



# Kansas Trans Reporter

April 2002

The Newsletter for Kansas Rural and Specialized Transportation Providers • The University of Kansas Transportation Center

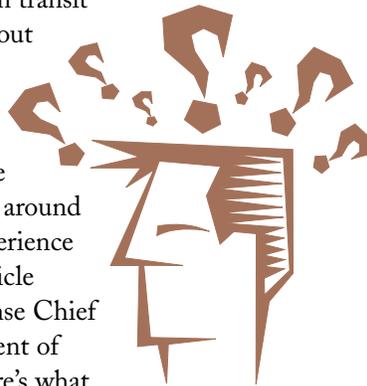
## Who Needs a CDL?

The answer starts with the passenger capacity of your vehicle, and sometimes gets murky from there.

.....  
by Pat Weaver  
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**W**e've recently heard reports from transit providers who are confused about regulations for assessing a vehicle's passenger capacity rating. The capacity rating determines the need for a driver with a Commercial Driver's License (CDL). We checked with transit agencies around the state to find out what their recent experience has been. We also checked with some vehicle manufacturers and with the Drivers' License Chief Examiners Office of the Kansas Department of Revenue to get a current status report. Here's what we learned.

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## Retaining Good Volunteers

To encourage volunteers to give their best, do your best to show respect and appreciation

.....  
by Arin Gustafson  
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**A**n effective volunteer program requires cooperation between staff and volunteers and a commitment from both parties to encourage and respect the contributions of each other. Conflicts between employees and volunteers are bound to occur from time to time, but there are ways to lessen their frequency. Here are some tips for creating a work environment

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## CDL questions,

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First, some background. When the CDL law was first passed, there was some initial confusion over its interpretation. That's because the law states that you "must have a CDL to operate a single vehicle with a gross vehicle weight rating (GVWR) of more than 26,000 pounds... or a vehicle designed to transport more than 15 persons (including the driver)." The question at the time was: How do you determine whether a vehicle was designed to transport more than 15 persons? Was it the *number of seats* in the vehicle or was it *the size* of the vehicle?

The Kansas Drivers License Examining Bureau issued guidance that the determining factor was the passenger-capacity rating provided by the manufacturer.\* Therefore, a manufacturer's passenger-capacity rating of more than 15 passengers (including the driver), regardless of the number of seats on the vehicle, would require its driver to hold a CDL.

### What if no rating?

At the time the CDL law was passed, most of the transit vehicles purchased by Kansas agencies did not come with a manufacturer rating for passenger capacity. Instead, they were rated only for weight, which in most cases was below 26,000 pounds. Representatives from the Kansas Department of Revenue and the Kansas Highway Patrol were consulted about determining passenger capacity. The Kansas CDL Coordinator and the Kansas Highway Patrol agreed that,

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\*A manufacturer's passenger-capacity rating usually is affixed to the inside door-post of the vehicle, but also might be included in the vehicle documents.

in the absence of a manufacturer's capacity rating, the seats counted on the vehicle would determine licensing requirements.

### Concerns raised in Kansas

The issue of seating capacity is still murky, however, because of the kinds and configuration of seats and equipment in transit vehicles, and the fact that some vehicles do not have the number of seats installed to meet full design capacity. In response to recent questions about CDL law, Kansas RTAP sent out a request via the RTAP email discussion list to find out whether anyone had experienced any difficulties with interpretation. The responses from a few agencies indicate that seating capacity is still a sticking point.

An agency raised a question about a circumstance in which a lift was installed in a van which originally seated 15 passengers plus the driver. With the lift "you may be able to carry 9 to 12 people plus wheelchairs... Does it still require a CDL? We have always been told 'Yes,' because the van was considered a 15-passenger plus driver before the lift went in."

Another question: "If the van has a lift and you had 12 passengers and three tiedown spots for wheelchairs, would that van require a CDL if you had only two [wheelchairs] in there?"

One agency manager shared a response to an inquiry about getting capacity information from the manufacturer. "The Troopers ... told me the only way for me to state what the van was built to carry was to see if I could get a letter from the manufacturer stating the capacity."

### More vehicles now are rated

Things are changing. Two manufacturers in Kansas now include a manufacturer's passenger-capacity rating

on their vehicles—based on the design of the vehicle. Howard Morrow at Diamond Coach in Oswego, Kansas, indicated that they had been including the passenger-capacity rating on the vehicle's door-posts for about a year.

Dave Perry of ElDorado National in Salina, Kansas, stated that they also are providing a passenger capacity rating on their vehicles, consistent with Recommended Practice 001 of the Mid-Size Bus Manufacturers' Association. The sticker lists the gross vehicle weight and the number of designated seating positions (which include wheelchair positions and the driver). The sticker warns, "It is the user's responsibility not to load the vehicle above the number of designated seating positions and luggage requirements."

### What to do?

Here are our recommendations for interpreting the CDL law:

If a vehicle has a manufacturer's passenger capacity rating, and that rating is for more than 15 passengers (including the driver), make sure that any driver operating it has the required CDL.

If you have a vehicle without a passenger-capacity rating, but it has seating for more than 15 passengers, the driver still must have a CDL to operate it. The law has not changed. The good news is we probably will see more vehicles in Kansas with manufacturer passenger-capacity ratings. Be sure to check your door-post before sending anyone out on the road.

For large buses with fewer than 15 seats, err on the side of caution. The intent of the law seem to be to require a CDL for large vehicles. Be sure you can defend your interpretation if called upon to do so.

For more information about CDL requirements and testing, go to

the Kansas Department of Revenue website for the Kansas CDL manual: [www.ksrevenue.org/dmv/cdlbook.html](http://www.ksrevenue.org/dmv/cdlbook.html). You also can pick up a printed copy of the handbook at your driver's license bureau or by calling the Kansas Department of Revenue at (785) 296-3963. ▲

## Keeping good volunteers,

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where volunteers and staff work well as a team.

### Respect

Lack of respect can cause a lot of tension between volunteers and paid employees. An organization where staff feels a lack of respect from their managers will tend not to respect volunteers.

“Supervisory styles tend to flow downhill, and an organization in which leadership fails to empower staff will have great difficulty in encouraging staff to empower volunteers” ([www.merrillassoc.com](http://www.merrillassoc.com)). In successful agencies, both paid employees and volunteers feel respected by each other and by management.

Some staff may have little respect for volunteers or a lack of interest in the volunteer program due to their opinions about the time commitments and contributions of volunteers. Employees are at the agency 40 hours a week; volunteers may be there as little as one or two hours. This difference sometimes encourages staff to see volunteers as passing through or marginally committed to the agency. However, time involvement is not the only indicator of commitment to the agency.

Staff may feel that volunteers disrupt the normal flow of work with their short assignments and short hours. It is difficult to integrate vol-

unteers into the day-to-day social fabric of the organization. However, there are ways to encourage staff to feel more connected to volunteers who work outside the normal hours or who work outside of the office setting. Agency managers should attempt to gather together volunteers and staff, whether it is at meetings or at social events, so that they can get to know each other. Also include paid staff in developing and operating the volunteer program. This will promote a more connected, supporting and trusting relationship between staff and volunteers.

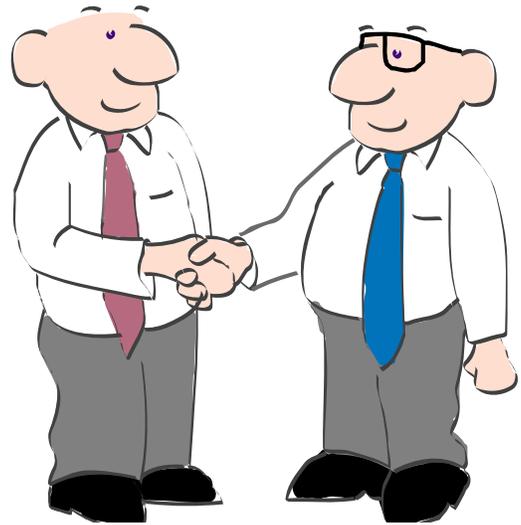
When volunteers are recognized and appreciated for their skills, respect is fostered between paid employees and volunteers. This respect leads to a more positive work environment for everyone. Paid employees will not feel like volunteers are “stepping on their toes” or doing work that they are not qualified for, and volunteers feel like they are making a positive difference in the community.

### Build your team

Creating an effective team depends on eliminating boundaries and distinctions between staff and volunteers. Volunteers may be excluded from staff meetings or staff events because no one thought to invite them or because they work outside of the normal work hours or main office. Include volunteers at staff functions; this fosters team spirit, respect, and cohesiveness.

Most employees who supervise and support volunteers are proud of their specialized education and experience. However, it is often beside

the point whether or not volunteers have education comparable to paid staff. Volunteers and employees have different purposes at the agency, therefore, volunteers should not necessarily be recruited to supplement the work of paid staff but rather to accomplish roles unique to their abilities. Seek out ways community members can add value to your services. Sometimes seemingly minor



*Effective volunteers feel respected.*

*Make sure they know you value their time and efforts.*

tasks can have ripple effects in terms of community relations, advocacy, and public education. Recognize that volunteers have skills different from paid staff, and then maximize their potential.

### Recognize good work

Volunteers and staff should be selected both for their abilities to perform specific work and to meet expectations. However, staff rarely recognize when volunteers are held to performance standards. Teamwork is fostered when expectations are clear, individuals are accountable,

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## Keeping good volunteers,

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and all members of the team are recognized for their contributions.

It is important to clarify expectations, require training, and set ground rules. The most productive way to bring volunteers into the agency is to: identify roles that match their skills; provide instruction to assure that the work is done properly (and without interfering with other necessary activities); and then supervise and coach as the work is performed. That way you can clearly communicate to everyone at the agency who is doing what, how they are qualified, and how they are supervised.

Sharing stories of volunteers' contributions, both historically and currently, is a powerful tool for building teamwork. Organizations frequently lift up examples of outstanding or extraordinary volunteers; these are inspiring and motivational but they are not the same as the small everyday stories that illustrate the significance of the work being done. Shared stories foster feelings of cohesiveness and help to highlight the

the volunteer program manager more time to be creative and effective in carrying out the agency's mission.

## Sharing stories of volunteers' contributions is a powerful tool for building teamwork.

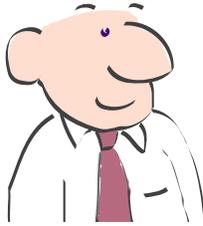
unique contributions that individual volunteers bring to the organization.

### Retention pays off

Retaining volunteers is both an indicator of and a key to success in volunteer management. When volunteers keep coming back, it is a sign that the program is being managed in a reasonable way. The return of trained and seasoned volunteers gives

Making volunteers feel good about their assignment (and themselves) is one key to volunteer retention. If the experience is satisfying, rewarding, and boosts self-esteem, volunteers will continue to want to participate. When this ethic pervades the volunteer program, a positive, enthusiastic climate is created which, in turn, encourages people to continue to volunteer their time.

## Tips for Better Teamwork



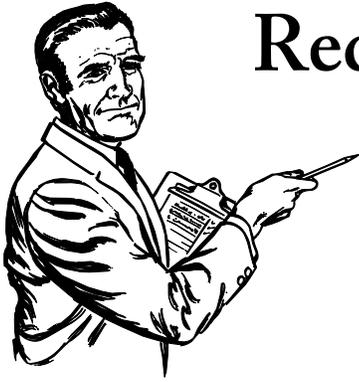
- Plan job descriptions, support and supervision systems for volunteers before you start seeking volunteers.
- Look for volunteers skills and knowledge applicable to your agency; do not accept just anyone who volunteers for a position.
- Insist on training volunteers and be sure to include the staff with whom the volunteers will be working with.
- Recognize the contributions volunteers make to the agency.
- Do not assume your staff already knows everything about proper volunteer utilization.
- Staff who work with volunteers should receive appropriate orientation and training in the management of volunteers.
- Let staff supervise the volunteers who work with them.
- Involve staff in the decisions about if—and how—to use volunteer services within the agency.
- Reward staff who work well with volunteers.
- In case of disputes between paid employees and volunteers, address the problems, listen to both sides, and compromise.

Volunteers are freer than paid staff to leave their volunteer work situations. It is important that volunteers feel appreciated and respected, otherwise they will leave your organization and use their talents elsewhere. To gain the most from volunteers, your agency should be open to the unexpected and unique contributions of people who care enough to become involved as volunteers.

### Sources

"Volunteer Management: It really isn't Rocket Science," by Susan J. Ellis, *The NonProfit Times*, July 1, 2001, pgs. 26-27.

[www.merillassoc.com](http://www.merillassoc.com) ▲



# Requirement Clarified for Post-Accident Testing

(Adapted from *FTA Drug and Alcohol Regulation Updates*, Issue 20, Winter 2002, page 4.)

Vehicle accidents—thank goodness—are infrequent for most agencies. Knowing what to do in case of an accident requires training, simulation and a periodic review of the procedures. This periodic review applies to the rules and regulations associated with post-accident alcohol and drug testing. Even though the accident definition and post-accident testing requirement remained the same with the publication of FTA's new drug and alcohol testing rule (49 CFR Part 655), taking another look at those requirements may help you make the correct decisions if an accident occurs.

## How is an accident defined?

An accident is defined (§655.4) as an occurrence associated with the operation of a vehicle in which:

- an individual dies;
- an individual suffers a bodily injury and immediately receives medical treatment away from the scene of an accident;
- the mass transit vehicle is a bus, electric bus, van, or automobile in which one or more vehicles incurs disabling damage\* as the result of the occurrence and is transported away from the scene by a tow truck or other vehicle. Look-alike historical

trolley buses that operate on surface roads without a fixed guideway are considered buses for purposes of this definition.

- The mass transit vehicle involved is a railcar, trolley car, trolley bus (on a fixed guideway or overhead wire) or vessel and is removed from operation.

## Who needs to be tested?

Whenever there is a loss of human life, each surviving safety-sensitive employee operating the mass transit vehicle at the time of the accident must be tested. Safety-sensitive employees not on the vehicle (e.g., maintenance personnel) whose performance could have contributed to the accident (as determined by the transit agency using the best information available at the time of the accident) must also be tested.

Following non-fatal accidents, employers shall test each safety-sensitive employee operating the mass transit vehicle at the time of the accident unless the employer determines that the covered employee's performance can be completely discounted as a contributing factor to the accident. The employer shall test any

other safety-sensitive employee whose performance could have contributed to the accident. Again, the decision must be made using the best information available at the time.

## “Removal from operation”

Non-fatal accidents involving a bus, electric bus, van, or automobile must meet the definition of an accident for these types of vehicles to be considered an accident. For these types of vehicles, “removal from operation” is not a criterion for a post-accident test. Thus, employers who take a vehicle out of service without meeting the other criteria (i.e., disabling damage or bodily injury that requires immediate medical treatment away from the scene) may not conduct a post-accident test under FTA authority. The portion of the definition that addresses “removal from operation” is the portion that deals only with vehicles on fixed guideways (i.e., rail car, trolley car, trolley bus) or vessels. The definition for these vehicles does not include disabling damage.

## Vehicle operation

An “occurrence associated with the operation of a vehicle” means that the accident or incident must be directly related to the manner in which the driver applies the brake, accelerates, or steers the vehicle. It does not include operation of the lift.

An accident could be the result of a collision with another vehicle or pedestrian or could be associated

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\* “Disabling damage” means damage that precludes departure of any vehicle from the scene of the occurrence in its usual manner in daylight after simple repairs. Disabling damage includes damage to vehicles that could have been operated, but would have been further damaged if so operated.



## Understanding the Use (and Limits) of Body Language in the Workplace

by Ira J. Allen

On the dust jacket of his 1970 book *Body Language*, Julian Fast says, “Body language can make you a more perceptive human being, and it may influence your approach to every relationship in which you are involved.” His statement is true to some degree—there is no denying that we do subconsciously pick up on and assign meanings to other people’s subtle movements. But there is a risk of overinterpretation. Despite Fast’s repeated warnings to use caution when interpreting body language, arm-crossing, leg-crossing, and other nonverbal signals can be seen as overly meaningful.

Kevin Hogan, author and presentation trainer, says, “Conventional wisdom about body language is mostly inaccurate... I rarely find people who can interpret nonverbal cues with accuracy.”

For example, a speaker at the annual drivers’ conference stands rooted behind the lectern, arms resting on the podium. She speaks clearly, using various anecdotes and real-world illustrations that support the points she is making. Occasionally she throws in some self-deprecating

humor. However, she breaks all the body language-based rules of public speaking—aside from periodic head movements and solid eye contact, she could have come straight from a department store window. The majority of the audience is probably snoozing like drunkards in church.

Actually, audience evaluations showed that people appreciated the speaker’s authenticity, and even remembered the stories she used to illustrate her points.



*Is he nervous, defensive, or is the room just chilly? Sometimes body language does not communicate clearly.*

Another example: You’re at a meeting with the Board of Directors and agency department heads, discussing the nature of your future transportation services. You put forth a proposal, and as you are talking, several of the Directors lean back in their chairs, cross their arms, and

seem to retreat from the meeting. You read this body language as unspoken resistance to your proposal and change your strategy, emphasizing other aspects of the plan

than those you originally considered most important.

It turns out the Board loved your proposal (except that one cranky guy who never likes anything), but were chilled by the colder-than-usual temperature in the conference room.

In *Human Communication*, the

book’s authors, Tubbs & Moss, tell us, “We learn most about the meaning of nonverbal messages by studying them in relationship to verbal messages. Essentially, a nonverbal message functions in one of three ways: It replaces, reinforces, or contradicts a verbal message.” The scenarios above provide examples of situations where common understandings of body language would lead to false conclusions.

### Interpret with caution

We have all learned that there exist some basic rules of body language—that by properly interpreting the physical behavior of people we can gain some insight into what they are thinking and feeling. There is some validity to this understanding. It would be hard to argue that a passenger who starts swearing violently when asked for his fare is feeling at ease. We may even be able to guess that he is angry because he doesn’t have money for the fare, or doesn’t feel he should have to pay it.

However, we see that even at this most basic level, interpreting body language cannot do more than provide us with a rudimentary idea as to how a person is feeling. This passenger could be angry for any number of reasons, or could even have Tourette’s syndrome, in which case he would not be angry at all, but merely a victim of his illness.

There is no denying that some aspects of body language are universal—a smile is a smile, from Salina to Singapore. But don’t take it too far. Arriving at a meeting full of energy in order to project confidence and enthusiasm may convince your

colleagues of your ability, but they may be more impressed if you are a little more relaxed, particularly if they haven't yet met their morning coffee quota.

The point is, interpretation of body language is by no means an exact science. Nonetheless, it can be worthwhile to look at what your body may be saying, and to consider some basic body language guidelines.

### Make sure your body speaks well of you

Legions of corporate trainers and coaches have sprung up in recent years, offering opportunities for business people to improve the way they present themselves. Much of the literature available on the subject is authored by these trainers, and has a pro-kinesics\* slant. You may or may not wish to seek the help of a professional trainer in improving your physical communication. However, there are some essentials easily grasped without extensive training.

- *First impressions, first impressions, first impressions.* You have less than 10 seconds to make a good first impression, which will affect the way someone thinks about you (and your ideas) possibly for the rest of your acquaintance. So, dress for success. It's a tired old cliché, but it is based in reality. If you're attending a board meeting to present an idea you have for improving service, don't go in your uniform or everyday clothes. You'll be far more credible if you make the effort and take the time to sharpen up a little.
- *Attend carefully to your personal hygiene.* Your hair, teeth, and fingernails should all be clean; they all affect the way people see you.

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\*Kinesics is the technical term for the study of body language.

### Body Language Resources:

- Dr. Clare Albright's *85 Secrets for Improving Your Communication Skills*. Albright is a psychologist and human interactions coach.
- Miles L. Patterson's *Nonverbal Behavior: A Functional Perspective*. Patterson is a kinesicist.
- Kevin Hogan's *The Psychology of Persuasion*. Hogan is a popular presentation trainer and corporate speaker. ([www.kevinhogan.net](http://www.kevinhogan.net))
- *Body Language*, by Julius Fast. Fast was one of the pioneering kinesicists, and among the first to recognize possible applications of understanding body language in everyday life.

- *Relax.* Allow others to see you comfortable with who and where you are. It will put them at ease, too.
- *When meeting someone for the first time, shake hands as you repeat their name.* Repeating someone's name when introduced will help you remember that name later, when you see him or her in the hallway or in a meeting. People appreciate it when you remember their names.
- *Always maintain eye contact while shaking hands.* Do not squeeze to crush the other's hand, nor try to get a better grip than the other person. Make sure your hand is dry and warm (if possible) before shaking.
- *Eye contact is critical in any social setting.* An effective rule of thumb is to maintain eye contact about two thirds of the time in a business setting. You don't have to stare; eye contact refers to the area between the two eyes and the tip of the nose, known as the "eye-nose triangle." In distracting environments, do not allow yourself to constantly look around, as this indicates a lack of interest in your conversation
- *Your body may be communicating more than you may realize or desire.* If you treat yourself right by eating healthy foods, exercising regularly, and attending to your mental and emotional needs, your body will communicate this. People who take care of themselves tend to appear

more credible to others.

- *Be aware of your posture.* Is it relaxed, or tense? Are your hands folded tightly in your lap and your eyes downcast, or are you casually sprawled back in your chair? Different situations call for different physical orientations. It is up to you to be aware of what signals you would like to give and what signals you are, in fact, giving.

### Body language tips for drivers

Besides the general strategies outlined above, here are several specific body language strategies bus drivers may employ while on the job:

- *Smile.* Smiling is important. As a frequent bus rider, I can say that a smile and nod from the bus driver as I boarded has given my morning an extra sparkle on numerous occasions, and left me feeling good about transit in general.
- *Breathe!* Breathe slowly in stressful situations, and find other ways of coping with stress that work for you.
- *Be calm.* There are numerous resources that teach how to stay calm and focused while on the job. If a driver has a calm demeanor, passengers are liable to subconsciously pick up on this, and also relax. Conversely, gritted teeth, nervous tapping, and downcast eyes are not reassuring at all, and may leave riders

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# Stir Up New Business With Co-Marketing

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by Matthew Kaufman  
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If your organization has ever suffered from a lack of funding, volunteers, or other resources, co-marketing with other nonprofit and for-profit organizations could help close the gap. Co-marketing is when two or more organizations work together to accomplish complementary goals.

## Co-marketing examples

A Denver organization called Project Angel Heart, which provides meals for people living with HIV, AIDS, and other life threatening illnesses, works with local restaurants in an annual event called Dining Out for Life. Restaurants donate 25 percent of all food sales on the night of the event to Project Angel Heart. In return, Project Angel Heart advertises the event to help increase the number of diners at the restaurants. With over 40,000 diners participating in Dining Out for Life, participating restaurants stand to gain significantly.

In Cleveland, three museums located in the Wade Park Oval created an event called "Parade the Circle." The twelfth annual celebration included access to the museums, food, entertainment, and activities presented by 30 other Circle institutions. By working together, the museums were able to pool their

resources for more effective advertising that improved their visibility within the community.

Co-marketing is relatively new to transit. Some groups have begun working with environmental organi-



*A nonprofit charitable organization in Denver co-markets with area restaurants for an annual fund-raiser. Over 40,000 diners participate each year.*

zations and "earth friendly" companies to market auto sharing. Such an arrangement improves the image of the "earth friendly" companies with their consumers while increasing the number of individuals willing to try auto sharing.

If you think that your agency may benefit from co-marketing, the first step is to decide with whom you

would like to partner. This decision should not be made quickly. Take the time to brainstorm a list of businesses, government agencies, and nonprofit organizations. Choose organizations whose goals are compatible with yours.

Remember that some organizations may decide not to work with you. Of the 800 businesses that Project Angel Heart contacted for this year's Dining Out for Life, 176 decided to participate. This is why it is important to list more than one or two groups.

## Sell your agency to others

To help you avoid rejection when approaching a possible partner, identify your organization's assets. Remember, you are selling the agency. Consider the following:

- Is your name recognition such that other businesses and groups would want to be associated with you?
- Are there other groups in town dealing with transportation issues?
- Do you have access to political or well-connected individuals whom other members of the community would like to know?
- Are the people you serve and your volunteers a target market for a potential partner?

When Project Angel Heart started its program, it was not able to offer restaurants increased business. Instead the organization relied on providing the restaurants with an

opportunity to participate in a significant community service.

Your organizational skills and culture can also be used to sell the relationship. You can help companies learn how to organize volunteer efforts, manage educational programs, and teach them how to make more effective charitable donations. By working with your organization, other companies can also instill a sense of pride in their employees—helping them to make a difference in society.

When seeking to co-market with for-profit companies a transit agency can be at a disadvantage. Many companies will be looking for tax write-offs which you generally cannot offer. Speak with your legal counsel or tax advisor to determine if you can provide this option. It may be a matter of creating a nonprofit foundation through which charitable contributions can be funneled to your organization.

Once you have found groups interested in co-marketing with you, you should exchange purpose statements indicating what you both hope to achieve through the relationship. A successful collaboration is likely if both parties know why the other is involved.

### **Cooking up a successful agreement**

An effective co-marketing agreement has both short- and long-term goals for the alliance. While your purpose statement is general, your goals should be specific. Your goals allow you to measure the success of your co-marketing agreement. Both parties should work to make sure that the other's goals are being met. If they aren't, changes need to be made, or ultimately it's likely the partnership was not meant to be.

Responsibilities need to be identified in addition to goals. Who will

recruit volunteers? Who will provide advertising funds? Who will host any activities? Who will be responsible for logistics? These are all issues that should be addressed in writing.

Don't expect each party to contribute equally. You are working together to take advantage of each other's resources, not to split resources 50-50.

You also need to determine how you will resolve any conflicts that may arise. If you do not agree on how to proceed at a certain point, what will be done? A strategy should be developed before a problem occurs. The most effective way to address conflicts is to form a committee with members from each organization that can address problems.

Starting a successful relationship means also planning for its end. While you may intend for the relationship to be ongoing, each partner should know what steps it can take to withdraw from the agreement. If you are working together on a small project, make it clear that the relationship will end once the project is complete. If you would later like to continue the relationship, you can make that decision together.

### **Special issues when working with for-profit businesses**

Working with a for-profit company adds additional considerations. Erin Pulling with Project Angel Heart noted that many times her organization's hours differed from those of the businesses they were working with. At times it may also be difficult to get businesses to return your calls or to reply to your letters. Persistence and understanding are important. Your cultures and often language will differ. Take the time to get to know one another. It will help you understand each other's goals.

If you decide to pursue working with other organizations you must

be patient and not expect success overnight. When Project Angel Heart started Dining Out for Life, 22 restaurants participated and \$14,000 was raised. With consistency and many hours of work the project has become the \$220,000 event it is today.

### **Sources**

Fifth Annual Innovations in Social Marketing Conference, Montreal Canada; *ism2000.cba.Hawaii.edu/Ism-drum.htm*

"Pool Resources for Success," *Nonprofit World*, Volume 10, Number 5, September/October 1998. ▲

### **Post-accident testing,**

*continued from page 5*

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with an incident that occurs on the vehicle without any contact with another vehicle (i.e., a passenger falls on the bus due to the manner in which the vehicle was operated).

### **Ancillary services**

Vehicles covered include a bus, electric bus, van, automobile, rail car, trolley car, trolley bus, or vessel that is used for mass transportation or for ancillary services. Ancillary services include non-revenue service commercial motor vehicles and vehicles used by armed security personnel. Thus, accidents involving supervisor or general manager vehicles that are not used to transport passengers do not meet this definition and do not justify an FTA post-accident test.

For more information concerning post-accident testing in Kansas, contact Janet Blue at the Kansas Department of Transportation Office of Public Transportation, (785) 296-0826. ▲

# Getting Enough Rest?

by James C. Holland



Fatigued drivers usually cannot remember the last few miles driven. They tend to experience wandering and disconnected thoughts, and have difficulty keeping focused on the road.

Fatigued drivers often have trouble keeping their heads up and yawn frequently. They tend to miss traffic signs, drift from their lanes, and jerk their vehicles back after drifting.

Fatigue is a major enemy of transit drivers and their passengers. Particularly fatigue-prone times of day are early morning, after lunch, or late afternoon at the end of a long shift. While there is no quick and single solution to the fatigue problem, sleep is the best countermeasure to fatigue.

## Facts about drowsy driving

These facts will certainly wake you up. In a recent National Sleep Foundation *Drowsy Driving Fact Sheet*, these important fatigue driving statistics were listed:

- The U.S. National Highway Traffic Safety Administration (NHTSA) estimates that approximately 100,000 police-reported crashes annually (1.5 percent of all crashes) involve drowsiness or fatigue as a principal cause. At least 71,000 people are injured in sleep-related crashes each year. NHTSA estimates these crashes represent \$12.5 billion in monetary losses each year.
- Drowsiness/fatigue may play a role in crashes attributed to other causes. About one million crashes

annually—one-sixth of all crashes—are thought to be produced by driver attention lapses. Sleep deprivation and fatigue make such lapses more likely to occur.

- In a 1999 National Sleep Foundation poll, 62 percent of adults surveyed reported driving a car or other vehicle while feeling drowsy in the prior year. Twenty-seven percent reported that they had, at some time, dozed off while driving. Twenty-three percent of adults stated that they know someone who experienced a fall-asleep crash within the past year.
- In a 1996 survey of 4,600 male drivers in Britain, the drivers attributed seven percent of their crashes in the previous three years to sleepiness and/or fatigue.
- At the 1995 National Truck Safety Summit, driver fatigue was designated the number one factor affecting truck safety.
- People tend to fall asleep more on high-speed highways during long stretches going through rural areas. New York police estimate that 30 percent of all fatal crashes along the

New York Thruway occurred because the driver fell asleep at the wheel.

## Which drivers are most at risk?

Drivers most at risk when on the job are those who are: sleep-deprived or fatigued, drive long distances without rest breaks, drive through the night or early afternoon or at other times when they are normally asleep, take medication that increases sleepiness or drink alcohol, drive alone, drive on long and rural monotonous roads, and frequently travel for business.

Sleep-related crashes commonly happen with young people who tend to stay up late, sleep too little, and drive at night. In a North Carolina study, 55 percent of fall-asleep crashes on state roads involved people 25 years old or younger. Seventy-eight percent were male; the median age was 20.

Also, 25 million Americans are rotating shift workers. Studies suggest that 20 to 30 percent of those with non-traditional work schedules have had a fatigue-related driving mishap within the last year. The drive home following the night shift is particularly dangerous.

People with untreated sleep disorders are likely to increase the risk of crashes. Disorders such as chronic insomnia, sleep apnea and narcolepsy, all of which lead to excessive daytime sleepiness, afflict an estimated 30 million Americans. Most people

- Avoid alcohol and medications that may alter driving performance.
- Consult physicians or a local sleep disorder center for diagnoses and treatment if suffering from daytime sleepiness or insomnia.

And where you find yourself wanting, you can work to correct that. Your body language can mean the difference between whether you are believed or mistrusted, liked or avoided by your co-workers.

To quote a current commercial, “Your face says who you are to the world. Make sure it says the right thing.” Of course, as the term implies, body language goes beyond our facial expressions, but that’s a good place to start.

So the next time one of your co-workers or employees, or your boss, says something that seems idiotic, hold yourself back. Don’t roll your eyes. Consider what this person is saying. Maybe they’re right, maybe they’re wrong. The important thing is that we communicate rather than aggravate, and that we use our body language to help us.

**R**umble strips, deep grooves placed on the shoulders of highways, effectively alert drivers that they have swerved off the road. The loud noise gets the driver’s attention—fast. If a driver crosses a rumble strip more than once, it is essential that he or she stop for rest, maybe even a nap. Remember, it is not only the driver that is in danger here, but also the passengers.

with sleep disorders remain undiagnosed and untreated. Sleep apnea, associated with a three to seven fold increase in crash risk, occurs in four percent of middle-aged men and two percent of middle-aged women.

Remember, even if a transit driver is not driving fatigued, it is likely that he or she will encounter a driver who is. Proper training in defensive driving along with taking measures to stay alert will mean a safe ride for all.

### Steps for improving the work environment

Steps for improving the work environment to prevent fatigue include:

- provide for regular short breaks for drivers throughout the day so they can get out of the bus and stretch and rest their eyes,
- adjust the thermostat for cooler temperatures to keep drivers alert,
- provide napping and exercise facilities for drivers to use driving breaks, and
- keep the vending machine stocked with healthy food to promote fitness and to avoid surges and drops in energy caused by sugary snacks.

### Effective fatigue-fighters

Drivers can also do their part to fight fatigue. Here are some tips to keep in mind:

- Get a good night’s sleep, preferably about eight hours a night.
- Schedule regular stops, every 100 miles or 2 hours.

### Source

“Drive Alert/Drive Alive: Drowsy Driving Fact Sheet,” National Sleep Foundation. ▲

### Body language,

*continued from page 7*

with a bad taste in their mouths when they get off the bus.

Naturally, it can be hard to maintain a positive attitude when dealing with difficult people. However, it is important to remember that you cannot control anyone but yourself.

### Ultimately...

Full control over what your body is saying may not be feasible, but you certainly can make an effort to be aware of your physical behaviors.

### Sources

<http://members.aol.com/nonverbal2.htm> (a site devoted to nonverbal communication)

<http://members.aol.com/doder1/body-lan1.htm> (also devoted to nonverbal communication)

“The Top Ten Tips for Using Non-Verbal Behavior to Improve Your Relationships,” by Dr. Clare Albright ([www.selfgrowth.com/articles/Albright2.html](http://www.selfgrowth.com/articles/Albright2.html))

“An Overview of Nonverbal Communication in Impersonal Relationships” (<http://hamp.hampshire.edu/~enhF94/kinesics.html>)

“Body Language Myths: What You Think You Know About Body Language May be Hurting Your Career,” by Dave Zielinski, *Presentations* magazine, April 2001 ([www.presentations.com](http://www.presentations.com)) ▲



## Click Your Way to Better Communication

by Ira J. Allen

In this era of laptops, palm pilots, cell phones and Sprint PCS, we have more choices than ever about the way we stay connected. It's increasingly common and practical to stay connected through the Internet. When the Internet first became popular, analysts predicted that it would become the lifeblood of business.

While the Internet has not quite reached that level of importance, it has become an indispensable communications tool for private businesses, government agencies, and individuals. Internet research, sales, and marketing are all important aspects of today's consumer society, and a web site is a must for any business aiming to expand its consumer base.

Web sites are becoming vital tools for reaching riders and others interested in transit agencies. For instance, Developmental Service of Northwest Kansas, Inc. (DSNWK), of Hays, Ks., is trying to institute a program whereby all rides are posted on their website.

Ron Straight, Transportation Manager for DSNWK, says, "I came to this position 10 years ago, not dreaming I would ever be using a computer, and now...man, break my arm before you take my computer." Computers today are far more than word-processing machines; more and more, they are the nexuses of communication between individuals all over the world.

An important Internet-related application is e-mail. Connecting literally millions of people worldwide, virtually for free, e-mail has become a necessity for anyone who wants to stay connected at a low cost. Many transit agencies now have web sites and e-mail



providers, and consider these internet-based applications integral to the way they do business.

The basic features of e-mail offer many advantages: no matter how you run the costs, sending e-mail is cheaper than regular mail, particularly if you are sending many pages of information. There is less need to coordinate schedules in order to exchange information with someone else, as both users need not be on-line concurrently to exchange information. Information arrives in a "machine-readable" form such that it can be stored, retrieved, forwarded, cut-and-pasted into new messages, replied to, and reused in flexible ways.

E-mail is fast; most messages arrive (worldwide) within minutes of

being sent. Another benefit is that messages may contain a variety of information types: text, pictures, diagrams, voice annotations, and even video clips. However, beyond sending and receiving simple e-mail messages, most transit agencies have only begun to broach the possibilities offered by e-mail programs.

### What's Offered

Perhaps one of the most useful (and underused in the transportation industry) features of e-mail is Listserv.

Listserv and other programs like it keep track of members who have subscribed to the service. When a member sends e-mail to a listserv, the program sends their message on to all members on the list.

Craig Damlo, Systems Administrator for the University of Kansas Transportation Center, describes it this way: "It's like a bulletin board, except instead of you going to the bulletin board, the bulletin board is sent to you."

Members belonging to a listserv can typically choose between receiving every message separately or receiving all messages for a particular day in digest form, once a day.

The advantage of most Listserv-type programs is that members can reply to messages, and their replies will be automatically sent to all other members on the list. This allows a running dialogue between geograph-

## Who Offers Information Services?

A good example of a bulletin board that has a listserv program is the Electronic National Dialogue on Transit Operations. Conversation in the National Dialogue ([www.nawgits.com/opdialog/index.cgi](http://www.nawgits.com/opdialog/index.cgi)) covers topics ranging from emergency planning to intermodalism to energy saving to parking management. Members receive an e-mail digest containing all new messages every morning, Monday through Friday (should they choose that option). There is no fee to use this service, apart from whatever you are already paying for your Internet Service Provider (ISP). This allows professionals associated with all aspects of transit to exchange information and solutions, and can be instrumental in forming good working relationships with other members in your industry, regardless of where they live.

CTAA has a less interactive program, called Capitol Clips, arranged by Chris Zeilinger and distributed in Kansas by Ron Straight, as the CTAA State Delegate for Kansas. Capitol Clips is generally sent to members twice a week, giving updates and summaries of the latest Washington news that affects the transportation industry, and is essentially an electronic newsletter.

There are many other information distribution and listserv programs out there, including two managed by the University of Kansas Transportation Center (KUTC). The listservs managed by KUTC can be found on the KUTC website ([www.kutc.ku.edu](http://www.kutc.ku.edu)), under RTAP and LTAP. They are free sources of valuable information as well as being opportunities to remain in close contact with other transit professionals. Such services allow transit providers to keep a finger on the pulses of transit, government, and other issues nationwide.

If you do not already receive CTAA's Capitol Clips and you would like to, contact Ron Straight at DSNWK, at [ron\\_straight@notes.1.dsnwk.org](mailto:ron_straight@notes.1.dsnwk.org). He receives updates directly from CTAA and passes them on to the Kansas transit community. If you would like to join the Electronic National Dialogue on Transit Operations, simply go to their website ([www.nawgits.com/opdialog/index.cgi](http://www.nawgits.com/opdialog/index.cgi)) and click on the "subscribe" button once there. You will soon be receiving e-mail updates of the dialogue, and will be able to respond with questions or comments for the consideration of all the others involved in this endeavor. To receive the KUTC electronic newsletter, contact Pat Weaver at the University of Kansas, at [weaver@ku.edu](mailto:weaver@ku.edu).

ically separated people, much like the dialogues possible at a transportation conference or workshop. In this manner, the group may address problems and individuals can post their own solutions.

Another nice feature of a listserv is that there is no obligation to respond. However, if you would like

to be a part of the dialogue, you can send messages (or reply to them) to share problems and solutions. If you are less participatory, you can sit back and read the dialogue as it unfolds, taking what you need and leaving the rest.

If you prefer the sit-back-and-watch approach, a group e-mail or

information distribution program may also be for you. These programs are basically electronic newsletters, as opposed to the dialogue approach found in listservs. Group e-mails are typically distributed at specified intervals, although these intervals tend to be longer, as there are no responses from members to update and include. So while the Electronic National Dialogue on Transportation Operations listserv will send you daily updates of the bulletin board, the Community Transit Association of America's (CTAA) group email—Capitol Clips—is generally compiled and sent out twice a week. See the box at left for information about these and other transit-related e-mail communication services.

If you wish to search further afield, there are a number of other transit discussion lists and newsletters to which you can subscribe at no cost. An easy way to find some of these is at [www.groups.yahoo.com](http://www.groups.yahoo.com). Once there, search under "transit" or "public transportation" and you will find literally hundreds of different groups that may be of interest. Be warned, however. Many sites will probably not be useful and will relate only tangentially to your interests.

If you do find a discussion list you would like to join, you may subscribe very easily. Most of the sites have a "subscribe" button you may click on, and some have an alternate address you can visit to subscribe.

### E-mailing riders

Another possible e-mail application is direct communication with riders. Many Kansas transit agencies serve populations that would not necessarily be expected to have e-mail access: the elderly, the poor and the disabled. However, with the advent of free e-mail providers like MSN Hotmail and computers with inter-

*Go to next page*

## Rural Transit Conferences and Workshops

April 3-4, 2002  
Financial Management  
Oversight Seminar  
Kansas City, MO  
Contact: Federal Transit  
Administration  
Phone: 215-496-9100  
Email:  
amarchesani@milligancpa.com

April 13-17, 2002  
APA National Planning  
Conference  
Chicago, IL  
Contact: American Planning  
Association  
Phone: 202-872-0611  
Email: APA@planning.org  
www.planning.org

April 14-18, 2002  
The Second International  
Conference on Urban Public  
Transportation Systems  
Contact: APTA  
www.asce.org

May 5-9, 2002  
APTA Bus & Paratransit  
Conference  
Minneapolis, MN  
Contact: Jerry Trotter, APTA  
Phone: 202-496-4887

May 19-24, 2002  
CTAA Community  
Transportation EXPO '02  
Austin, TX  
Contact: Charlie Dickson,  
Community Transportation  
Association of America  
Phone: (800) 527-8279  
Email: dickson@ctaa.org  
www.ctaa.org

June 9-13, 2002  
APTA Commuter Rail Transit  
Conference  
Baltimore, MD  
Contact: Fran Hooper, APTA  
Phone: 202-496-4876

June 19-21, 2002  
Transit Capacity and Quality  
of Service  
Kansas City, MO  
Contact: NTI  
Phone: 732-932-1700  
Email:  
contactus@nti.rutgers.edu  
www.ntionline.com

June 23-26, 2002  
APTA Risk Management  
Seminar  
Contact: Vivienne Williams,  
APTA  
Phone: 202-496-4857

June 26-27, 2002  
Financial Management  
Oversight Seminar  
Atlanta, GA  
Contact: Federal Transit  
Administration  
Phone: 215-496-9100  
Email:  
amarchesani@milligancpa.com

August 29-30, 2002  
Financial Management  
Oversight Seminar  
Washington, DC  
Contact: Federal Transit  
Administration  
Phone: 215-496-9100  
Email:  
amarchesani@milligancpa.com

September 22-26, 2002  
APTA Annual Meeting and  
International Public  
Transportation EXPO 2002  
Las Vegas, NV  
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Lawrence, KS 66045.  
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### Click your way, from page 13

net access in public libraries, more Americans than ever before are hooked up to electronic mail programs. Universities and community

### E-mail helps agencies share experience, strength, and encouragement with each other.

centers around the country now provide e-mail access for anyone who wants it, and the number of individuals taking advantage of this opportunity is growing daily.

In response to a question about direct e-mail communication with riders, Ron Straight said, "Ask me that five years from now." Today it may be too costly and time (and

human resource) consuming for transit agencies to mount a campaign to increase e-mail use among the populations they serve. However, e-mail usage will increase among these populations over the next few years. Be prepared to communicate

directly with riders via e-mail when the opportunity arises.

Although new technical applications may seem confusing at first, they are one of the best means transit managers have at their disposal for staying connected and up to date on developments in government and in the field of transit itself. They also provide the opportunity to problem-

solve as a group, and to share experience, strength, and encouragement with each other.

Overcoming resistance to change (which we all have), especially technological change, is difficult. However, change is essential these days to keep up with the technological pace of other industries, riders, and government. For this reason, it is important to adapt to changing technologies, such as newer applications of e-mail, and make use of them to foster growth within the transit community.

#### Source

*Universal Access to E-Mail: Feasibility and Societal Implications*, Robert H. Anderson, Tora K. Bikson, Sally Ann Law, Bridger M. Mitchell, RAND 2000. ▲

## Resources Order Form

THESE RESOURCES are distributed free of charge, unless noted otherwise, as a service of the Kansas Rural Transportation Assistance Program. Please use the order form on this page to order the publications and videos described here. Videos are available for two-week loans; please request no more than two videos at a time.



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National Transit Resource Center Technical Assistance Brief No. 2. Revised 2001. Provides a five-step process for effective vehicle procurement. 7 pages.

### **Volunteers in Transportation—Some Issues to Consider**

National Transportation Resource Center Technical Assistance Brief No. 1. Revised 2001. Describes how to evaluate and explore the human and financial resources necessary for a successful volunteer transportation program. 6 pages.

### **Ten Golden Rules of Preventive Maintenance**

(20 minutes) This videotape is provided by the Federal Transit Administration to accompany a workbook entitled, "Introduction to Preventive Maintenance—An Investment that Pays Off" (113 pages). We'll send both the videotape and the workbook, for loan.

### **Leadership Skills for Today's New Manager**

(3 Tapes) Features two motivational speakers. Dr. Cal LeMan talks about the "assertive servant" paradigm for leadership. Dr. White (aka. Dr. Jerko) emphasizes individual responsibility for health and why "Healthy is not normal."

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