



# TRANSREPORT

THE NEWSLETTER OF THE  
ILLINOIS RURAL TRANSIT ASSISTANCE PROGRAM

WINTER 2010

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## Upcoming Events:

- March 31-April 1, 2010  
RTAC Spring Conference, Springfield
- April 12-16, 2010  
Fundamentals of Bus Collision Investigation  
East Moline
- May 1, 2010  
RTAC Annual Roadeo, Macomb
- May 23, 2010  
CTAA National Roadeo, Long Beach, CA
- June 28-July 2, 2010  
Transit Supervisors Certification Course  
East Moline
- September 13-15, 2010  
IPTA Fall Conference, Fairview Heights
- On-Going:  
On-Site Driver Training and  
Classroom Driver Training  
(Call RTAC: 877.811.6366)



RTAC is a unit of the  
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## RTAC Notes

Many first-time attendees joined us at the 2009 spring conference. They were members of their county's transit partnership group which was working through the ICCT Coordination Primer process. Though we attempted to formulate an agenda with a fair amount of basic information that rural transit newcomers need, such as explanations of acronyms that veteran providers use every day, the agenda was still more oriented toward seasoned grantees.

The 2010 agenda is much different, heavily focused on the needs of newcomers, due to more new faces this year than any spring conference I can remember. The rural public transportation landscape has changed drastically in the past twelve months:

- Several counties (Clark, Cumberland, DeWitt, Monroe, Mercer, Ogle, Randolph, Rock Island, Whiteside) started Section 5311 service in 2009 or early 2010
- A number of counties (Carroll, Cass, Champaign, Fulton, Hancock, Kendall, Knox, LaSalle, Logan, Macoupin, Mason, Menard, Pike, Schuyler) will likely start service sometime in the next twelve months, with Macon not far behind
- Some existing grantees (Bureau, Grundy) are working through the Primer process to bring new partners into their service delivery, and
- Other counties (Calhoun, Christian, Greene, Jersey, and Stephenson) are beginning the Primer process.

Therefore, the time is right for conference sessions which serve a dual purpose—explaining the basics to the new grantees and clarifying some important issues for veteran grantees.

To ensure the success of this approach I am asking that the newcomers ask many, many questions—this is your chance to pick the collective brains of successful rural transit practitioners from around the state. Please don't be shy!

Likewise, I am asking the veterans to please augment the presenters' acumen with your own knowledge and experience, to comment where needed to help out the new folks.

Additional sessions of interest to veteran attendees include:

- Public Transportation Defined
- Service Contracts: The Backbone of Coordination, and
- DOAP: The Purpose of the Program and Requirements for Becoming a Recipient

We are entering an era which brings a new set of service demands and responsibilities, so we will be reviewing some important tenets.

We look forward to seeing you on March 31st and April 1st.



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## IPTA Notes

### Job Creation from Public Transportation Investment

It is widely known that investment in transportation infrastructure creates jobs. Last year Congress and the Obama Administration recognized that with the implementation of the American Recovery and Reinvestment Act (ARRA). At the state level, the Illinois General Assembly and Governor Quinn recognized that with the passage of two state capital programs, the mini-capital or the Jump Start capital plan and the Illinois Jobs Now program.

Proponents of increased investment in highway infrastructure have used job-creation as their means to gain approval for increased funding for highway capital programs, arguing that increased funding of road projects will lead to a surge in new jobs. While there is no doubt that investments in all modes of transportation will help to create jobs in a suffering economy, recent studies indicate that transit capital and operating investments are significantly better sources of sustainable job creation. Smart Growth America has been tracking job creation attributed to ARRA investments. Through the end of 2009, ARRA investments in public transportation produced almost double the jobs per dollar as the investments in highways. While highway investments may appear to create more direct, on project jobs, the jobs created by public transportation investments are more lasting. Thus the "job-months" created per dollar invested is exponentially greater for public transportation than for highway infrastructure.

According to the American Public Transportation Association's (APTA) "Economic Impact of Public Transportation Investment" report in late 2009, for every \$1 billion invested in public transportation capital and operations, an average of 36,000 jobs are supported. APTA's President, William Millar, has said, "By investing in public transportation, the United States is able to create immediate green jobs and income through the manufacturing, construction and operation of public transportation vehicles". APTA's report indicates that for every \$1 invested in public transportation, \$4 is generated in economic returns. It has been said that this investment produces an immediate economic impact on jobs and sales, as well as the long-term benefit of improving transportation systems in our communities, which helps tremendously with job retention.

Looking forward on a national level, as Congress and President Obama's Administration consider a second Jobs bill, evidence shows that any transportation spending in the bill should be more

balanced between highway spending and public transportation spending. The data from ARRA shows that investments in public transportation are most effective at producing immediate jobs and jobs that are lasting. In order to ensure the success of a future economic stimulus program, public transportation infrastructure investment should be a top priority.

In Illinois, the lack of a State capital program for transit over the past decade has resulted in capital needs over the next 10 years of nearly \$1.3 billion for Downstate Public Transportation providers alone. The two state capital programs enacted last year included a combined total of \$300 million for Downstate Transit, which provided a glimmer of hope for public transportation providers that have gone so long without state funding for capital. Unfortunately, due to a lack of a revenue stream for these appropriations and a lack of bond authorizations, not a single public transportation project has been funded under this proposal. The State's Administration is encouraged to move forward with creating a spending plan for the appropriations. As we continue to put off investments in public transportation, systems are crumbling, and we are missing out on the opportunity to create sustainable jobs.



*Laura Calderon*

# Tips on Improving Dispatching

By Nicholas Pappas

Now more than ever, efficiency in operations is being equated with cost savings. Efforts to improve operations can also help retain your agency's loyal customer base and attract additional riders. Efficiency can be improved by training the dispatcher to provide quality customer service to the passenger and by establishing an organized system of communication between the dispatcher and driver. This will ultimately contribute to accuracy in scheduling as well as prompt pick-ups and deliveries.

## Quality customer service

Although the term "customer service" is a popular buzz word in the business community, what exactly does it mean to provide quality customer service? Ultimately, it means that the service scheduler/dispatcher communicates with customers directly to better understand their needs. This can be accomplished through active listening, employing effective telephone techniques, and knowing how to work through difficult customer situations. Taken together, quality customer service can become multiple daily actions as opposed to a mere idea.

## S.M.I.L.E. before answering a customer's call

An effective communication technique is to have the dispatcher S.M.I.L.E. before he/she answers the telephone. This acronym entails adjusting the sound of voice, managing behavior, ignoring interruptions, using appropriate language, and approaching the discussion with a high level of enthusiasm.

Additional considerations include answering the telephone promptly and allowing the customer to be the first to hang up, learning the customer's name and using it, avoiding use of the "hold" button as much as possible, and having a friendly and professional attitude at all times.

## Prepare for difficult situations

Another consideration to improving customer service skills is to identify key phrases that can be used in difficult situations. Although there are times when company policy, technical difficulties, or logistical problems make it difficult or even impossible to effectively help a customer, appropriate communication of those issues is essential in retaining that customer for future service. On page 5 you will see some examples of appropriate statements that can be used in difficult situations.

Another important to improving customer service skills is to train the dispatcher on how to better communicate with passengers through active listening. See page 5 for attributes of an "active" listener.

## Driver communication

After a dispatcher masters the art of quality customer service, implementation of this service is vital. This is done, for the most part, through effective communication between the dispatcher and the driver. While there are many types of communication devices—two-way radios, mobile data terminals, telephones, and beepers—what is most important for effective communication is transmission respect and airtime usage, for which both the driver and the dispatcher are responsible. Transmission respect refers to etiquette between the dispatcher and driver while "on air."

First, only relevant information should be discussed; personal conversations require too much time and could potentially interfere with an emergency situation of another driver.

Second, dispatchers should not interrupt drivers when they are calling in. Third, when responding, dispatchers should speak into the microphone clearly, confidently, and in a normal tone; dispatchers should take special effort to remain calm during emergency situations.

Finally, driver calls should be prioritized by the dispatcher by order of initial contact, except in emergency situations when the dispatcher should announce that the air be cleared for the vehicle with the problem.

Airtime usage should be kept to a minimum. Only information relevant to the passenger's pick-up, drop-off, or special instructions should be shared. Additional types of information drivers might convey to the dispatcher include changing weather and road conditions and emergency situations.

In conveying popular phrases, the use of codes can reduce the amount of airtime substantially. For example, using "10-4" can be used instead of "Yes, I heard you," "10-20" can be used instead of "What is your location?" and "10-9" can be used instead of "Repeat your last transmission." For more information on "10"-codes and how and when they can be used on-air, go to <http://en.wikipedia.org/wiki/Ten-code>.

## Conclusion

Improving customer service skills as well as dispatcher/driver communication will help your agency attract and retain loyal customers through continued provision of quality service. Customer service skills are not innate; they are learned through understanding appropriate phrases to use in difficult situations and employing active listening techniques. Effective dispatcher/driver communication can be improved through the use of efficient airtime codes

## Active listening . . . What makes a good listener?

### **Untrained Listeners . . .**

Tune out the other person at the beginning and prejudge without giving the customer a chance.

Are quick to mentally criticize grammar, appearance or speaking style.

Spend more time getting ready to talk when they should be listening. This becomes apparent and is felt by the customer.

Tend to consider only the facts, give attention to errors, and attempt to prove the customer wrong.

Stop listening after getting the minimum information and disregard the rest of the conversation.

Tend to get distracted by emotional words used by the customer and respond similarly.

Are not aware of the talking and listening “speed limits.”

Try to take in and reply to everything, especially exaggerations and errors.

### **Trained Listeners . . .**

Defer their judgment, are more controlled, and listen for the customers’ feelings.

Pay most attention to the content rather than unimportant issues.

Listen completely, trying to get every nuance of the meaning of what is being said by the customer.

Are more mature in their listening habits; they listen to the main points and disregard the minor points.

Listen carefully, sort what is being said, ask for confirmation, and give feedback.

Might feel honest anger about what is said, but control it; they do not allow their emotions to govern their behavior.

Maintain patience and concentration while listening and speaking.

Refrain from replying to everything and avoid sidetracking remarks, especially those that seem sarcastic.

Source: CTAA Training Manual: Professional Dispatching and Scheduling, 2002.  
Used with permission from the *Kansas TransReporter*, July 2009, page 6.

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## Examples of phone etiquette that will assist in providing quality customer service

### **Don't Say . . .**

We can't help you. . . . .

You are not eligible. . . . .

You are not in our service area. . . . .

We can't take you on that day; we don't go there on that day. . . . .

There's nothing I can do about it; it's company policy. . . . .

The computer is down now; could you call me back in 15 minutes? . . . . .

### **Do Say . . .**

We are unable to provide a trip at that time, but let's look at our options.

I cannot find your name on our list; have you filled out an eligibility form? If not, let's do that.

Our service does not currently serve that area, but let's take a look at what kind of transportation is available.

We don't have service to your area on that day, but I may be able to help you reschedule your trip for a day that we do serve your area.

Our company policy will not allow me to do that, but let's see if we can find some alternatives.

I am unable to put your trip into the computer right now, so I will write down the information and ask that you call back later to confirm your request.

Source: CTAA Training Manual: Professional Dispatching and Scheduling, 2002.  
Used with permission from the *Kansas TransReporter*, July 2009, page 7.

# Spotlight

## C.E.F.S. Economic Opportunity Corporation Central Illinois Public Transit

**Kristie Warfel, CIPT Director**



Larry Bragg, driver and Kristie Warfel, CIPT director

C.E.F.S. Economic Opportunity Corporation was founded in 1965, with a mission statement to provide opportunities for people through education and support to achieve and maintain self-sufficiency.

Under the C.E.F.S. umbrella, Central Illinois Public Transit (CIPT) started in 1985, its goal to provide safe, reliable transportation to residents in the counties of Clay, Douglas, Fayette, Moultrie, Montgomery and Shelby.

CIPT provides door-to-door, demand-response transit service from 8:30 a.m.--4:30 p.m., Monday--Friday. CIPT customers are transported to medical appointments, dialysis, shopping, work, educational institutions and nutrition sites. The transit system

averages 2,700 trips per month and 175,000 miles per year for all six counties, utilizing 24 employees and 24 service vehicles.

CIPT has a thorough maintenance program. Each vehicle is garaged for inspection and serviced every three months or 3,000 miles. Inspections are specific for 3,000, 6,000, and 18,000 mile intervals. Periodic site inspections are performed by the transportation maintenance and safety manager. A complete maintenance log is kept for each vehicle.

CIPT's future plans include regional sites, ITS software, digital radios, office managers, a mobility



Tari Howard, driver



CIPT driver, Tina Kapp is preparing to wash the bus.

manager, and extended hours of operation. Currently in development, new regional sites will have an office manager and ITS software that provides accurate and concise reports. Digital radios will increase driver communication.



Elvis Bunch, driver



Shelby County CIPT office



Inside the Shelby County CIPT garage

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## Rodeo Site Change (at least for this year)

### Goodbye Springfield, Hello Macomb!

The Eighth Annual Illinois RTAC Rodeo will be held on May 1 at Macomb's Spoon River College Community Outreach Center, located at 2500 East Jackson Street. Our Illinois State Fairgrounds contact recently informed us that our traditional Rodeo site will soon be transformed into a children's hands-on farm exhibit, which will include concrete sidewalks, grass areas, and small permanent buildings. Luckily, Velvet Powell, director of community outreach at Spoon River College is allowing us to use their parking lot this year.

The venue may have changed, but the Rodeo events are still the same. The Rodeo begins at 8:00 a.m. with the 25 question test, followed by the wheelchair securement, pre-trip inspection, and driving course competition. The Rodeo concludes with lunch and the presentation of awards (plaques, trophies, cash prizes). The overall winner will receive a cash award and an all expense paid trip to Long Beach, California to compete in the Community Transportation Association of America's May 23 National Rodeo.

Keep an eye out for the Rodeo brochure with complete details, which will be in the mail by the end of March.



## TRANSIT MOVERS



Transit Movers recognizes people in Illinois transit who have been promoted, changed responsibilities, moved to a different transit agency, etc. If there are people within your agency who fall into these categories, contact the RTAC staff at 877.811.6366, e-mail [rtac@wiu.edu](mailto:rtac@wiu.edu) or fax 309.836.3717. Please include pictures!



**Paul LaLonde** began his new position as program director of Kendall Area Transit (KAT) on January 14, 2010 at Voluntary Action Center in Yorkville, Illinois. He most recently worked for the City of DeKalb as the transportation intern for the DeKalb-Sycamore Area Transportation Study, the local MPO.

Paul graduated from Northern Illinois University in 2006 earning a Bachelor of Arts degree with a major in history and a minor in political science. He continued his education at NIU and earned a Master of Public Administration degree in 2009 with a specialization in public management and leadership.

Paul was recently married to his lovely wife, Christin, in July. In his spare time, he enjoys reading, sports, cooking, and traveling. He is also a big fan of the St. Louis Cardinals and NIU Huskies baseball and football teams.



**Diannaha Thompson** became the new receptionist/dispatcher for Kendall Area Transit (KAT) at the Voluntary Action Center in February 2010. Diannaha has a Bachelor of Science degree in graphic design from Robert Morris College and is a former employee of Joliet Junior College.

Diannaha currently resides in Joliet with her new husband Michael and their puppy Abby.



**Ryan Granata** began his new position in November at the Tri-County Regional Planning Commission (TCRPC) as a planner and the Region 5 Human Service Transportation Plan (HSTP) coordinator. Prior to working at TCRPC, Ryan was an assistant planner with Avon, Indiana, a western suburb of Indianapolis. He was with Avon for just over one and one-half years. Ryan received his Bachelor of Arts degree in political science and sociology from Winthrop University in South Carolina in 2005, and his Master of Arts degree in urban planning from Minnesota State University, Mankato in 2007.

Ryan loves to cook and is a huge hockey fan as well as a Minnesota Twins and Chicago Cubs fan.



**John Lowery** has been working in the field of aging services for the last twenty years and is currently employed by Project NOW, Inc., Community Action Agency in Rock Island, Illinois as the director of senior services. John earned his undergraduate degree in gerontology from Central Washington University and his graduate degree in gerontology from Western Illinois University (WIU). After graduating from WIU, John was employed by the Eagle County Council on Aging as the senior services coordinator, where he operated a small rural transportation program in the mountains of Colorado. At Project NOW, John is responsible for providing Title III programs such as Congregate and Home Delivered Meals, Information & Assistance and Homebound Outreach Services, Health & Nutrition Promotion Clinics and Transportation Services for Rock Island and Mercer Counties.

John joined the Human Service Transportation Plan (HSTP) group for Illinois Region 2 in February 2008 and has worked with the Bi-State Regional Commission as well as a number of provider agencies in Rock Island and Mercer Counties to bring 5311 rural transportation to areas not served by the Rock Island Mass Transit District. The new transportation program, appropriately named RIM (an acronym for Rock Island and Mercer Counties) Rural Transit, is set to begin operating in the two counties on March 23, 2010.



**Martin Stegeman** started as a Quincy police officer in 1988, was a patrol officer for two years, and spent nine years as a juvenile investigator. He was assigned as a liaison to the Quincy Public Schools and had primary responsibility for dealing with issues that involved junior high school aged youth. During his tenure he investigated many types of crimes with primary training in sexual abuse, gang recognition, and family issues. He was a speaker/trainer at several Quincy Educators Conferences which hosted educators from Illinois, Missouri, and Iowa. He also provided training on gang recognition to several area school districts. Marty took over the Safety and Security Department of Quincy University in 1999 and spent the next eight years responsible for a campus of with 1,100 students and employees. He was tasked with improving the safety and security of the 80 acre campus. Marty was involved in creating a comprehensive

personal safety training program for residence hall employees. In 2007, Marty became the Quincy Regional Airport director. He is responsible for day to day operations of the airport, and is tasked with maintaining a safe environment for all general aviation and commercial aviation concerns. Marty was asked in December 2009 to take on additional responsibilities within the city by taking over Quincy Transit Lines.

Quincy Transit Lines (QTL) operates eight fixed routes, seven para-transit routes, and has six additional routes dedicated to senior citizens and adult daycare clients. Marty supervises 32 full and part time employees. QTL is currently reviewing proposals for scheduling software that hopefully will be implemented on the para-transit routes by July 2010. Marty is also responsible for making upgrades to the fleet and equipment used by Quincy Transit Lines, and is currently researching new fair boxes for all buses.

Marty has been married for 25 years, and is the father of three.



**Carol Montague** is the new transit coordination assistant for the Interagency Coordinating Committee on Transportation (ICCT) which is housed at the Rural Transit Assistance Center (RTAC). Carol's current responsibilities include working with Illinois communities to create or enhance public transportation systems, providing technical assistance, conducting research and authoring reports, overseeing the ICCT Clearinghouse of information, creating and maintaining the Clearinghouse website, and coordinating ICCT efforts to benefit all transportation disadvantaged populations. Carol was previously the economic development director for Schuyler County before

joining RTAC. She has many years of experience working in community development and grant writing. She has Bachelor of Science degrees in finance and management from Southern Illinois University Carbondale and a Bachelor of Science degree in computer science from Western Illinois University.



**John Edmondson** is the transit coordination assistant for the American Recovery and Reinvestment Act (ARRA) programs which is housed at the Illinois Department of Transportation's Chicago office under the Division of Public and Intermodal Transportation. John attended Ohio University in Lancaster, Ohio where he earned membership to the Phi Theta Kappa Honors Society. John joined the Rural Transit Assistance Center (RTAC) after serving as an associate with RLS & Associates, Inc., a private transit consulting firm out of Dayton, Ohio. As a consulting associate, John served as the lead

technical assistance consultant for IDOT and as principal compliance investigator evaluating activities of grantees under the nonurbanized area formula program (Section 5311). John has conducted more than 30 Section 5311 compliance assessments on Illinois public transit systems and more than 100 FTA regulatory compliance assessments throughout the country. John has served as a project manager for multiple coordination planning efforts throughout the country and has co-authored the Designated Employee Representative/Drug and Alcohol Program Manager Testing Handbook for distribution by departments of transportation in West Virginia, Minnesota, New Hampshire, Pennsylvania, and Arkansas. John currently directs statewide activities for Section 5316 (Job Access Reverse Commute), Section 5317 (New Freedom), Section 5333(f) (Intercity Bus), and Human Services Transportation Planning (HSTP) programs.

In addition, John manages and directs the activity of the nine statewide HSTP coordinators to ensure that the ARRA rural capital projects are derived from on-going local coordinated public transportation initiatives, manages the compliance oversight of the ARRA funded capital projects to ensure they meet federal and state regulations, and oversees the statewide effort to procure vendor(s) to supply Intelligent Transportation System (ITS) equipment (such as automated dispatching and reporting) to the rural public transportation providers through various federal funding programs.

# Making the Case for Transit's Role in Rural Economic Development

by Charles Rutkowski,  
Assistant Director, Community Transportation Association of America

Rural transit impacts economic development by:

- Providing employment opportunities with the transit system itself;
- Purchasing goods and services in the community;
- Contracting with local vendors for fueling, maintenance and other support functions;
- Supporting entrepreneurs such as local taxi companies and intercity carriers;
- Benefiting local businesses by providing access for residents and visitors, both of which represent additional customers;
- Increasing attractiveness of the area for tourists;
- Allowing elderly residents to remain in the community by linking them to health care institutions, social services and recreational opportunities;
- Increasing the attractiveness of an area for retirees;
- Facilitating more cost effective centralization of facilities and services which can be accessible to all residents;
- Linking employers with potential employees;
- Enabling unemployed and underemployed workers to access job and employment training opportunities and achieve economic self-sufficiency;
- Ensuring the success of welfare to work initiatives by providing access to jobs for welfare recipients;
- Increasing attractiveness of the area for potential employers;
- Permitting students to continue their education by providing access to educational opportunities;
- Providing access to alternative sources of economic activity in areas impacted by declines in farming, fishing, mining or logging, military facility closings and overall migration;
- Supporting the construction and maintenance of operational, administrative and maintenance facilities and intermodal transportation centers;
- Linking the economies of rural areas with those of more prosperous urban areas; and
- Enhancing the effectiveness of public and human service programs through the efficiencies generated by transportation coordination.

Excerpt used with permission from the Community Transportation Association of America's Community Transportation Magazine.

— Transit Movers continued from page 10



**Richard Deemer** was hired by the Stephenson County senior center in December 1999 as a bus driver and since June 2009 he has been the Transportation Coordinator. He was a sergeant at the Freeport Police Department and retired May 1999 after 25 years of service. Richard served in the US Army from 1970 to 1972 and is a Vietnam veteran. He has a two year degree from Highland Community College in science. Richard is his church's treasurer and serves on the board as a deacon. He likes reading, playing euchre, woodworking, and using the computer when time permits. Richard has been married to his wife Merry for 35 years. They have a son, Eric, and two grandsons, Tyler and Ryan.

# FTA Post-Accident Threshold Still Misunderstood

Over fifteen years have passed since the FTA first published its drug and alcohol testing regulations, and a number of transit systems still have difficulty achieving compliance with the post-accident testing requirements (§655.44). The most common misunderstanding is the belief that transit systems should conduct tests anytime an employee is determined to be “at fault.” This belief is incorrect and has resulted in many unnecessary tests that are in violation of the regulation. Before a DOT test can be performed, the FTA minimum thresholds for a post-accident test must be met. If one or more thresholds are not met, a DOT test must not be performed. An FTA post-accident test can only be performed if one of the following situations exist:

- An individual dies and the death is associated with the operation of a revenue service vehicle (road surface vehicle or fixed guideway); or
- An individual suffers a bodily injury, immediately receives medical treatments away from the scene, the occurrence was associated with the operation of a revenue service vehicle (road surface vehicle or fixed guideway), and the employee cannot be completely discounted as a contributing factor; or
- If a vehicle incurs disabling damage, the occurrence was associated with the operation of a revenue service, road surface vehicle (bus, electric bus, van, or automobile), and the employee cannot be completely discounted as a contributing factor; or
- If the fixed guideway vehicle or vessel is removed from service, the occurrence was associated with the operation of the revenue service, fixed guideway vehicle or vessel, and the employee cannot be completely discounted as a contributing factor.

Whether or not an employee is considered to be “at fault” is irrelevant. The standard that must be met in the last three threshold descriptions is whether or not “the employee can be completely discounted as a contributing factor.” This standard cannot be applied unless the other standards in the threshold description are also met.

If the accident has not met an FTA post-accident testing threshold but the employee is deemed “at fault,” the employee may be tested under company authority consistent with its substance abuse policy. Additionally, the employer should observe the employee for signs and symptoms indicating drug use and/or alcohol misuse. If signs and symptoms exist, a reasonable suspicion test should be conducted.

Reprinted with permission from the “FTA Drug & Alcohol Regulation Updates” Fall 2009 Issue 40

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— continued from page 4

and displaying a high level of respect through transmission. Ultimately, the product of these considerations is an agency that is a model of efficiency and service.

## Source

Community Transportation Association of America, CTA Training Manual: Professional Dispatching and Scheduling, 2002. Visit <http://web1.ctaa.org/webmodules/webarticles/anmviewer.asp?a=36> for more information. Used with permission from the *Kansas TransReporter*, July 2009, page 5-6.



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