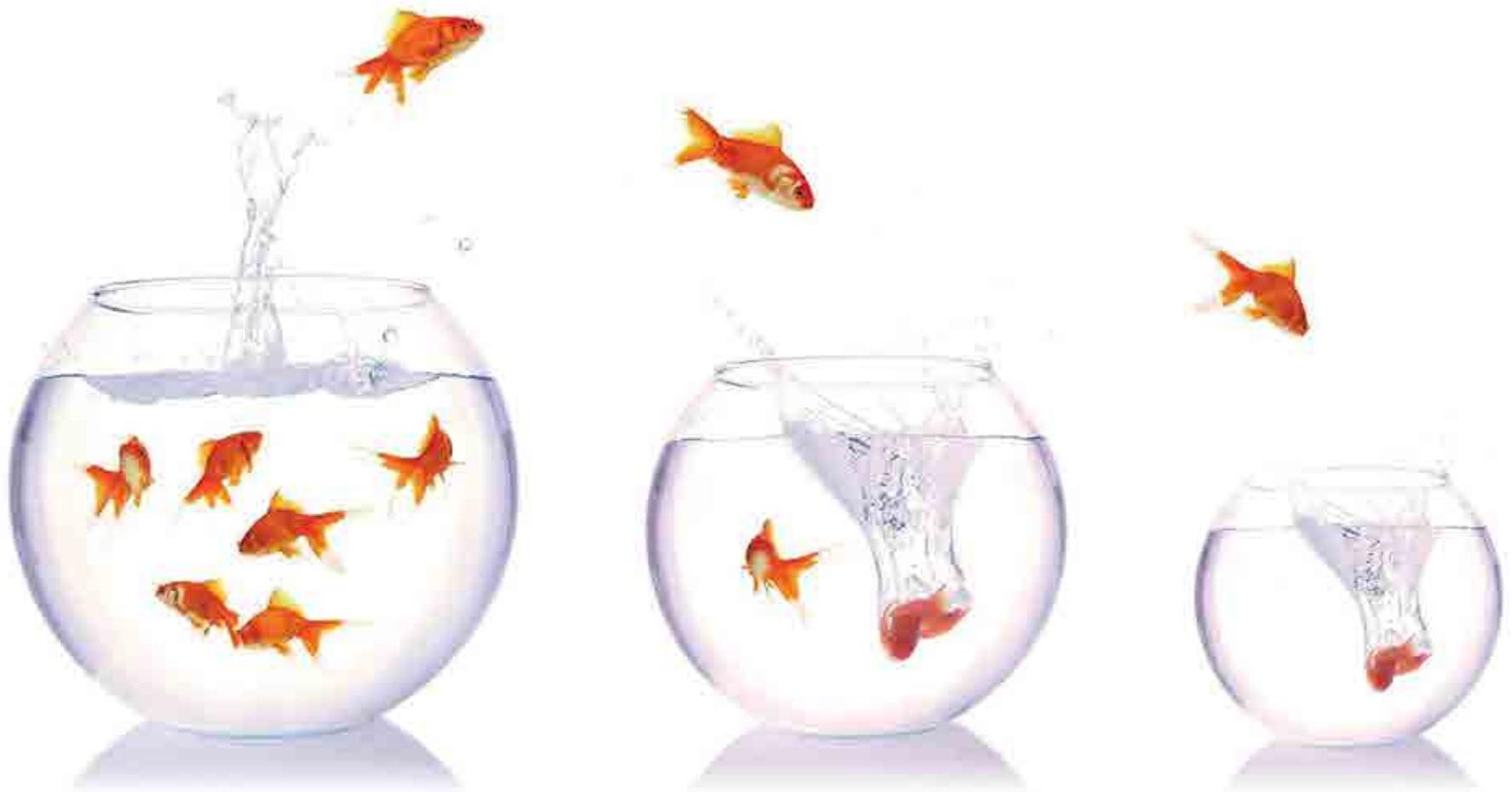
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