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HOW TO CONDUCT SAFETY RISK MANAGEMENT ASSESSMENTS TO IDENTIFY THREATS OF OPERATOR VIOLENCE

By Lisa Koch, Kansas RTAP

"How many of us would drive down the street in our cars, let somebody flag us down and put a stranger behind our head right now in this day and time? That's what a bus operator does every day" (Savage).

Catina Wilson, a representative for the transit union in St Louis, Missouri spoke to National Public Radio this year about transit operators' fear of violence. The Federal Transit Administration (FTA) estimates that there is an average of 174 operator assault major incidents per year, with many more instances that do not meet the "major incident" reporting threshold. There are four times more incidents occurring annually than there were in 2009 (National Transit Database). While being proactive about the potential threats of violence against operators is challenging, and especially so for small agencies, it can reap benefits in reducing staff turnover and encouraging new operators to enter the industry. This fact sheet will define and provide statistics related to operator violence, and then offer a proactive process, by conducting a Safety Risk Management Assessment, to evaluate and remediate threats.

The National Transit Database (NTD) defines assault as, "an unlawful attack by one person upon another." Types of assaults include:

1. Verbal assaults, which tend to occur more frequently, do not result in physical harm. This can include threats, harassment and intimidation.
2. Physical assaults tend to occur less frequently, but typically pose greater danger. These generally occur in combination with verbal assaults. Physical assaults include spitting or deliberately coughing on the operator, striking or attempting to strike the operator, and using weapons against the operator.

Most operator violence begins as a dispute over compliance with rules, including fare payment or



requirements to wear masks. Understanding the cause of attacks can help transit agencies to remediate risks. The FTA has developed tools to assist agencies with safety planning, some of which are requirements of receiving federal funding.

Over the past decade, the FTA has worked proactively to reduce safety threats, including threats of violence. In 2018, the FTA published the final rule regarding the Public Transportation Agency Safety Plan in the Federal Register. This rule requires State DOTs and certain grantees of FTA programs to implement safety plans. (Federal Transit Administration, 2018) The Safety Plan must include:

- Documented processes and procedures for an agency-specific Safety Management System, which must consist of a Safety Management Policy, Safety Risk Management, Safety Assurance, and Safety Promotion.
- Performance targets based on the National Public Transportation Safety Plan. ([National Public Transportation Safety Plan \(dot.gov\)](https://www.dot.gov/national-public-transportation-safety-plan)).
- Strategies related to requirements and standards of the National Public Transportation Safety Plan.
- A process and timeline for conducting an annual review and update of the plan.

Currently, the FTA is only requiring agencies funded through the 5307 program (Urbanized Area Formula Program) to comply with the safety plan requirement. FTA is currently deferring the need for agency safety plans for operators that only receive funds through the Section 5310 (Enhanced Mobility of Seniors and Individuals with Disabilities Formula Program) and the 5311 program (Rural Area Formula Program). (Federal Transit Administration, 2018) This means that most small agencies do not have to comply with this regulation yet. However, the practice of safety planning is encouraged for smaller agencies, and using the tools identified in the FTA final rule will assist agencies in identifying and mitigating safety risks.

USING SAFETY RISK MANAGEMENT TO REDUCE THE THREAT OF OPERATOR ASSAULTS

Safety Risk Management (SRM) is a process for identifying hazards and analyzing, assessing, and mitigating the safety risk. (Federal Transit Administration, 2021) This process can be helpful in identifying tangible hazards and developing strategies for risk reduction. The SRM process is outlined below.

1. Identify Hazards - The first step in SRM is identifying safety hazards and their consequences. In public transportation, a hazard is defined as, "a real or potential condition that can cause injury, illness, or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a public transportation system; or damage to the environment"

(Federal Transit Administration, 2018) Some examples of real or potential conditions include any rule enforcement required by the operator, such as fares and masking, proximity of passengers to the driver, which occur in all transit vehicles but specifically in smaller transit vehicles, and limited physical separation between the operator and passengers. In identifying hazards related to operator assault, the following three factors should be considered:

- **Motive:** What circumstance would cause a passenger to assault an operator? This may include disputes over rules, service delays or disruptions, and mental health issues.
- **Means:** What weapon could be used to assault an operator? This may include a weapon that the passenger brings on board or objects on the transit vehicle that could be used as a weapon.
- **Opportunity:** Are there gaps in security that allow passengers the opportunity to assault an operator? This may include a lack of physical barrier between the operator and passengers, or the driver's position on the vehicle facing away from the passengers.

2. Identify Potential Consequences – The second step consists of documenting potential consequences that may occur because of each hazard. Most hazards will have multiple potential consequences, those that are obvious such as injury to the driver or damage to the vehicle, and those that are less obvious, such as service delays or operators leaving the job out of fear. The table below shows the mapping of a potential hazard:

Identification						
Hazard	Hazard Type	Identification Date	Identification Source	Analysis Date	Worst Possible, Worst Credible, or Most Common Potential Consequence(s)	Existing Mitigation(s)
Buses misaligned over pits.	Technical - Maintenance	Date	Employee safety reporting	Date	Bus falling into pit resulting in worker fatality.	1. Training in aligning the bus properly over pit. 2. SOP and rule book provided with training.
Near side bus stop in Blue Route at the intersection of First and Main.	Technical - Operational	Date	Inspection report	Date	Car turning right in front and colliding with the bus as the bus pulls out of the stop.	1. Operator training. 2. SOP and rule book provided with training.
Placement of XYZ model buses inspection panels.	Technical - Design	Date	Employee safety reporting	Date	Inspection panels in XYZ model buses difficult to access by maintenance personnel.	1. Maintenance training. 2. SOP and rule book provided with training.

Source: [Sample Safety Risk Register for Bus Transit Agencies Excel \(FTA dot gov\).A](#)

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3. Assess the Risk – For each safety hazard, the agency should assess the risks associated with it. A safety risk calculation computes the likelihood of physical harm or equipment damage by the severity of the consequences of the harm. The FTA has developed a safety risk register that can assist transit agencies with developing a risk rating. The risk register can be found at the FTA website: [Sample Safety Risk Register for Bus Transit Agencies Excel | FTA \(dot.gov\)](#). For those agencies that are required to have an agency safety plan, the Safety Risk Register can be used to document the transit agency's Safety Risk Management and Safety Assurance activities. It records the hazards, potential consequences associated with these hazards, safety risk ratings, mitigations used to reduce risk, and mitigation monitoring measures (Federal Transit Administration, 2021). Below is a mapping of safety risk using the same three hazards as shown above:

Identification		Initial Safety Risk Rating	
Hazard	Severity of Consequences	Likelihood of Consequences	Safety Risk Index
Buses misaligned over pits.	1 (Catastrophic)	C (Occasional)	1C (Unacceptable under the existing circumstances)
Near side bus stop in Blue Route at the intersection of First and Main.	2 (Critical)	B (Probable)	2B (Unacceptable under the existing circumstances)
Placement of XYZ model buses inspection panels.	3 (Negligible)	B (Probable)	3B (Acceptable based upon mitigations)

Source: [Sample Safety Risk Register for Bus Transit Agencies Excel | FTA \(dot.gov\)](#).A

The sample safety risk register provides a matrix to assist with the likelihood and severity of potential risks. This is shown below.

Likelihood of Occurrence of the Consequence			Risk Assessment Matrix				
Qualitative Definition	Meaning	Value	Likelihood	Severity			
				1 (Catastrophic)	2 (Critical)	3 (Marginal)	4 (Negligible)
Frequent	Likely to Occur Frequently ($>10^{-1}$)	A	A (Frequent)	1A	2A	3A	4A
Probable	Likely to Occur Several Times ($<10^{-1}$ but $>10^{-3}$)	B	B (Probable)	1B	2B	3B	4B
Occasional	Likely to Occur Sometime ($<10^{-3}$ but $>10^{-6}$)	C	C (Occasional)	1C	2C	3C	4C
Remote	Very Unlikely to Occur ($<10^{-6}$ but $>10^{-9}$)	D	D (Remote)	1D	2D	3D	4D
Improbable	Almost inconceivable that the event will occur ($<10^{-9}$)	E	E (Improbable)	1E	2E	3E	4E

Severity of the Consequence		
Definition Category	Meaning	Value
Catastrophic	Could result in one or more of the following: death, permanent total disability, irreversible significant environmental impact or monetary loss equal to or exceeding \$10M.	1
Critical	Could result in one or more of the following: permanent partial disability, injuries or occupational illness that may result in hospitalization of at least three personnel, reversible significant environmental impact, or monetary loss equal to or exceeding \$1M but less than \$10M.	2
Marginal	Could result in one or more of the following: injury or occupational illness resulting in one or more lost work day(s), reversible moderate environmental impact, or monetary loss equal to or exceeding \$100K but less than \$1M.	3
Negligible	Could result in one or more of the following: injury or occupational illness not resulting in a lost work day, minimal environmental impact, or monetary loss less than \$100K.	4

Risk Assessment Matrix Color Code	
Unacceptable under the existing circumstances.	
Acceptable based upon mitigations.	
Acceptable with senior management approval.	

Source: [Sample Safety Risk Register for Bus Transit Agencies Excel | FTA \(dot.gov\)](#).A

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In addition to the resources shown above, the Sample Safety Risk Register provides definitions, and a safety risk mitigation sample sheet.

4. Develop a Mitigation Strategy - The final step in the safety risk management system is developing the mitigation strategy. In this step, the agency should identify both the mitigation process and the parameters for monitoring the effectiveness of the mitigation. There is a tab in the sample safety risk register to help the agency develop a mitigation strategy. The Sample Safety Risk Mitigation Register identifies the potential consequences of the risk, performance indicators to evaluate the reduction of

risk, the mitigation and timeframe for its implementation, and the monitoring process. While developing a Safety Risk Management System may be an intensive task for a small transit agency, understanding the risk and monitoring its mitigation can make your transit system safer for customers and staff. One way to use this system is to work in teams at a future all-staff meeting to discuss risk and strategize risk management. This will allow all staff of the transit agency to identify their role in reducing the risk of violence or other safety hazards and develop a strategy to combat that risk.

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BECOME A HEALTHIER DRIVER

By Anne Lowder, Kansa RTAP

High Blood Pressure, High Cholesterol, Diabetes, Obesity – Oh My!

All people should strive for a healthy lifestyle, but it is especially important for commercial drivers who spend much of their work time seated. According to a study conducted by the University of Arkansas for Medical Sciences:

Overweight and Obesity Among School Bus Drivers in Rural Arkansas researcher Karen H. Kim Yeary, PhD stated that "91.1% of drivers in the study were overweight or obese with a body mass index of 36 which can lead to medical problems such as high blood pressure, cholesterol, and diabetes. Also, most drivers did not meet dietary or physical activity guidelines. The study's data concluded that due to drivers' body weight, health-related behaviors, and psychosocial characteristics could serve as a basis for worksite interventions to help improve drivers' health."

In November 2012, at the first International Conference on Commercial Driver Health and Wellness in Baltimore, Maryland, Dr. Eric Wood, University of Utah, presented his health risk study of long-haul drivers. His study showed that over half the drivers smoked, 28% had high blood pressure, 25% had high cholesterol, 10% had diabetes and 15% had sleep apnea. A second presenter at the conference, Lawrence Cheskin, a professor at Johns Hopkins University, reported that "55 percent of truck drivers are obese with a body mass index of 30 or higher, compared to 33 percent of U.S. men."

A study in August 2007, "Cause-Specific Mortality in the Unionized U.S. Trucking Industry" based on 54,300 unionized trucking employees in 1985 and conducted by chief of research at the Federal Motor Carriers Safety Administration, Martin R. Walker, found that commercial drivers had higher rates of lung cancer and heart disease than the average population, possibly because of exposure to diesel and propane exhaust.

WHY BE FIT

Most studies look at the long-haul commercial driver, but bus operators work in the same conditions. These similarities include long hours behind the wheel without breaks, limited choices of places to eat so fast food becomes a meal of choice, and the stress of driving the bus with all the other vehicles on the road and interacting daily with passengers. Thus, it is important that as a bus operator, you be fit for duty both physically and mentally. First, you need to think



about safety for yourself and your passengers, second, you need to be a professional bus driver, and third, you need to be physically healthy to do your job. More on these three aspects below:

Safety

Safety is a priority as a bus operator. What is the first thing you do before heading out in the morning? A bus inspection to ensure that the bus is in working order. The bus operator also needs to check themselves. Are you mentally ready to pick up your first passenger who is quite the curmudgeon and complains about everything? Are you fatigued or on medication (even over-the-counter medicine) that makes you sleepy? Are you physically able to do your job (secure wheelchairs and help passengers board the bus, manage an emergency evacuation)? Are you ready for the stress of driving? If you are answering yes to these questions, it is time to have a discussion with your supervisor to help you coordinate a plan for a healthier lifestyle. A great resource that you can utilize is through K-State Research and Extension services and is a team-based program called "Walk Kansas". You can contact your local Extension office for more details or go to <https://www.walkkansas.org/>

Professional Bus Operator

A professional bus operator is "specially trained for the job, is required to have specific skills and provides a valuable service" according to CTAA's PASS 7.0 training. This means that you have the skills and knowledge to drive a large vehicle and you are physically and mentally fit to manage the stress and endurance of driving over long hours. You are trained in securing

wheelchairs and helping to board people that are elderly and people with disabilities, which is physically difficult in tight containment areas and with larger wheelchairs that cause you to have to bend and kneel during securement. The duties of being a bus operator depend on you being healthy and fit to manage the day-to-day operations.

Be Physically Healthy

Striving to be physically healthy by maintaining a certain level of fitness and weight will help your job achieve a higher level of safety and professionalism. Besides, being in good physical condition just makes you feel better. It decreases depression and can lead to a longer and healthier career and overall life.

Motivate Yourself to Become a Healthier Driver

If you research online, you will find resource after resource for tips on motivating yourself and living a healthier lifestyle. The Mayo clinic <https://www.mayoclinic.org/healthy-lifestyle/fitness/in-depth/fitness/art-20047624> suggests that you set goals, choose something that you think is a fun activity, schedule your time so it is routine, partner up with someone, reward yourself and learn to be flexible. Other things you can do at work are to take short walks, stretch to relieve tension and plan your food so that you eat healthier.

Healthier Lifestyle Resources

Kansas State University Research and Extension Services Walk Kansas Program
<https://www.walkkansas.org/>

Healthy Lifestyle Choices
<https://www.myclinicgroup.com.au/healthy-lifestyle-choices/>

Long-lasting healthy changes: Doable and worthwhile
<https://www.health.harvard.edu/blog/long-lasting-healthy-changes-doable-and-worthwhile-202109142594>

6 Positive Lifestyle Factors that Promote Good Health
<https://www.verywellhealth.com/lifestyle-factors-health-longevity-prevent-death-1132391>

Healthy Lifestyles, Healthy Outlook
<https://www.ucsfhealth.org/education/healthy-lifestyles-healthy-outlook>

Changing your Habits for Better Health
<https://www.niddk.nih.gov/health-information/diet-nutrition/changing-habits-better-health>

Summary

It is important to stop and be honest with yourself. Go to a doctor and check your blood pressure and cholesterol levels. Are they within a healthy range? Are you obese? -- as studies have reported that a higher percentage of commercial drivers are? Are you finding it hard to drive for long hours, provide wheelchair securement or manage an emergency evacuation? Do you find yourself stressed, depressed, or not wanting to be welcoming to your passengers? If you are saying yes, then you are not being professional and healthy enough to do your job to the best of your ability and professionalism. It is time to make a choice for a healthier lifestyle. Motivate yourself by setting goals and scheduling time to work on you. Check out resources and find the one that works for. It is your choice to say yes to a healthier lifestyle.

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TEN CONSIDERATIONS WHEN PROCURING CAMERAS FOR BUSES

By Lisa Koch, Kansas RTAP

As incidents increase on buses, transit agencies in Kansas are exploring the use of in-vehicle cameras. With so many options, the procurement of cameras can be overwhelming. In this article, two transit managers (Wade Kruse from ACCESS Transportation at DSNWK and Anne Smith from Flint Hills ATA) and Kirk Johnson from Safety Vision, a supplier that has worked with small agencies in Kansas, provide helpful considerations for your camera purchase.

THINK ABOUT WHY YOUR AGENCY NEEDS CAMERAS

With so many options for cameras, understanding the need of the agency is important to developing the right system.

Kirk Johnson (KJ): "Most of the agencies that I have worked with want cameras to protect the agency against liability based on false claims. It provides protection to the driver and to the agency. When thinking about your greatest needs, think about the complaints you receive most. Altercations on board the bus require a different camera configuration than

side swipes."

Wade Kruse (WK): "ACCESS decided to install the cameras for the security of our clients and employees. We also use them if I ever get a complaint about a driver. [It allows me to] pull the footage to investigate the issue."

Anne Smith (AS): "Primarily, [we got cameras] to provide enhanced security for our Drivers and riders. When incidents occur it is a valuable tool that helps us to provide thorough and effective after action analysis. Secondly, cameras on buses provide us with important training opportunities."

THINK ABOUT THE ANGLES YOU WANT COVERED

An agency can have a single camera or multiple cameras on vehicles depending on the level of coverage needed. If you want full coverage inside your vehicle, you may need up to five cameras. This adds to the expense. Cameras can also be outside the vehicle to capture stop activity or traffic incidents.

KJ: "Capture the angles you are most interested in. Find out what is the most important to your agency. Whether it is false claims or drivers missing stops or both. Then design your project based on that."

ADDITIONAL FEATURES COST MONEY...IT'S IMPORTANT TO DETERMINE THEIR VALUE

Features such as real time displays, GPS data collection, and wireless collection can be great features depending on the needs of the organization, but they do cost additional money. When thinking through additional features, consider their value to your agency.

AS: "Each bus has five cameras, we have a live look capability and GPS data is collected while the camera is on. Because our services operate over 3 counties, it is important to be able to have the capacity to view footage quickly."

KJ: "Real time information can be very helpful to a large organization, but it comes at a cost. Smaller transit agencies don't necessarily require this. If you are only reviewing video based on complaints or other incidents, real time shouldn't be a high priority."

CONSIDER HOW QUICKLY YOU CAN DO INSTALLATION WHILE STILL MAINTAINING SERVICE

Installation of vehicle cameras generally is done on site, either by the camera company or by a subcontractor. Have a plan in mind for how buses will be taken out of service to do the installation so that the costs of installation don't increase. Also, think about how your agency will be engaged during the installation process.

WK: "Safety Vision installed [the cameras] in my buses in about a week for 11 buses.

AS: "Overall, installation [with Angeltrax] was good, I did appoint one primary point of contact to work with the installation team that came here from Alabama."

LOOK AT THE MAINTENANCE PLAN THAT IS BEING OFFERED

While both Anne and Wade commented on the limited amount of maintenance that was needed, having a maintenance and replacement clause in the RFP and contract are essential to the long- term success of the cameras.

WK: "[The cameras have required] very little maintenance. Mostly just updates on the software."

AS: "[Maintenance needs have] been minimal. Periodic checks to ensure that the system is functioning on all cameras. Any software issues have been handled by the vendor. Replacement of any hardware, has also been handled by the vendor."

CONSIDER HOW DATA WILL BE PULLED FROM THE VEHICLE BASED ON YOUR SERVICE

There are options for how footage can be pulled off the vehicles into a centralized location. For a low budget option, data cards on the vehicle can be physically pulled off the vehicle when the card is full or at regular intervals and downloaded to a specific location. Another option is to have a wireless download using wireless internet at the bus facility.

KJ: "The process for pulling data will impact the amount of onboard data storage that is needed. Before deciding, determine how difficult it will be to manually pull a hard drive. For vehicles that operate on evenings or weekends, there may not be a good time during working hours to pull data. In this instance, a wireless download from the vehicle would be helpful."

AS: "Each bus does have a hard drive that can be pulled if needed, but clips can be downloaded via cell data package"

HAVE A POLICY FOR HOW LONG RECORDINGS MUST BE RETAINED

Any agency that uses cameras on their vehicle should have a policy for retention. A Kansas RTAP article

from Winter 2021 provides considerations for the policies associated with camera use: [Policy Considerations for Transit Cameras](#)

KJ: "When planning for data storage, think about your retention policy. When you are developing a retention policy, think about how often your agency get complaints and what is the usual gap between the date of the incident and the date of the complaint."

CONSIDER HOW TO HOUSE YOUR DATA

Your retention policy should reflect how you house your data. The following is an excerpt from Kansas RTAP's "Policy Considerations for Transit Cameras" article:

"Depending on the recording quality of the footage and the number of days footage must be kept, hard drives or servers with multiple terabytes of storage may be needed. With 1 terabyte of storage, for example, nearly 700 days (about 2 years) of low-quality footage (per camera used) can be saved while only about 30 days (about 4 and a half weeks) of high-quality footage can be saved." (Seagate, 2012).

KJ: "Data storage is based on the preference of the agency and what they have done for other projects. We worked with ACCESS/DSNWK on their camera project. They wanted a physical server that they managed and had direct access to. We also work with organizations that have their data hosted on the cloud with a product like Amazon Web Services."

THINK ABOUT YOUR PROCUREMENT REQUIREMENTS BEFORE PUTTING YOUR PROJECT OUT TO BID

Based on the type of funding that is used, the procurement may have specific requirements. Many of the agencies in Kansas that have implemented camera programs have used funding from KDOT's Access Innovation and Collaboration (AIC) program. The funding in this program is both federal and state funding, so the procurement must meet both federal

and state requirements. Kansas RTAP published a fact sheet on federal and state procurement requirements that will be helpful in thinking about procurement requirements:

[Current Federal and State Purchasing Thresholds for Third Party Procurement](#)

KJ: "When planning out your procurement, think about the procurement process. Is it funding that you have readily available or are you waiting on a grant that may take a year to receive? Estimate your costs based on when you plan to implement the project, not when you write the grant. Will you be required to go out to RFP based on the procurement rules of the funding? If you go out to RFP, low bid is sometimes mandatory, so it is important to be very clear about what you want in the RFP. Include your requirements for the hardware and the warranty you want, installation and training, technical support, and other services."

PLAN FOR THE FUTURE WHEN PROCURING YOUR CAMERAS

Cameras are a long-term investment. If the agency will be growing in future years, plan for that by having future options for purchase in the contract. If you plan to retire a vehicle that has a camera, have a plan for how the system will be removed from that vehicle and installed on another. Have a plan for when the cameras need to be replaced and include that cost in your equipment budget.

AS: "The biggest piece of advice I can give is to think about this system not just in terms of today and where your operations are today. Think about where your system is going to be in 3-5 years, the technology is changing rapidly, and you do not want a product that will be obsolete 6 months after you purchase it."

ACKNOWLEDGEMENTS

Special thanks to Wade, Anne and Kirk for assisting with this article and sharing their experiences.

THE ART OF BECOMING A SUPERVISOR, PART TWO

By Anne Lowder, Kansas RTAP

I just recently completed the Community Transit Association of America's (CTAA) Certified Community Transportation Supervisor 7.0 (CCTS) course. The training is an overview of what, why, where, and how to being a good supervisor.

The first article on CCTS covered in the [2022 Winter Edition](#) discussed the concept of what leadership is and the supervisor's role within the agency and why team building is important. The second article will discuss where communication is used to create understanding and avoid barriers, and how employee management is used to hire good employees, provide employee performance goals and provide feedback to employees to reach the goals of the agency. Overall, the CCTS training helps supervisors understand the mission of the transit agency as well as be able to "convey its practices, principles and priorities to the operating staff."

TIPS FOR TEAM BUILDING

Supervisors need to be team builders to motivate people to reach the common goals of the agency. The team needs to agree on why it is a team and how to best work together. To accomplish this, a supervisor can get input from all team members which will help define roles and responsibilities.

Then finally, evaluate the effectiveness of the team. A useful tool, for performance goals, that supervisors can use is SMART which stands for:

- **S**pecific - Know what is needed
- **M**asurable - Know where you are and where you want to go
- **A**mbitious - Stretch to achieve
- **R**eachable - Can make it work
- **T**imeline - Absolute deadline
-

A supervisor should acknowledge that all members of

the team are valuable to the agency, encourage team interaction and sharing of situations and experiences, and acknowledge and celebrate team accomplishments. It is also important not to coach the whole team when a specific employee is not doing well. It would be more valuable to pull that person to the side and coach them privately. Coaching the whole team can lead to resentment.

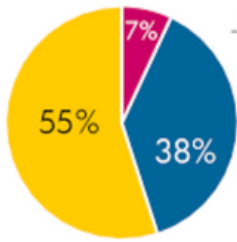
WHERE COMMUNICATION IS USED TO CREATE UNDERSTANDING AND AVOID BARRIERS

Supervisors communicate everyday through several avenues that include phone and voice mails, emails, memos, meetings, presentations, and feedback. So, it is important to understand how communication works, barriers to communication, and how to improve listening skills to become a better communicator.

Communication is the process of one person sending a message and another person receiving the message and most importantly, the message being understood. The communication process also has barriers for both the sender and the receiver. Sender barriers can include not a clear message, sender has a negative attitude toward the receiver, sender has poor communication skills (oral or written), sender picks the wrong method, time or place and sender's actions say something different than the words. Receiver barriers might include that the receiver is preoccupied and not paying attention, receiver does not want to understand, receiver is emotionally or physically tired and receiver does not understand the vocabulary of the sender.

A UCLA study conducted by Albert Mehrabian follows the 7% - 38% - 55% rule. This is: 7% of communication is received by what is verbally stated, 38% of communication is the tone and 55% of communication is body language.

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Dr. Albert Mehrabian's 7-38-55% Rule

Elements of Personal Communication

- 7% spoken words
- 38% voice, tone
- 55% body language

It is also important as a supervisor to be a good listener. Listening can be demonstrated in three ways.

1. Ask questions, 2. Repeat or paraphrase what was said, and 3. Seek to agree on the message.

THE HOW OF EMPLOYEE MANAGEMENT

Supervisor duties include employee management at several distinct levels, starting with recruitment and selection/retention that include structured interviews, background checks and Department of Transportation (DOT) drug and alcohol testing.

Hiring a bus operator is critical to an agency, as it is a front-line customer service position. When I first started training for RTAP fourteen years ago, agencies thought they needed to hire an already trained Commercial driver but quickly came to realize they needed to hire a people-person first and then train them to pass the commercial driver license test and driving skills test. The transit operator position is first about customer service and then about providing transportation to a destination.

Retention of transit employees is also important to agencies. Having detailed performance goals helps

employees know what is expected of them. The performance goals include items such as reporting to work on time and being fit for duty, practicing safety in work activities, respecting property, treating co-workers and customers with dignity and respect, and presenting a positive image of the company.

It is the supervisors' job to also provide feedback to the employees. Feedback provides employees with information about their performance and the results of their performance. There are two types of feedback, 1. positive feedback on a job well done or 2. negative feedback on a job that needs improvement. It is important, as a supervisor, to give feedback often and as soon as possible.

CONCLUSION

In summary, the Community Transit Association of America's (CTAA) Certified Community Transportation Supervisor 7.0 (CCTS) course was comprehensive in covering the distinct roles that a supervisor provides to a transit agency. Supervisors provide leadership, build teams, communicate agency goals and policies to both employees and customers, and manage employees through recruitment/retention, performance code and feedback.

For more information and information on how to take the course you can go to Community Transportation Association of America's website to see a list of their trainings. <https://ctaa.org/training/>

RURAL AND TRIBAL TRANSIT INITIATIVES TO EXPAND ACCESS TO FOOD

By Cara Marcus, National RTAP



National RTAP is a proud sponsor of the National Rural Grocery Summit, taking place in Wichita, Kansas on June 20-21, 2022. Our ambassador at this conference is Lisa Koch, AICP, Associate Director - Research, Partnerships, and Innovation and Director - Kansas RTAP, University of Kansas Transportation Center (KUTC), who looks forward to greeting you at our information booth. The annual summit is an event developed by Kansas State University's Rural

Grocery Initiative, which enhances community vitality and improves access to healthy foods by identifying, developing, and sharing resources that support grocers and rural communities.

Millions of rural and tribal citizens are unable to drive for health, economic or lifestyle reasons. Transit is a real solution to maintaining a high quality of life and healthy living in rural areas—providing access to grocery stores, food banks, farmer's markets, and other sources of nutritious meals.

During the Coronavirus pandemic, National RTAP provided technical assistance to our stakeholders in the form of written documents, webinars, and peer roundtables. What we found was that many rural and tribal transit agencies saw a need to expand their services during the pandemic to bridge the gap for providing healthy foods to those in lockdown, older adults, and persons with disabilities.

During the pandemic, many agencies added grocery pickup and drop-off and free rides to anyone who needs to pick up food to their list of services. Transit drivers also delivered meals to students during the early-lockdown time of online distance-learning.

As society recovers from the pandemic, many transit agencies will choose to continue their food programs as they realized they were filling a real need in areas where it is often difficult for community members to access healthy food. The issue of delivering food to people will continue to be an important transit role long after COVID-19 - not just delivering people to food.

Finally, providing training on access to healthy food through public transportation has been a priority of ours long before COVID-19. A webinar we held in 2015 from our 101 Webinar Series "Rides to Wellness - Creating Healthy Communities" spotlighted several federal initiatives designed to do just that, such as a Food and Nutrition Service Summer Meals Program, that connects transportation resources and mobility management practices to summer meal sites.

The National Rural Grocery Summit is sure to spur countless innovative ideas about how stakeholders in the rural grocery sector can partner with other organizations to improve food access in rural areas. If your organization is coordinating food access with rural or tribal public transportation in any way, we'd love to hear from you. Please contact us at info@nationalrtap.org.

Here are some of the ways transit "stepped up to the table."

- **Big Woods Transit in Minnesota:** bus wheelchair lifts to load boxes to take to public food shelves for food-compromised community members and packaged food boxes to take to people's houses.
- **Nevada County Connects:** engaging community partners to deploy drivers to deliver meals to community members.
- **California RTAP (CALACT):** developing messaging for transit drivers, such as "Can we bring meals to you?"
- **Heart of Iowa Regional Transit Agency (HIRT) Public Transit:** providing food and meal deliveries to those unable to leave their homes.
- **Crawford Area Transportation Authority (CATA), Pennsylvania:** using paratransit vehicles to provide round-trips for seniors to pick up meals.
- **People Mover, Oregon:** providing trips to and from food banks and grocery stores. At the food bank, the driver loads up the bus with food and then delivers it to people.
- **Red Lake Nation:** has a "Meals on Wheels" tribal program that will deliver food to the homebound.
- **Mississippi Band of Choctaw Indians:** vehicles not in use repurposed to deliver food to an expanded service area.

TRANSPORTATION INNOVATION IS RESOUNDING THROUGH KANSAS

By Kara Cox, Kansas RTAP

That's a wrap! With the support of a Kansas State Transportation Innovation Council (STIC) grant from FHWA (Federal Highway Administration), KUTC has coordinated the monthly webinar series, Modern Midwest Mobility (M3) and conducted the 2022 Kansas Transportation Innovation Summit over the past year. These events have allowed us to share insights into the latest transportation innovations around Kansas.

After many months of planning and hurdle-jumping, KUTC presented the 2022 Kansas Transportation Innovation Summit on May 10th and 12th with remarkable success. This event took place over a virtual conference platform so that individuals could easily attend the presentations and collaborate with businesses and presenters via live feeds or by scheduling meetings directly with them. Because of the STIC grant, attendees were able to participate in the two-day summit at no cost.



Day one of the summit opened with a message from KDOT's Secretary of Transportation, Julie Lorenz, who enticed the audience with the ideas of exciting

innovations. The presentations that followed her opening remarks did not disappoint. The five presentations on the first day of the summit included, "Digital Infrastructure for the Next Generation," "Advanced Air Mobility," "Innovations in Local Street Maintenance Program Management," "The Crossing at KU Innovation Park," and "Advanced Technologies Maximizing Data."

After the success of the first day of the summit, we were excited to kick off the second day of presentations. Kansas RTAP's Lisa Koch and KDOT's Mike Floberg led the kickoff with an overview of the summit and a look into KDOT's new funding program. The rest of the morning was filled with presentations including, "Custom Data Architecture and Analysis

If you were unable to attend the summit or would like to view the presentations again, all sessions are now available on the KUTC YouTube channel. Simply access the "[Kansas Transportation Innovation Summit 2022](#)" [playlist](#) to view all the recordings.



While checking out the recordings from the summit, be sure to check out our "[Modern Midwest Mobility](#)" [playlist](#) as well! The M3 webinar series has been held monthly since July 2021 and will conclude in June 2022.

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KANSAS RTAP TRAINING, TRANSIT RESOURCES AND CONFERENCES

By Anne Lowder, Kansas RTAP

Below are trainings available from Kansas RTAP and other sources through October of this year. If you are interested in hosting a training class, I have openings for traveling to your location in June, July, and August. Please contact Anne Lowder at alowder@ku.edu. Also, listed below are resources and conferences that are recommended for Kansas agencies.

KANSAS RTAP TRAINING

May 26	Defensive Driving and Passengers Assistances	Onega
June 9	Defensive Driving and Emergency Procedures	Lawrence
June 15	Defensive Driving and Emergency Procedures	St Francis
June 16	Defensive Driving and Emergency Procedures	Great Bend
June 30	Defensive Driving and Emergency Procedures	Hiawatha
July 13	Defensive Driving and Passengers Assistances	Wichita
July 14	Defensive Driving and Emergency Procedures	Alma
August 18	Defensive Driving and Emergency Procedures	Great Bend
August 21	Defensive Driving and Emergency Procedures	Osage City
September 7	Defensive Driving and Emergency Procedures	Pratt
September 8	Defensive Driving and Emergency Procedures	Emporia
September 21	Defensive Driving and Emergency Procedures	Wellington
September 22	Defensive Driving and Passengers Assistances	Iola
October 19	Defensive Driving and Emergency Procedures	Oakley

UNIVERSITY OF KANSAS TRANSPORTATION CENTER WEBINARS

June 7 Kansas Transit Manager Training – Part 1
<https://www.events-kutc.ku.edu/assnfe/SearchCourses.asp>

June 14 Kansas Transit Manager Training Part 2
<https://www.events-kutc.ku.edu/assnfe/SearchCourses.asp>

EASTERSEALS PROJECT ACTION CONSULTING

<https://www.projectaction.com/courses-and-schedule/>

Prerecorded Webinars

July 1 ADA Complementary Paratransit Appeals Process Requirements

Online Courses

June 1 Procurement and Maintenance of Vehicles and Facilities for ADA Complementary Paratransit
June 1 Travel Training for O&M Specialists (Part 1)
July 1 ADA Complementary Paratransit Management Essentials

CONTINUED ON NEXT PAGE

National Transit Institute (NTI)

The National Transit Institute (NTI) will continue to offer all courses virtually until 6/30/2022. Please follow this link to see NTI's scheduled webinars.

[Rutgers University Division of Continuing Studies](#)

NATIONAL RTAP ELEARNING

Transit resources <https://www.nationalrtap.org>

- 2 the Point Training
- Boards that Perform
- Customer Driven Service
- Dispatching and Scheduling Training for Rural Transit Systems
- Emergency Procedures for Rural Transit Drivers
- Essential Skills for Trainers
- Fundamental Financial Management for Rural Transit Agencies
- How to Buy a Vehicle
- Introduction to Preventative Maintenance
- Reasonable Suspicion Training for Supervisors
- Risk Management for Rural Transit Managers
- Roles & Responsibilities of Transit Managers
- Problem Passengers: Managing Difficult Passengers & Situations
- START (Safety Training and Rural Transit) and START Online
- Substance Abuse Awareness Training
- Top Shops: Emergency Management in Vehicle Maintenance Facilities
- Transportation Coordination

National Center for Applied Technology

<https://n-catt.org/>

Providing small-urban, rural, and tribal transit agencies with practical resources for replicable technological solutions and innovations. The site shares case studies, research, technologies, and provides information on technologies that enable solutions that solve problems and enable goals to be reached.

Community Transportation Association of America (CTAA)

CTAA's COVID-19 Resource Portal

<https://ctaa.org/covid-19-resources/>

- COVID-19 Recovery vendor list for Public Transportation
- Recommended COVID-19 Safety Protocols
- Public Transportation's Response to COVID-19
- CTAA's Best Practices Toolkit

CTAA's Online Training Center

<https://ctaa.org/one-stop-online-offerings/>

CTAA's online classes are designed to take at your own pace, whenever it is convenient for you. Simply select the course you want to take, and you will be taken to the course page to either take the course — if it is free — or to the pay page and then the course. Courses include:

- Recruiting, Building and Retaining a Sustainable Driver Workforce
- Front Line Supervisor Training
- Excellence in Training: Train-the-Trainer
- Understanding Passengers Who Have Experienced Trauma
- Passenger Assistance, Safety and Sensitivity (PASS)
- Volunteer Driver Safety
- Conflict Management and De-escalation for Transit Drivers and Supervisors

National Center for Mobility Management (NCMM)

<https://nationalcenterformobilitymanagement.org/>

The National Center for Mobility Management is a national technical assistance center funded through a cooperative agreement with the Federal Transit Administration and operated through a consortium of three national organizations—the American Public Transportation Association, the Community Transportation Association of America, and Easterseals Inc.

Conferences

May 31 – June 2 Irvine, CA TRB: Sustainability and Emerging Transportation Technology (SETT)

<https://trb.secure-platform.com/a/page/Sustainability2022>

August 29 – August 31 Wichita, KS Kansas Public Transit Association Conference

<https://kpta.wildapricot.org/event-4623098>

DIRECTOR'S MESSAGE

By Lisa Koch, Kansa RTAP



I hope you are having a wonderful springtime! I am excited to present the spring newsletter, which has a lot of great information for you, all based on your

recommendations! We meet with a volunteer advisory committee twice annually, who provide excellent suggestions for trainings, articles, webinars, and other resources. The advisory committee members are all transit agencies in Kansas. Thank you to our advisory committee:

Christina Brake – Tiblow Transit, City of Bonner Springs (CTD 1)
Heidi Briery – Senior Resource Center of Douglas County (CTD 1)
Barbara Lilyhorn – Reno County Area Transportation (CTD 2)
Alice Prester – Rice County Transportation (CTD 2)
Stephanie Barnes – Project Concern (CTD 3)
Anne Smith – Flint Hills Area Transportation Agency (CTD 4)
Kara Reynolds – Coffey County Transportation (CTD 5)
Chelsey Schmidt – Morris County Transportation (CTD 5)
Rhonda Everett – Finney County Transit (CTD 6)
Trell Grinter – OCCK (CTD 7)
Amanda Loughridge – Ottawa County Transportation (CTD 7)
Wade Kruse – DSNWK ACCESS Transportation (CTD 8)
Kandace Bonnesen – Sedgwick County Department of Aging (CTD 9)
Scott Christiansen – SEK-CAP (CTD 10)

If you would like to participate on the advisory committee or have suggestions for assistance that RTAP can provide, please reach out to me! We are here to provide you the resources you need to be successful. I can be reached at kolisach@ku.edu.

SHARE!

If you know individuals who would like to receive our newsletter, please have them go to: www.ksrtap.org and sign up for the Kansas RTAP email list. There is a box to check to request electronic notification of each new issue of the TransReporter. Back issues are available at our website in the newsletter archives section.

KANSAS RTAP TRANSIT REPORTER

The Kansas Transit Reporter is an educational and technology transfer newsletter published quarterly by the University of Kansas Transportation Center (KUTC). The newsletter is free to rural and specialized transit providers and others with an interest in rural and specialized service.

The Kansas Transit Reporter is co-sponsored by the Federal Transit Administration under its Rural Transportation Assistance Program (rtap) and the Kansas Department of Transportation. The purposes of the RTAP program are to:

1) educate transit operators about the latest technologies in rural and specialized transit; 2) encourage their translation into practical application; and 3) to share information among operators.

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