How many of you received an increase in funds for this fiscal year?

How many of you are meeting all of the needs of your service area?
“That’s the way we have always done it”
1.B ..... AGENDA

Day 1

1. INTRODUCTION
   A. Introductions
   B. Agenda
   C. Goals and Objectives
   D. Glossary of Terms
   E. Role of the Dispatcher
   F. Dispatch Philosophy
   G. Review Role of Dispatcher

2. THE DISPATCH TEAM
   A. Roles of the Dispatch Team
   B. Team-Player Styles
   C. Team Performance

3. DEMAND MANAGEMENT
   A. Issues in Demand Management
   B. Understanding Productivity
   C. Grouping Trips
   D. Review Demand Management

4. SERVICE DESIGN
   A. New Approaches - Hybrid Solutions
   B. Setting Service Parameters
   C. Setting Fares
   D. Case Studies
   E. Review of Service Designs
Day 2

5. RESERVATIONS, SCHEDULING & DISPATCHING FUNCTIONS
   A. Integrated Functions
   B. Computerization
   C. Passenger Registration
   D. Reservations
   E. Scheduling
   F. Dispatching
   G. Review of Reservations, Scheduling, and Dispatching

6. COMMUNICATIONS
   A. How We Communicate
   B. Sensitivity to the Difficult Customer
   C. Dispatch/Driver Communications
   D. Dispatching Maintenance
   E. Radio Procedures
   F. Monitoring Vehicle Locations

Day 3

7. PERFORMANCE MEASURES
   A. Collecting Data
   B. The Intake Process
   C. Developing Measures
   D. Monitoring and Reporting
   E. Comparing Performance
   F. Conduct Route Analysis
   G. Review Performance Measures

8. DEVELOPING POLICIES AND PROCEDURES
   A. Goals and Objectives
   B. How to Ride Guide
   C. Reviewing Policies and Procedures
9. HIRING AND RETAINING QUALITY STAFF

A. Job Descriptions
B. Hiring Staff
C. Training
D. Reducing Turnover
E. Avoiding Burnout
F. Review Retaining Quality Staff

10. SUMMARY OF WORKSHOP

11. FINAL EXAMINATION
1.A ..... INTRODUCTIONS

**Exercise: WHO ARE YOU?**

Pick a partner sitting next to you, and find answers to the following questions.

- What is your name?
- What town do you live in?
- What is the name of your company/employer/agency?
- What is your position?
- How long have you been doing this?
- What is your favorite thing about your job?
- What is the name of your pet(s)?
- What is your favorite movie?
- What is your system's average daily ridership?
- What is your system's average daily revenue mileage?
- What are your system's hours of service?
- What percentage of your trips are subscription service?
- In one or two sentences, how would you describe your system's service and service area?
1.C ...... GOAL AND OBJECTIVES

The goal of this training program is to provide students with the skills and materials to operate an efficient (doing things right) and an effective (doing the right things) reservation, scheduling and dispatching system.

This goal is fulfilled through the ability to accomplish the following objectives:

- Developing dispatch policies and procedures,
- Developing service parameters to meet the system and passenger needs,
- Planning and implementing demand management activities,
- Operating an efficient and effective dispatch system, whether manually or computer-assisted,
- Developing hiring and training procedures for dispatch personnel, and
- Avoiding burnout and staff turnover.
Exercise: WE ARE WHAT WE VALUE

The success of any transit operation depends on the values held by its staff. List five values affecting your transportation service that you and your organization hold.

1.
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1.D ..... GLOSSARY OF TERMS

Complementary Paratransit: Paratransit service that is required as part of the Americans with Disabilities Act (ADA) which complements, or is in addition to, already available fixed-route transit service. ADA complementary paratransit services must meet a series of criteria designed to ensure that they are indeed complementary.

Demand-Response: A type of transit service where individual passengers can request door-to-door or point-to-point transportation from a specific location to another specific location at a certain time. Advanced reservations are typically required.

Dispatching: The process of relaying service instructions to vehicle drivers or operators.

Fare Box Revenue: The revenue collected as payment for rides. Can be in the form of cash, tickets, tokens, transfers, passes, etc.

Fixed-Route: Refers to transit services where vehicles run on regular, pre-designated, prescheduled routes, with no deviation. Typically, fixed-route services feature printed schedules and designated bus stops.

One-Way Trip: One passenger making one trip, from one origin to one destination. Same as passenger trip. A return trip counts a second one-way trip.

Paratransit: A range of passenger transportation services that provide service to the public in a more flexible manner than conventional fixed-route transit services. The term can be used to describe a number of types of services including demand-response, subscription services, shared-ride taxis, jitney services, etc.

Passengers Per Hour: This performance measure refers to the number of passenger trips taken, divided by the number of operating hours for the service being examined. Can be used with revenue hours or non-revenue hours, depending upon what you are measuring (passengers per revenue hour or passengers per total hours).

Passengers Per Mile: This performance measure refers to the number of passenger trips taken, divided by the number of vehicle miles or revenue miles for the service being examined. Can be used with vehicle miles or revenue miles, depending upon what you are trying to measure (passengers per revenue mile or passengers per total miles).

Passenger Trip: A one-way trip taken by one passenger. Same as one-way trip. For example, ten passengers on board the vehicle make ten passenger trips.

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Professional Dispatching and Scheduling Training
Revenue Hours: The number of hours during which the vehicle is in revenue service (see below). For example, if two vehicles are serving the public from 8:00 a.m. to 5:00 p.m., the number of revenue hours is 18.

Revenue Miles: The number of miles operated during revenue service (see below). For example, if two vehicles are serving the public and they each travel 100 miles during the course of the revenue service day, then the total number of revenue miles for the service is 200 revenue miles per day.

Revenue Service: A vehicle is in revenue service when the vehicle is available to the general public and there is a reasonable expectation of carrying passengers that directly pay fares, are subsidized by public policy, or provide payment through some contractual arrangement. Revenue service excludes down time (i.e. from the garage to the first stop, miles driven for maintenance testing, etc.).

Ridership: The total number of passenger trips recorded by a transportation service within any given period.

Route: The designated path through a road network.

Scheduling: Preparing an operating schedule for transit vehicles on the basis of passenger demand, level of service policies, and other operating elements such as travel times or available equipment.

Subscription Service: A service in which routes and schedules are prearranged to meet the travel needs of riders who sign up for the service in advance. This service configuration is typical of human service agency contractual service (for example, senior nutrition trips).

Vehicle Hours: The number of hours the vehicle is operated. Route totals include all the hours of all the vehicles serving the route. Can be broken down into revenue vehicle hours and non-revenue vehicle hours. The revenue vehicle hours refer to the number of hours the vehicle is used for revenue service (see above). The non-revenue (or deadhead, downtime) vehicle hours refer to the number of hours the vehicle is operated during non-revenue service (for example, to and from the first/last stop).

Vehicle Miles: The number of miles the vehicle is operated. Route totals include all the miles of all of the vehicles serving the route. Can be broken down into revenue vehicle miles and non-revenue vehicle miles. The revenue vehicle miles refer to the number of miles the vehicle is driven for revenue service (see above). The non-revenue vehicle miles refer to the number of miles the vehicle is driven for non-revenue purposes (to and from the last stop, for maintenance testing, etc.)
OBJECTIVES:

- Understand all of the functions of a dispatcher.
- Understand the functions of the dispatcher in your system.
- Review the differences between urban and rural functions.
WHAT DOES THE DISPATCHER DO?

- The dispatcher has a variety of duties, depending upon the size of the system and the services offered.

- Systems operating demand-response services often rely on the dispatcher to take requests for service, schedule trips, and then ensure that passengers are picked up and delivered on time.

- The dispatcher also handles disruptions to service by rescheduling pickups and drop-offs while staying in touch with the passenger by telephone and the bus operator by radio.

- The dispatcher manages emergency situations, working with the driver and contacting the proper emergency services.

- The dispatcher supports the drivers with information, directions, telephoning of customers and other functions.

- Dispatchers also serve in a clerical capacity; they record and report selected bus operator communications, ridership counts, roadcalls and defects, service disruptions, vehicle assignments, employee attendance, and other information.

- The dispatcher may or may not have supervisory authority.
Exercise: RESERVATIONS, SCHEDULING AND DISPATCH FUNCTIONS

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11. 

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1.F ..... DISPATCH PHILOSOPHY

OBJECTIVES:

- Understand the philosophy of dispatching
- Define and understand the concepts of dispatch control
Is this control?

“Can anyone help me with a pickup?”
ARE YOU ONE OF THOSE PEOPLE LOOKING FOR A PROBLEM WITH EVERY SOLUTION...

...OR A SOLUTION FOR EVERY PROBLEM?
THE PARATRANSIT HOLE: WHY DO WE KEEP DIGGING?

- The most expensive form of public transit on a per trip basis.
- The only transit service that has the passenger determining the vehicle's schedule rather than the transit system.
- The most difficult form of transit to operate.
CONTROL OF DISPATCH: IT'S A PHILOSOPHY

Control of paratransit is essential for safe effective service.

Control means that the dispatcher is able to direct services as needed and be assured that service will be provided as expected.

Critical aspects of control include:

- Trained, competent dispatchers,
- Training of all drivers prior to revenue service,
- Direct supervision of drivers by dispatch (while on the road),
- Uniformity of policies, procedures, and discipline for all staff,
- Ability to direct driver on the road,
- Proper road supervision, and
- Educated customers.

Every transit system needs this level of control in order to operate a professional service. This course is designed to help develop the necessary level of control.

Change is often necessary to gain control. Making these changes often requires significant effort from the staff. However, the potential benefits of improved performance and safety will justify the effort.
1.G ..... REVIEWING THE ROLE OF THE DISPATCHER

1. State five primary responsibilities of the dispatcher.

2. How do you determine system productivity?

3. Who determines the vehicles schedule?  The
   -- driver,
   -- scheduler or
   -- dispatcher.

4. Name three skills required of a dispatcher.

5. How does a dispatcher gain control of the operation?
2 ..... THE DISPATCH TEAM

OBJECTIVES:

- Recognize the role of the dispatch team
- Recognize your team-player styles
- Review techniques that will improve dispatch team performance

The Team: It Takes All Of Us To Win
2.A ..... THE ROLE OF THE DISPATCH TEAM

Recognize and fulfill your role on a winning dispatch team

- What are the characteristics of a productive dispatch team?
- What makes a successful team member?
- How do teams work together?

Learn to better understand the needs of your customers

- What statements drive customers away?
- How to handle the difficult customer?
- What customers most frequently compliment or complain about

Basic scheduler and dispatcher goals, and how to achieve those goals

- Basic goals of every scheduler and dispatcher
- How to achieve basic goals
- How to define and achieve higher level goals
- What have I done this week for my organization?
- How do I get along with my coworkers?

Tools of the trade

- What are the basic tools needed for success?

Let's take action!

- Learn to define ideas so you can take immediate action
Exercise: WHAT ARE THE CHARACTERISTICS OF A WINNING TEAM MEMBER?

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7.
**Foundations that lead to working together successfully:**

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<thead>
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<th>Encourage</th>
<th>Instead of</th>
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<tr>
<td>Risk taking</td>
<td>Risk avoidance</td>
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<td>Decisive action</td>
<td>Paralysis by analysis</td>
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<td>Smart work</td>
<td>Busy work</td>
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<td>Simplification</td>
<td>Needless complication</td>
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<td>Quality work</td>
<td>Fast work</td>
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<tr>
<td>Loyalty</td>
<td>Turnover</td>
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<tr>
<td>Positive energy</td>
<td>Pessimism</td>
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</tbody>
</table>
2. B ..... TEAM-PLAYER STYLES

This is a survey with no right or wrong answers. Please answer each item according to how you honestly feel you function now as a team member...not as how you used to be, nor how you would like to be.

For each of the 18 following sentences, rank the endings in the order in which you feel each one applies to you. Place the number “4” before the ending which is most applicable to you, and continue down to a “1” next to the ending which is least applicable to you.

For example:

As a team member, I am usually most concerned about

_____ a. meeting high ethical standards
_____ b. reaching our goals
_____ c. meeting my individual responsibilities
_____ d. how well we are working together as a group

Do not use ties; do not use “4,” “3,” “2,” or “1” more than once in any sentence.

When you complete the survey, use the “Team-Player Style Profile Scoring Sheet” and calculate which style(s) you use most often as a team member.

1. During team meetings, I usually

_____ a. provide the team with technical data or information
_____ b. keep the team focused on our mission or goals
_____ c. make sure everyone is involved in the discussion
_____ d. raise questions about our goals or methods

2. In relating to the team leader, I

_____ a. suggest that our work be goal-directed
_____ b. try to help him or her build a positive team climate
_____ c. am willing to disagree with him or her when necessary
_____ d. offer advice based upon my area of expertise

3. Under stress, I sometimes

_____ a. overuse humor and other tension-reducing devices
_____ b. am too direct in communicating with other team members
_____ c. lose patience with the need to get everyone involved in discussions
_____ d. complain to outsiders about problems facing the team
4. When conflicts arise on the team, I usually
   ___ a. press for an honest discussion of the differences
   ___ b. provide reasons why one side or the other is correct
   ___ c. see the differences as a basis for possible change in team direction
   ___ d. try to break the tension with a supportive or humorous remark

5. Other team members usually see me as
   ___ a. factual
   ___ b. flexible
   ___ c. encouraging
   ___ d. candid

6. At times, I am
   ___ a. too results-oriented
   ___ b. too laid-back
   ___ c. self-righteous
   ___ d. shortsighted

7. When things go wrong on the team, I usually
   ___ a. push for increased emphasis on listening, feedback and participation
   ___ b. press for a candid discussion of our problems
   ___ c. work hard to provide more and better information
   ___ d. suggest that we revisit our basic mission

8. A risky team contribution for me is to
   ___ a. question some aspect of the team's work
   ___ b. push the team to set higher performance standards
   ___ c. work outside my defined role or job area
   ___ d. provide other team members with feedback on their behavior as team members

9. Sometimes other team members see me as
   ___ a. a perfectionist
   ___ b. unwilling to reassess the team's mission or goals
   ___ c. not serious about getting the real job done
   ___ d. a nitpicker

10. I believe team problem-solving requires
    ___ a. cooperation by all team members
    ___ b. high-level listening skills
    ___ c. a willingness to ask tough questions
    ___ d. good solid data
11. When a new team is forming, I usually
   a. try to meet and get to know other team members
   b. ask pointed questions about our goals and methods
   c. want to know what is expected of me
   d. seek clarity about our basic mission

12. At times, I make other people feel
   a. dishonest, because they are not able to be as confrontational as I am
   b. guilty, because they don’t live up to my standards
   c. small-minded, because they don’t think long-range
   d. heartless, because they don’t care about how people relate to each other

13. I believe the role of the team leader is to
   a. ensure the efficient solution of business problems
   b. help the team establish long-range goals and short-term objectives
   c. create a participatory decision-making climate
   d. bring out diverse ideas and challenge assumptions

14. I believe team decisions should be based on
   a. the team’s mission and goals
   b. a consensus of team members
   c. an open and candid assessment of the issues
   d. the weight of the evidence

15. Sometimes I
   a. see team climate as an end in itself
   b. play devil’s advocate far too long
   c. fail to see the importance of effective team process
   d. overemphasize strategic issues and minimize short-term task accomplishments

16. People have often described me as
   a. independent
   b. dependable
   c. imaginative
   d. participative

17. Most of the time, I am
   a. responsible and hardworking
   b. committed and flexible
   c. enthusiastic and humorous
   d. honest and authentic
18. In relating to other team members, at times I get annoyed because they don’t
   ___ a. revisit team goals to check progress
   ___ b. see the importance of working well together
   ___ c. object to team actions with which they disagree
   ___ d. complete their team assignments on time

Now use the “Team-Player Style Profile Scoring Sheet,” below, to determine the style(s) you use most often as a team member.

Directions

(1) Transfer your answers from the above 18-question “Team Player Style Profile” to the following spaces.
(2) Be careful when recording the numbers. NOTE: the order of letters on the scoring sheet changes for each question.
(3) The grand total for all four styles must equal 180.

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<th>Question No.</th>
<th>Contributor</th>
<th>Collaborator</th>
<th>Communicator</th>
<th>Challenger</th>
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GRAND TOTAL: 

The highest number designates your primary team-player style. If your highest numbers are the same or within three points of each other, consider all of them your primary styles. The lowest total indicates your least active team-player style.

Your primary team-player style defines a set of behaviors that you use most often as a member of a team. It does not mean that it is the only style you use. All of us have the capacity to use any of the four styles. We simply use one style -- our primary style -- most often.

2.C ..... TEAM PERFORMANCE

FOSTER TEAMWORK

The synergy that comes from putting employees together to form teams that solve problems, make decisions and take action is power that transit organizations can harness for greater success. In these increasingly complex, changing times for the transportation industry, teams can supply more creative solutions and more powerful support for the organization. With an effective team, "the whole is greater than the sum of its parts."

Whether the team is a permanent work group or a temporary task force, creating such teams and leading them to success requires skill and finesse on the part of the team leader. This three-part section provides suggestions to help foster successful teamwork.

Part 1: Creating an Environment Conducive to Teamwork

- Recognizing the impact of teamwork
- Building a team environment

Part 2: Building Your Team Leader Skills

- Building a team
- Valuing the contributions of all team members
• Encouraging interaction among team members
• Increasing interdependence within your team
• Involving others in shaping plans and decisions
• Acknowledging and celebrating team accomplishments
• Evaluating your effectiveness as a team member

Part 3: Developing Team Problem-Solving and Decision-Making Skills

• Deciding when to use a team approach
• Improving your team decision-making process
• Seeking appropriate input before making decisions
• Improving your group facilitation skills

Valuable Tips

• Assess your decision-making style, paying attention to the extent to which you solicit others' ideas. Look for opportunities to use a more participative approach.
• Make a list of the key strengths and limitations of each person on your team. Find ways to utilize the strengths.
• Find ways to involve quiet team members without embarrassing them. Try using open-ended questions and reflective listening to draw out quieter members of your team.
• Use active listening skills to acknowledge, summarize and reinforce the contributions of your team members.
• Avoid premature judgement of others' ideas and suggestions.
• Strive for win/win solutions.
• Reward team accomplishment.
• Value and show appreciation to your administrative and support staff, not just your “line” of professional people.
• Celebrate as a team.
• Pull your people together as a group to solve problems.
• Foster an environment of trust by ensuring that all criticism is constructive and is focused on individuals' behaviors, not personalities.
• Use your team to develop the group's vision, mission and goals.
• Share success with team members.
• Show your trust by sharing information beyond what is necessary.

Recognizing the Impact of Teamwork

How successful an organization is at effectively utilizing teamwork largely depends on the attitudes, directives, and policies that come from the management team. Your actions and the policies you develop affect teamwork both within your work unit as well as throughout your organization. To enhance the team environment in your work unit, use the following guidelines.
• Provide a structure conducive to teamwork. Too much hierarchy, whether formal or informal, can impede teamwork.
• Encourage cooperation, rather than competition, between different work units. Make sure groups set their goals in harmony with one another, and that the goals are mutually supportive.
• Provide the necessary resources for team success, such as proper staffing and up-to-date information.
• Give work teams the authority to act upon their team decisions.
• Include an appraisal of team performance, in addition to individual performance, as a part of your performance management system.
• Reward successful team contributions, as well as individual contributions.
• Show by example how to be both an effective team leader and team member.
• Link the team directly with customers so team members know the customers’ requirements firsthand.

Building a Team Environment

Just as plants need a certain environment for maximum growth (an appropriate amount of sun and water, proper pruning, enough soil), teams need certain “ingredients” in their environment to function in the best way possible. Building an environment conducive to maximum team functioning is not a one-time event; rather, it involves an ongoing effort and process on you and your team’s part.

Evaluating Your Effectiveness as a Team Member

Part of being an effective team leader involves being an effective team member. How effective are you in team situations? Do you contribute too much? Too little? Does the impact you have on a team depend on the circumstances? In developing a plan for improving your team skills, sharpen your awareness of how you currently function as a team member. The following process can help you develop this insight:

1. For the next several months, keep a record of your contributions in committees, meetings, informal team gatherings and other team settings. Also keep track of ideas, plans and solutions that you could have contributed but did not.

2. Determine your overall impact in each situation. Did you contribute a great deal? Very little? Was the effect of your participation positive, negative or neutral?

3. Evaluate and determine the reasons for your performance. For example, reasons for positive contributions might include

• good preparation,
• knowledge of the subject area,
• interest in the topic,
• feeling at ease with other team members, or
• willingness to listen to others.

Reasons for ineffective performance might include

• lack of preparation,
• lack of knowledge of the subject,
• lack of interest in the topic,
• discomfort with other team members (e.g., shyness, intimidation, other members being too vocal),
• tendencies to hold back in situations where you are not the leader,
• tendencies to dominate situations where you are the formal leader, or
• tendencies to drop out of discussions when your ideas are not accepted.

Closely scrutinize your attitudes and behavior in team situations. Add to the lists above to gain a clearer understanding of your level of effectiveness in team situations.

4. Ask a trusted coworker or manager to observe and critique your performance in team settings. Analyze that person’s feedback in relation to your self-analysis to determine patterns or tendencies that impede effective team performance. Realize that the first step of making a change is to understand the reasons behind your effectiveness and ineffectiveness in team situations.

5. Develop an action plan for positive change.

**Deciding When to Use a Team Approach**

Team leaders need to decide when and to what degree to use a team approach for decision-making and problem-solving. In general, the higher the level of commitment and buy-in your team members show, and the more creative, varied and informative the input and opinions they offer, the more important a team approach for solving problems becomes.

When team members are involved in problem-solving and decision-making, they are more likely to accept the final decision, and to feel ownership and shared responsibility for the success of the overall goal. Furthermore, the quality of decisions and problem solutions is greater, because the group process generates a variety of perspectives and opinions that lead to more creative, effective results.

A team approach to problem-solving and decision-making tends to work best when:

• Full acceptance of the decision is necessary for effective implementation.
• Information from more than one person is required to make the decision.
• A high-quality result is desired.
• A creative decision is needed.
• The decision does not need to be made quickly.

A team approach may not be appropriate or desirable when:

• The decision involves a routine or simple task.
• The decision needs to be made quickly.
• The majority of the team members are likely to agree.
• Consensus or buy-in is not important.
• Compliance is fairly absolute.

Consider the following suggestions to increase your use of team problem solving:

• Write down all the decisions you have made in the last month. Assess the quality and the acceptance of your decisions. Analyze whether your final outcome would have benefitted from some type of team approach. Look for trends such as avoiding team involvement on certain kinds of problems or decisions.

• Think about the meetings you have conducted in the last month. Looking at the decision-making and problem-solving processes involved, what is the ratio of the number of times you directed them to the number of times you facilitated them? If you tend to underutilize the facilitation process, increase your use of it by allowing others more input into problem solutions. Learn additional skills on how to be an effective facilitator. On occasion, turn over facilitation of a problem-solving or decision-making effort to one of your team members.

• Seek feedback from your employees, managers and peers. Ask for their perceptions of when you have effectively used a team approach to solve problems, and when you have missed opportunities to do so.

• Identify other managers who effectively use a team approach to solve problems. Use them as role models. Observe what they do that makes them effective, and ask them for tips on how you might improve your own approach.

**Seeking Appropriate Input Before Making Decisions**

Rarely can important decisions be made without input from others. Managers need to solicit input before making decisions for a variety of reasons, such as to obtain critical input, build commitment in others, develop others' capabilities, show respect for others' opinions, or simply to foster open communication and problem sharing. Here are some guidelines for soliciting input in the decision-making process.
• When you first learn that you must make a decision, determine who has the information you need to make a good decision, who you need to involve to get buy-in, and who you think should be involved.

• You can involve others in any phase of the process, including defining the problem or opportunity, identifying other ways of looking at the problem, generating optional approaches, selecting criteria for making a final decision, making the final call, or planning implementation. You may involve everyone in every phase, or engage different people in each, depending on the decisions and input needed.

• Options for soliciting input include one-to-one conversations, group discussions, memos requesting input, or internal communications via computer.

• When appropriate, pull people together as a group so that individuals can work together to define the opportunities, goals and best course of actions.

• If you anticipate that people will have difficulty working together, talk to them individually first to solicit their cooperation. Deal respectfully with their concerns. Develop supporters in the group who will help you keep it focused and working constructively. Be clear about what you want, particularly with those you will rely on as supporters.

• When interviewing others to gain information for problem-solving, use open-ended questions and active listening. Take care not to judge others’ questions or to convey verbally or non-verbally - that you disapprove of their ideas. If you do not remain open to the information you solicit, others will sense that their input is not really important, and will stop communicating with you.
3.....DEMAND MANAGEMENT

OBJECTIVES:

- Understand requirements of ADA
- Understand productivity and how it relates to cost
- Review demand management concepts—grouping trips
- Look at demand management solutions that can work, within the context of ADA
- Fixed-route—making it easy to ride
3.A ..... ISSUES IN DEMAND MANAGEMENT

- Passengers ride according to the vehicle's schedule instead of their schedule
- Cross between fixed-route and paratransit (hence the term "hybrid")
- Permitted under ADA
- Will not be suited to all
- The bottom line: increased productivity, lower per trip costs
- Sounds like magic but...
  -- requires significant planning
  -- reconsidering of the "way we have always done it"
  -- will require working closely with the community
- When evaluating your system it is more important to compare yourself to yourself over time rather than to (a so called) peer
3.B ..... THE SINGLE MOST IMPORTANT FACTOR IN COST CONTROL IS IMPROVED PRODUCTIVITY.

*Improved productivity is achieved through:*

- Demand Management (grouping of trips),
- Effective Dispatch Techniques,
- Service Parameters,
- Policies and Procedures, and
- Quality Staff
PRODUCTIVITY: HOW TO REALLY CUT COSTS AND STILL MEET REGULATIONS AND NEEDS

- Many transit systems complain about the cost of paratransit
  -- Many feel restricted by ADA, but do not take advantage of ADA's flexibility

- In reality the best way to lower costs is through productivity improvements
  -- Measuring productivity as one-way trips per service hour
  -- Going from 2 trips per hour to 2.2 trips per hour will yield a ten percent system savings through a reduction in service hours

- Low cost basis results in inexperienced staff
  -- lower per hour cost is neutralized by lower productivity (more vehicle hours)
  -- When contracting for service always emphasize productivity
  -- Payment method must encourage productivity
PARATRANSLIT PRODUCTIVITY CAN BE AFFECTED BY:

A. UNCONTROLABLE FACTORS

- Service area size,
- Population density,
- Traffic flow, congestion, and speed limits,
- Mobility status of passengers as it affects dwell time,
- Political decisions,
- Weather, terrain, and natural barriers

B. CONTROLLABLE FACTORS

- Fixed-route availability and accessibility,
- Percentage of group services,
- Amounts of types of paratransit needs fulfilled outside of public transit,
- Use of innovative approaches such as mobility training, non-traditional service provision (both fixed-route and paratransit), user-side subsidy, volunteers, special vehicles, marketing, fare incentive programs, etc.
- Door-to-door vs. curb-to-curb vs. door-through-door,
- Labor contract restrictions,
- Mix of subscription and call-in trips,
- Real-time; next day; and advance reservation mix,
- Experience and competence of scheduling and dispatch staff,
- Experience and competence of vehicle operators,
- Expectations/past history,
- Service design, and
- Vehicle condition/maintenance
3.C ..... GROUPING TRIPS: WHEN YOU ARE IN A HOLE, STOP DIGGING

- Paratransit is the most expensive mode on a per trip basis, due to its built-in productivity limitations
  - Understanding the flexibility inherent in the ADA complementary paratransit regulations will allow for innovative, lower cost solutions

- Demand Management
  - Understanding the limits of paratransit
  - Objective of improving productivity while adhering to the letter and spirit of ADA
  - "Hybrid" solutions
    - More flexible than fixed-route
    - Less flexible than paratransit

- Fixed-Route Accessibility
  - Intent of ADA is to mainstream
  - Make it easy to ride
  - Many paratransit users capable of fixed-route
3.D ..... REVIEW DEMAND MANAGEMENT

1. What do we mean by improving productivity?

2. What is a good way to serve isolated rural areas in a productive manner?

3. (a) Name five controllable factors that affect productivity.

(b) Name five uncontrollable factors affecting productivity.

4. Review two service parameters that can improve your productivity.

5. What should you do if your paratransit system has reached its capacity and is turning away passengers?
4 ..... SERVICE DESIGN

OBJECTIVES:

- Become familiar with different ways of providing service.
- Understand the advantages and disadvantages of each service mode.
- Know when to apply new approaches to your service.
- Understand the need to revise the service periodically.

Note: All the designs in this section work in areas like yours.
THE EXCUSE:

"That's the way we have always done it."
4. A .... NEW APPROACHES - HYBRID SOLUTIONS

4.A.1 - DIAL-A-RIDE

- Demand-response in real time.
- Similar to a taxi, but group trips.
- Most appropriate for small well defined service area.

Productivity

- Productivity limited to four to eight passengers per hour.

Advantages

- Is excellent approach for areas that cannot sustain fixed-route service.
- Can generate new ridership.
- No need to call 24 hours in advance.
- Can ultimately evolve into fixed-route.
- Can still pick up door-to-door.

Disadvantages

- Requires change.
- Marketing is essential.
- Requires more complicated dispatch techniques.
- Requires zones or small defined town, no more than 3-4 miles wide.
4.A.2 - FIXED SCHEDULE PARATRANSIT

- Works well in rural areas when there are not enough resources to cover all parts of the service area at all times.
- Serves areas according to a schedule that is clearly posted and well marketed.
- Experience indicates that passengers accept this approach, and doctors and hospitals will cooperate.

Productivity

- 6-12 trips per hour.

Advantages

- Can reduce costs by grouping trips.
- By advertising schedule, passengers know what time to schedule their transportation -- like a bus!
- Can still provide door-to-door service.

Disadvantages

- Requires change, which can be difficult for some.
- Planning and marketing are essential.
- May take time to "catch on."

FIXED SCHEDULE DEMAND RESPONSE TRANSPORT SERVICE IN ST. MARY'S COUNTY
4.A.3 - SERVICE ROUTES -- SHOPPER SHUTTLES

- Many systems operated them before term was coined.
- Requires careful planning.
- Service oriented to specific clientele (e.g., elderly) to specific destinations (such as medical and shopping).
- Can be scheduled for specific days and times.
- Serves to group trips.

Productivity

- Limited by vehicle capacity.

Advantages

- Can reduce costs by grouping trips.
- Customizes service for specific clientele.
- Can reduce the demand on paratransit, while generating a higher productivity.
- Simple to plan for by identifying origins and destinations on a map.

Disadvantages

- Requires careful planning and marketing efforts that will consume staff time.
- Requires some level of change, which can be difficult for some.
4.A.4 - CORRIDOR SERVICE

- A fixed schedule solution.
- Identified corridors of travel have scheduled service.
- ADA permits scheduling one hour before or after request (with exceptions).
- Serves to group longer distance trips.

Productivity

- Productivity limited by vehicle capacity.

Advantages

- Addresses problem of longer distance trip productivity.
- Can reduce costs by grouping trips.
- Permitted under ADA.
- By advertising schedule, passengers know what time to schedule their transportation -- like a bus!

Disadvantages

- Requires change, which can be difficult for some.
- Planning and marketing are essential.
- May take time to "catch on."
4.A.5 - FLEX ROUTES - ROUTE DEVIATION

- Requires fairly low densities, suburban or small town.
- May work best in small systems of few buses.
- Replaces the need for ADA paratransit, by performing two functions with one vehicle.

Productivity

- About 8-12 passengers per hour.

Advantages

- Can reduce the need for more costly paratransit, and reduce overall costs.
- Does not require computer software.
- Is permissible under ADA and will not reduce the level of service to current paratransit passengers.

Disadvantages

- Is not suited for urban areas.
- Will increase running time -- passengers will have longer ride times, and may not find the service appropriate.

- May require fare differential.
4.4.6 Market Development/Group Service

- Often subscription in nature.
- Requires designating minimum performance.
- Places responsibility of additional riders on existing passengers.
- Targets communities to serve, then builds ridership over time.
- If successful, can lead to fixed-route.
- Service is not implemented until a minimum level of riders materialize.

Productivity

- Limited by vehicle capacity.

Advantages

- Can cater to group trips, thereby increasing productivity.
- Can provide curb-to-curb service for ADA passengers.
- Can reduce costs over time if successful.
- Service does not start until demand is manifested.

Disadvantages

- Requires significant marketing and planning.
- Applicability is limited.
- Service may have to be eliminated if ridership falls below minimum threshold.
4.A.7 - TRANSFERS FOR LONG DISTANCE TRIPS

- Requires either a meet of vehicles or a secure transfer location.
- Can be used as a demand management tool to reduce long distance trips.

Advantages

- Can reduce the need for long distance trips.
- Can convince persons to travel closer to home.
- May be able to reduce costs for service, by reducing vehicle miles.
- Eliminate duplication in rural areas.

Disadvantages

- May not be suited for all passengers.
- Requires either vehicle meets (tying up two vehicles) or a secure transfer facility (expensive).
- May serve to deny persons access to needed services by extending the travel time.
### Service Designs - Potential Productivity

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Productivity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Countywide Paratransit</td>
<td>1-2 trips per hour</td>
</tr>
<tr>
<td>Urban Paratransit</td>
<td>1-3 trips per hour</td>
</tr>
<tr>
<td>Dial-a-Ride - Zoned</td>
<td>4-8 trips per hour</td>
</tr>
<tr>
<td>Fixed Schédule - County</td>
<td>6-12 trips per hour</td>
</tr>
<tr>
<td>Flexible Routes</td>
<td>8-12 trips per hour</td>
</tr>
<tr>
<td>Service Routes</td>
<td>Vehicle Capacity</td>
</tr>
<tr>
<td>Fixed-Route</td>
<td>Vehicle Capacity</td>
</tr>
</tbody>
</table>
4.B ..... SETTING SERVICE PARAMETERS

- Potent tools in improving performance
- Must consider what is politically feasible
- This may be an excellent way to improve productivity
  - The pick-up window
  - Enforcement of no-shows
  - Two hour scheduling flexibility
  - Travel time
- Crucial to demand management
- The more restrictive, the more expensive — taxicabs are the ultimate
4.C ..... FARES HEAVILY INFLUENCE RIDERSHIP

- It's simple -- the higher the fare, the lower the ridership.

- As fares rise, choice riders leave. Only those that need it most (and can afford it least) continue to ride.

- Free fare promotions are good for publicity and can increase ridership even after promotion ends.

- Given a choice between premium service with a higher fare or regular service at a lower fare, most rural passengers would choose the lower fare service.
4.D ..... CASE STUDIES

1. RIVER CITY TRANSIT

River City Transit (RCT) is a small urban system that operates four fixed routes and comparable ADA paratransit. The fixed route service experiences generally light ridership (about eight one-way trips per revenue hour), while "similar" systems are producing higher ridership. The paratransit service is perceived by many in the community as being generally unproductive (about one passenger per hour). At the same time, RCT is having trouble meeting all of the needs and is actually operating five paratransit vehicles (more than the fixed routes).

Over the years, passengers have won a series of operational concessions designed to make it easier to ride paratransit. Most passengers get direct rides without deviations (75%). Passengers do not have to board the vehicle until five minutes after the designated time, even if the vehicle is early. The vehicles often must wait for the passengers because they are not ready. Historically, passengers who complained received "Cadillac" service. If the vehicle arrives five minutes after the designated time, it is considered late. There is a no-show policy, but due to political sensitivity it has not been enforced in over four years. The no-show rate is extremely high.

The scheduler/dispatcher has all but given up attempting to group trips, due to the past inability of the management to back her up when there was a complaint form either the driver or the passengers.

Due to funding cuts, RCT will only be able to operate four full-time paratransit vehicles next year. In addition, you (as the new general manager) must increase fixed route ridership. This is your opportunity to improve the performance of both service modes because your board wants action and must cut costs.
River City Transit Case Study

Objectives:

A. You must figure out a way to improve the performance of the paratransit system.

1. First, determine how much more productive the service will have to be.
2. Then determine what demand management techniques you will use to improve performance.
3. What fares will be used to induce riders to change their habits?

B. You must also improve the performance of the fixed route service. While there are a number of approaches that could be employed, there are some strategies that specifically relate to the above paratransit issues.

1. What approach would you use to transfer customers from paratransit to fixed-route service?

C. Any changes in service design or fare policy are likely to cause a protest among current customers.

1. Discuss how you will approach this problem in a difficult environment.
2. BIG COUNTY RURAL TRANSIT

Big County Rural Transit (BCRT) is a small rural transit system that provides public transportation in a town as well as in the rural areas of the county. Most of the human service agency transportation is provided by the agencies directly. BCRT has been providing 24-hour in-advance door-to-door service, county-wide. Current ridership is about 85 one-way trips per day, and productivity is 1.2 one-way trips per hour.

Budget cuts have forced many human service agencies to lose their transportation funding. They are now shedding their passengers on you. The county commissioners are insistent that BCRT provide service for those agencies, with the existing fleet and funds. Agency passengers are now paying the general public fares. Agencies are promising to match the fare, but no funds have been forthcoming.

Additional service needs are estimated to be double your current ridership. Under ordinary circumstances, your best approach would be to look for another job that does not require you to word miracles. However, you have just been hired, and need this job. Now is the time to be creative!
Big County Rural Transit Case Study

Objectives:

A. While the task may seem impossible, you have just taken a course on demand management and know that in order to accomplish your goals you will need to implement some of the techniques you have just learned.

   1. Determine the productivity needed to accomplish your goal of providing service for the human service customers.

   2. Determine what must be done to accomplish your goal. What service design(s) will you employ?
3. SMALL TOWN TRANSIT

Small Town Transit (STT) operates in a town of 6,000. Currently, one vehicle is used for fixed route. Ridership is very low -- Four passengers per hour. The much more popular ADA complementary paratransit operates three vehicles in town. While some of the customers that use the paratransit do not need it, it would be difficult to refuse them service because they gave received this service for so many years. Paratransit productivity is four passengers per hour, as good as the fixed route.

The reservations/scheduling staff do not attempt to get more riders onto the fixed route, because it is too much trouble. Something must be done to reduce the vehicle needs for STT, because you have just convinced the county commissioners to provide funding for the operation of one vehicle in the county. You do not have any additional vehicles requiring you to use existing STT vehicles.
Small Town Transit Case Study

Objectives:

A. There are some ADA issues that should be addressed
   1. ADA eligibility
   2. ADA regulations must be adhered to in any new service design

B. Something must be done to maintain ridership, but with one less vehicle
   1. Demand management strategies must be employed to reduce vehicle needs. Identify two strategies that could be employed.
   2. What fares could be used to induce riders to change their habits?
4.E ..... REVIEW OF SERVICE DESIGNS

1. Describe the difference between fixed-route and fixed schedule.

2. Describe the difference between fixed schedule and paratransit.

3. Under what conditions will Dial-a-Ride work best?

4. What is the objective of these service designs?

5. Where will route deviation work best?
OBJECTIVES:

- Understand how the three functions interact,

- Review the differences between urban and rural systems,

- Understand the concepts and fundamentals of reservations, scheduling, and dispatching.

"RSD" IS KEY

- This is where we can make a difference -- this is where it happens. Efficiency (doing things right) and Effectiveness (doing the right things),

- Each function will be taken in the order of how they occur in real life,

- Theories behind the approaches will be discussed.
5.A ..... INTEGRATED FUNCTIONS

- The functions are typically separated in urban areas, but are often handled by one person in rural and human service systems.

- The approaches used to reserve, schedule and dispatch service are often significantly different in urban and rural areas.

- The need for and the type of software will differ between system size and service type.
5.B ..... COMPUTER ISSUES IN RESERVATIONS, SCHEDULING, AND DISPATCHING

- Understand how a computer can benefit your system

- Develop clear realistic expectations for the computer and software

- Understand the various functions currently available

- Understand the operational issues created by software
Exercise: PARATRANSIT SOFTWARE

State five reasons you would purchase paratransit software.

1.

2.

3.

4.

5.
WHY PURCHASE PARATRANSIT SOFTWARE?

- To improve scheduling/productivity
- To generate reports and retain records
- To reduce staffing needs
- To assist the dispatcher in making the correct decisions
- To monitor system performance
- Reduce dependency on one individual
Expectations become a major issue as a result of the belief that technology can solve any problem. At times it seems that technology is the solution in search of a problem.

the key is to purchase software that will perform functions better than humans can, and not assume that technology will always result in improvement.
IF YOU DO NOT KNOW WHAT YOU ARE DOING,

A COMPUTER WILL ONLY MAKE IT PAINFULLY OBVIOUS
IF YOU DO KNOW WHAT YOU ARE DOING

COMPUTER SOFTWARE MAY HELP YOU

OR

IT MAY NOT
SOFTWARE RULES: THE COMPLETE GUIDE

Rule No. 1: Adjust your expectations to fit the capabilities of existing software packages. It is okay to dream however!

Rule No. 2: Do not purchase anything that you have not actually seen working in the field.

Rule No. 3: Demos do not count. Do not be a test site for a new product, unless you have a surplus staff that you do not know what to do with. You will need them.

Rule No. 4: Automate only those functions that a computer can accomplish more efficiently and effectively than a human. Technology does not always result in improvements.

Rule No. 5: When viewing software either in demo mode or in actual operation, take charge of the demonstration.

Rule No. 6: You must purchase a product (the software) and a service (the support).

Rule No. 7: Three of the most important tasks to perform in procuring software are to (1) observe in the field, (2) check references, and (3) observe in the field.
5.C ..... PASSENGER REGISTRATION

1. *Discussion of informational needs of varying service designs*

What information do you need to provide the following types of service:

- Public Paratransit
- Human Service
- Service Routes
- Fixed-Route

2. *Do you have a need for passenger information?*

- Special Needs
- Billing Purposes
- Directions/other important information

3. *Confidentiality*
THE RESERVATION - FLOW CHART

Passenger Request

Reservation

Registration Database

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Exercise: WHAT INFORMATION DO YOU NEED IN A PASSENGER DATABASE?

1. 
2. 
3. 
4. 
5. 
6. 
7. 
8. 
9. 
10. 
11. 
12. 
13. 
14. 
15. 
16. 
17. 
18. 
19. 
20. 
5.D .... RESERVATIONS

- Understand the concepts of reservations,
- Review the integration of reservations and scheduling, and
- Review the computerization of this function.
RESERVATIONS: FIRST IMPRESSIONS

The first point of passenger contact is the reservations process. It is very important to make a good first impression. Passengers perceive holding on the telephone almost as negatively as a late bus. It is very important to provide this part of the service in a rapid, but thorough and courteous manner.

5.D.1 - RESERVATIONS/SCHEDULING CONCEPTS

- Often the reservation process and the scheduling process are combined.

- Reservations accuracy and efficiency - taking the reservation as rapidly and accurately as possible. For each requested trip, there should only be one trip request entry - never enter the trip first on hard copy and then on the computer.

- On-line scheduling - scheduling the trip while on the telephone

- Eliminating the need for call backs - using block scheduling

- Monitoring telephone service - perceptions of hold time
5.D.2 - MANUAL RESERVATIONS

- Many systems successfully operate manually. While ultimately, most if not all systems should and will computerize, until they do, improvements in manual techniques are essential.

- One form for intake, scheduling, dispatch and drivers!

5.D.3 - COMPUTERIZATION

- Computerization of the reservation process can help, sometimes. Other times it can require additional time to reserve a trip, ultimately requiring more staff. This section will discuss the computerization issues.

- Is it necessary?

- What are the benefits?

- Adapting your system to the computer
Exercise: WHAT INFORMATION IS NEEDED TO RESERVE A TRIP?

1. 

2. 

3. 

4. 

5. 

6. 

7. 

8. 

9. 

10. 

11. 

12. 

13. 

14. 

15. 

Community Transportation Association of America
Professional Dispatching and Scheduling Training
5.E ..... SCHEDULING

- Understand the concepts of paratransit scheduling
- Review the service parameters that affect scheduling
- Review the computerization of this function

The second and most complex of the three functions in this section is the scheduling process. Productive scheduling is essential to cost control in any paratransit or hybrid system. Productivity in paratransit is typically measured in one-way passenger trips per hour. In general productivity means that:

- routing is conducted in an efficient and effective manner
- service quality requirements are maintained, and
- cost effectiveness is adhered to.

There are two types of paratransit/hybrid scheduling -- demand-response (either in advance or in real time) and subscription. This section will introduce the theories behind each approach, and within demand-response we will detail the multiple ways that one can schedule.
5.1.1 - DEMAND-RESPONSE SCHEDULING

- In advance
  -- on-line scheduling
  -- batch scheduling

- Real time/immediate response (similar to taxi but with more grouping of trips)

- Considerations of service area size, and densities
  -- Small compact service areas, with short trip distances are conducive to real time scheduling. Larger service areas with longer trip distances are problematic.
  -- Real time scheduling encourages ridership. Many ADA systems do not want to increase ridership on paratransit. Many rural systems have had success with dial-a-ride.

5.1.2 - SUBSCRIPTION SCHEDULING

Assuming that demand can be met, it is to everyone's advantage to increase subscription service as much as possible. This results in greater convenience for the customer, fewer telephone calls and demands on the scheduling staff, and more consistency for the drivers and customers. Note: if you operate an ADA system, until capacity constraints have been lifted, you cannot have more than 50 percent subscription trips at a given time. Other benefits include:

- The ability to optimize schedules,

- Group trips, and

- Identify market development potential (remember market development is dependent on subscription commitments)
5.E.3 - SCHEDULING TECHNIQUES - MANUAL

Rural

- Schedule blocking, allowing on-line confirmation
- By vehicle
- Developing a fixed schedule service
- Developing scheduling parameters including dwell time for ambulatory/wheelchairs, average speed, last wheelchair on is first off, etc.

Urban

- Schedule blocking, allowing on-line confirmation
- Applying zones and sorting capabilities, so that a scheduler can identify all trips in one zone going to other specific zones at a specific time
- Building schedules through the subscription template -- encourage subscription trips - assuming you can meet system demand
- Developing scheduling parameters including dwell time for ambulatory/wheelchairs, average speed, last wheelchair on is the first off, and other factors
- Defining and enforcing no-show and cancellation policies
SCHEDULING CONSIDERATIONS

- Numbers and types of vehicles
- Passenger needs
- Subscription/demand
- Arrival time requested
- Size of scheduling window
- Driver availability/capabilities
EXAMPLE OF BLOCK SCHEDULING LOG

Day of Week:

<table>
<thead>
<tr>
<th>Time Slot</th>
<th>Name</th>
<th>Origin</th>
<th>Destination</th>
<th>Appt. Time</th>
<th>Driver</th>
<th>Billing Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>6:00</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td>6:30</td>
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<td>7:00</td>
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<td>7:30</td>
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</tr>
</tbody>
</table>

Block size (number of trips available per block of time) is determined by the number of vehicles in service and their expected productivity.
5.E.4 - COMPUTERIZED SCHEDULING

TYPES OF PARATRANSIT SOFTWARE PACKAGES

1. **PARATRANSIT ORGANIZER** -- Software that can be used to record trip requests, completed trips, and a variety of data collection and recordkeeping needs. This software will not perform any scheduling functions. Trips are manually scheduled and then placed in the computer for printing of driver manifests.

2. **COMPUTER ASSISTED SCHEDULING** -- Typically these products incorporate all of the functions of the paratransit organizer, but also include functions that will help the scheduler find the most appropriate routes.

3. **AUTOMATED SCHEDULING** -- These products will attempt to perform all of the scheduling functions. Typically these products also perform all of the functions of a paratransit organizer. Most appropriate service with approximately 100 daily demand trips or more.

4. **DISPATCHING SOFTWARE** -- These products are geared toward real-time dispatching as is performed by taxi companies. Some of these products have paratransit organizers and others do not.
NEW TECHNOLOGIES:

- Mobile Data Terminals
- Automatic Vehicle Locaters
- Bar Code Readers
OBJECTIVES:

- To understand the concepts of paratransit dispatching
- To review the service parameters that affect dispatching
- Review the computerization of this function
DETERMINING PASSENGER/VEHICLE SELECTION AND SEQUENCE:

- Analyze the variables that will have an impact on your selection process.
- Route traffic or road hazards (i.e., rush hour, bridge construction)
- Weather conditions affecting road conditions
- Pickup location, special situations (e.g., house has no ramp, or passenger takes a long time to get to vehicle)
- Passenger’s use of wheelchairs or mobility aids
- Location and availability of all vehicles
- Company policies concerning pickup and drop time guarantees or standards
- Use map and trips to determine a scenario in which class can analyze factors to develop selection and sequence.
5.F.2 - DISPATCHER NEEDS

- Proper tools (computer or forms) to access information rapidly
- An environment conducive to concentration -- limit driver access
- Effective telephone and radio equipment -- hands free
- Service parameters that allow scheduling flexibility
- An educated customer base
- Well trained drivers
- Control over changes in staff and system
5.G..... REVIEW OF RESERVATIONS, SCHEDULING, AND DISPATCHING

1. What is the first point of customer contact?

2. How can software help you?

3. What type of software do you think you need?

4. How many persons in your system handle the reservation, scheduling, and dispatch?

5. How many forms do you use to take the reservation to the driver’s manifest? How many should you use?

SEE APPENDIX 1 FOR MORE INFORMATION.
6.A ..... HOW WE COMMUNICATE

Improve communication with customers and in your work environment

- What is active listening?
- What are effective telephone techniques?
- How to work with difficult customer situations

"Hi, this is Mrs. Jones. I need to go to...you know...and pick me up. Well you know...thanks...by....'CLICK'"
TELEPHONE TECHNIQUES:

Cue yourself to "SMILE" before you pick up the phone:

S.

M.

I.

L.

E.

How to make your listener feel important:

- Answer promptly
- Identify yourself, your department and your organization
- Have a friendly manner and be professional at all times
- Listen and be diplomatic
- Keep it brief and avoid the "hold" button
- Don’t transfer the customer around
- Learn the person’s name and use it
- Write it down...don’t trust your memory
- Admit when you are wrong
- Let the caller hang up first
- Respect talking/listening speed limits
6.B .....SENSITIVITY TO THE DIFFICULT CUSTOMER

There are some typical problems with customers that are common to most dispatch systems. Among these are:

- Customers with chronic complaints or repetitive undesirable behavior, such as constant rescheduling
- Customers who become irate and angry or argumentative
- Customers with communication problems
- Customers who become confused and may not know where they live or other pertinent information.
Some customers seem to have all the problems....

Chronic complainers are a real challenge. Your first reaction may be, “Oh no, not again!” Recognize that the customer may have a serious problem that you cannot change, and that patience and kindness will be the best response. If problems continue to occur with a particular passenger, they need to be discussed with your supervisor or operations manager. It sometimes is necessary for management to write a letter to the passenger, clarifying company policy, or to contact an agency staff person who works with the customer, for additional help.

It is especially difficult to remain calm and collected when the dispatch job is especially busy. If the phones are ringing off the hook, drivers are calling in on the radio, and you are in the middle of chaos, it is really hard to remain cool when responding to a “problem customer.”

This is when you have to call on all your stress management techniques. Relax, unclench your jaw, take a deep breath, and concentrate on the situation of the moment.

Set up a “buddy system” with another dispatch staff person. Sometimes it helps to trade off problem callers. The person may respond differently to another gender, a different voice, or a new approach to the issue.

EMPATHY

“Projection of one's emotion on a subject or situation.”
Exercise: Customer Service and You

Some of the things I already am good at doing in my customer service role are:

Some of the problems I am having with customer service, or barriers I am facing, are:

I could be more successful with customer service if I were able to:
6.D .....DISPATCHING MAINTENANCE:
Analyze all alternatives

- Do you need to recover the passengers off the disabled vehicle?
- Can the driver correct the problem over the radio with assistance from the dispatcher or mechanic?
- Can the driver safely drop off passengers (either at their destination, or transfer them to another vehicle) and make it back to the garage?
- Send another vehicle, mechanic, or towing service.
6.F ..... Monitoring Vehicle Location

• With real-time dispatching, each vehicle ideally would be equipped with a transmitter than would relay off a satellite and display to the dispatcher where the vehicle is at any given time...Automatic Vehicle Locators (AVL's).

• Dispatch software may be used in coordination with two-way radios to monitor the status of each vehicle. The last action can be documented through a software tracking system (i.e., dropped off, picked up, waiting outside, no-show).

• A dispatcher with this type of information can use his or her vehicles more efficiently, answering passengers when they call, and coordinating changes and additions to the schedule.

• Manual dispatching: regardless of the method, all information on vehicle status is crucial to a smooth-running operation.

• Vehicle location and status data can be plotted using a pencil instead of a keyboard. Sheets of paper should be in front of the dispatcher listing all the vehicles in the fleet and their schedules for that day.

• Drivers should be instructed to alert dispatch to their movement. Dispatch can then note these actions on their dispatch board.
Why Do You Need to Know?

- You are managing a business; don't you need to know the bottom line?

- For those interested in improving service -- how do you know if you are improving if you do not measure performance?

- Monitoring performance will help identify potential problems before they become real problems.

- It is a tried and true management practice in any business.
**DRIVER MANIFEST**

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<th>End Time</th>
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One-Way Trips (all persons)

This is where ridership data comes from.

*SEE APPENDIX 2 FOR SAMPLE DRIVER MANIFESTS.*
7.C ..... DEVELOPING PERFORMANCE MEASURES

- Simple to collect information, most systems already collecting the data necessary to calculate performance

- Supportive of, and directly linked to goals and objectives

- Seek continual system improvement over time

- Separate different service types and counties -- compare apples to apples

- Link to management and staff performance
7.D ..... MONITORING AND REPORTING PERFORMANCE

- Identify current performance based on the above measures, for each service type,

- Develop standards and measures for each service type based on modest improvement over the present level,

- Monitor all standards on a monthly basis with reports that show trends and compare service to previous months and the same month of the previous year,

- Evaluate performance based on the measures on a quarterly basis, and make adjustments as necessary,

- Increase the performance standards at least semi-annually, seeking incremental improvements,

- Provide essential operating data to dispatchers.
Peer reviews — forget them, there are no "peers." You can use "peers" to establish a reasonable range, but do not compare yourself to another system.

Compare current performance to your past performance — once you have established that you are within the reasonable range — simply look for consistent improvement.
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### ROUTE ANALYSIS

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Shade in all times when at least one passenger is on board, including times when vehicle is deadheading to a pickup. Allow 15 before pickup and after dropoff for deadhead time.
8 ..... DEVELOPING YOUR POLICIES AND PROCEDURES

OBJECTIVES:

- Understand the links between system control and policies and procedures,
- Understand the need to develop clear and concise policies and procedures for customers,
- Understand the conflicts between customer desires and system capabilities, and
- Use the policies and procedures to reflect the emphasis of your system.
8.B ..... DEVELOPING A HOW TO RIDE GUIDE

How to Ride Guide

- Designed to educate the customer base
- Develop expectations through the guide
- Simple to read, with all of the basic material present
- See service parameters in Section 3
- Appendix 3 includes examples of How to Ride Guides
Exercise: AS A DISPATCHER, WHAT INFORMATION WOULD YOU LIKE TO TELL YOUR CUSTOMERS TO FACILITATE THE DISPATCH PROCESS?

1. 

2. 

3. 

4. 

5. 

6. 

7. 

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8.C ..... REVIEWING POLICIES AND PROCEDURES

1. How can simple policies and procedures improve dispatch control?

2. What key information should be conveyed to passengers in a how to ride guide?

3. Which staff should receive policies and procedures training?
9 ..... HIRING AND RETAINING QUALITY STAFF

OBJECTIVES:

- Understand the link between quality staff, cost control and productivity
- Identify the qualities and skills required of a good dispatcher
- Develop effective job descriptions
- Learn how to hire skilled dispatch staff
- Review training needs for drivers and dispatch staff
9.A ..... JOB DESCRIPTIONS

The most successful systems are typically those that have quality, experienced staff, using sound procedures. The evidence suggests as well, that successful computer installations also depend on quality staff. Computer software does not significantly improve system performance without quality staff. People are always the key in this people oriented service.

Job descriptions -- Whatever the job title, a job description should include clear descriptions of the duties that the person will perform, the knowledge they must possess to perform these duties, the skills needed to carry out the job, and the abilities expected of a successful employee in this position.
9.B ..... Hiring Staff

While a reservationist is often an entry level position, dispatchers and schedulers must be skilled staff. Care must be taken to hire the right staff, the first time. It is much easier in the long run to take the time to hire the right person the first time, than trying to fire the wrong person.

- **Recruitment** - Where does one find a dispatcher - in house, or from another field with similar types of staffing (we have had success with individuals from the tow truck industry, trucking industry, taxi, and other dispatching and driving positions.)

- **Conducting functional tests** - What are possible testing techniques to ascertain the skill level of the applicant? The key here is that the dispatcher understand geography, spatial relationships, and is or can get familiar with the service area.
9.D ..... REDUCING TURNOVER

Factors affecting job turnover:

- Stress of the position
- Requires significant experience and skill
- Important to cost savings, but typically low paid
- Attempts to use unskilled staff typically ineffective
9.F ..... REVIEW RETAINING QUALITY STAFF

1. Is the physical location important for the dispatcher?

2. Where do you want the dispatcher located?

3. What training should the dispatcher receive?

4. List four approaches to avoiding dispatcher burnout.
SUMMARY

- Productivity is the key.
- Control -- gain control of as much of the system as possible.
- Many factors determine productivity -- some controllable, some not.
- Your objective is to pack the bus -- hire bus stuffers!
- Know your service design capacity -- when reached, consider more productivity designs.
- Service designs can be a progression all the way to fixed- route.
- That's the way we have always done it -- GET OUT OF THE BOX.
APPENDIX 1

RESERVATIONS, SCHEDULING AND DISPATCH DATA REQUIREMENTS

Following is listing of most of the data needs that a paratransit system would need. Many systems do not need this level of information.

1. Passenger Registration

Purpose: To have information necessary to provide effective transportation for qualified passengers as well as to assist in program administration and agency billing. This will include passengers from a variety of agency sources. Most of this information is not necessary in general public dial a ride.

Data to be processed:

a. identification number (Medicaid number)
b. name (last, first, middle initial)
c. home address (street, city, state, zip code and county)
d. sex
e. home telephone number
f. date of birth
g. ethnicity
h. social security number
i. language preference (English, Spanish, Braille, etc.)
j. emergency contact (name, address, telephone)
k. disability code/physical needs for transit purposes (including need for an attendant/aide or children)
l. type of payment code (paid, prepaid, etc)
m. agency, doctor or employer (name, address, city, state, zip code, phone number)
n. required vehicle type code (sedan, van, bus, etc)
o. service type code (including taxi and individual trip reimbursement)
p. agency billing codes
q. income level code
r. ADA Certification, temporary, or permanent
s. visitor information
h. specifics/comments
i. the same information for the return trip including will calls (if applicable)
j. phone number
k. number of passengers
l. Agency billing code
m. reservationist code

3. Scheduling - Vehicle Decision Required

**Purpose:** To schedule trip request orders so that the system can offer maximum flexibility and minimum inconvenience to passengers while concurrently optimizing the efficiency of operations. Note that this component can be accomplished as part of the order taking function, with the exception of those trips that require a vehicle decision of more than five vehicles.

Data to be Processed:

a. demand response one way trip requests - vehicle decision required
b. subscription (standing order) trip requests

4. Dispatching

**Purpose:** To provide on-line vehicle information and schedules for dispatchers to manipulate as needed in making last minute route modifications. The dispatcher must be able to have the tools necessary to make rapid decisions, change runs, assign drivers to the appropriate vehicle and appropriate assignment.

Data to be processed:

Real Time Dispatching

a. run modifications -- due to breakdowns, accidents, delays in route, other route problems,
b. additions,
c. cancellations, and
d. no-shows

Driver Assignment

a. Driver qualifications (training, certification, etc.),
b. Vehicle capabilities (wheelchair, sedan, etc.)
APPENDIX 2

SAMPLE DRIVER MANIFESTS
SAMPLE DRIVER LOG  "APPENDIX A"

Date: 09/30/96  Time: 12:37

Trip Schedule: Monday - August 27, 1996

Trip Number: 1

Vehicle Assigned: 91

Driver's Name: 

Depart Time: 11:15  End Time: 12:00

Wait Time: 00

Last Drop (dropped off): 

Drop Off (picked up): 

Rain: 

CASH: 

Check: 

Oil Change: 

Transmission Fluid (Yes/No): 

Brake Fluid (Yes/No): 

Power Steering Fluid (Yes/No): 

Cash Paid: 

Check Paid: 

Total Fares to Collect: 

I hereby certify that the above trip information is complete and accurate.

Driver: Signature
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</tr>
<tr>
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<td>Roaring Springs</td>
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**PUBLIC TRANSPORTATION**
a division of
**CAPROCK COMMUNITY ACTION ASSOCIATION, INC.**

Executive Director
CLAUDIA COWLEY

Program Director
TAMMY FLORES

For information call
1-800-692-4164

**CAP-TRANS RURAL PUBLIC TRANSPORTATION**
224 S. Berkshire
Crosbyton, Texas 79322

**TRAX**
Make tracks across Texas
How to Use the Central Delaware Transit System

FARES

Adult ..................... 75 cents
Student .................... 50 cents
Elderly ..................... 30 cents
Handicapped .............. 30 cents
Transfer .................... FREE

Exact Fare Only, Drivers do not make change
No Pennies Please

Transfers

Transfers will enable you to change from one bus to another at no cost. Transfers will be issued at your request by the driver of your first bus. If you need a transfer please request it as you board. Transfers may only be used at the downtown transfer center.

Destination Signs

The sign above the windshield indicates the route. Before you get on the bus, read the destination sign and make sure the bus is going where you want to go.

Signaling the Bus

Bus stop signs mark each designated stop along all the routes. Stand near the sign in clear view of the approaching bus, but well back from the curb. The bus will stop only at posted stops, when a rider wishes to get off or when a person is waiting at the stop.

Downtown Transfer Center located at 124 South Governors Ave.
# How to Ride the N-Bus!

- Look at the transit map and find your destination.
- Find the closest bus stop where you will catch the bus.
- Decide which route or routes you will take.
- Look closely at BOTH the time you will catch the bus GOING and the time when you will catch the RETURNING bus.
- Arrive at the bus stop 5 minutes BEFORE the schedule shows your bus stop time.
- Have the CORRECT CHANGE ready. The bus driver cannot make change. One-way bus fare is 75c. If you are going to transfer to a second route, bus fare is $1.00.
- After allowing any departing passengers to exit, enter the bus and pay the correct fare. Be sure to ask for a transfer when you board the bus.
- Move toward the front of the bus before the bus stops at your exit destination.

No food, beverages, smoking materials, loud music, profanity, disruptive behavior, flammable materials or animals (except service animals) are permitted.

Thanks for riding the N-Bus! 608-2100

**JS FARE:** 75c one-way, one-loop. 25c additional for a transfer from one loop to another.

Alamo Coordinated Transit: Special Door-to-Door service for the handicapped is provided by Alamo Area Council of Governments. All 1-800-292-5648 for information.

<table>
<thead>
<tr>
<th>WEEKDAY SCHEDULE</th>
<th>SATURDAY SCHEDULE</th>
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<td><strong>GOLDEN ROUTE</strong></td>
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<td>JRSTFEST (on Land)</td>
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<td>FREDERICKSBURG &amp; Bell</td>
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<td>REDRICKSBURG &amp; Kentucky</td>
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<td>LIVEOKA @ Hwy 81W</td>
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*All times are approximate.*
WHAT IS C.T.S.A.? C.T.S.A. provides door-to-door transportation anywhere in Orange County. All vehicles are equipped with wheelchair lifts and C.T.S.A. drivers are specially trained to help you. There are no zones and no transfers.

CAN I RIDE C.T.S.A.? You may ride C.T.S.A. services if you are disabled or frail elderly and find it difficult or impossible to use the public transit system provided by OCTD. You must fill out an eligibility form and be certified eligible prior to using C.T.S.A. transportation.

HOW DO I REGISTER? Call (714) 636-4222, Monday - Friday, 8:00 am - 5:00 pm to request an eligibility form, and it will be sent to you the same day.

HOW DO I REQUEST A RIDE? To request a ride you may call up to ten (10) days in advance, but no later than 12:30 in the afternoon two working days before you want to ride. The phone numbers are:

North County Region: 525-2266
Central County Region: 539-4411
South County Region: 240-3113

Ride requests may be made Monday through Friday, between the hours of 6:30 am and 12:30 pm (afternoon). Ride requests are not taken during weekends --- you must call by 12:30 pm on Thursday to arrange transportation for Saturday, Sunday, Monday or Tuesday.

H PERFORMANCE NOT BE CONFIRMED? C.T.S.A. will call two days before your requested ride to let you know if we can take you. This will allow you to make other plans if C.T.S.A. cannot accommodate you. Every attempt will be made to fulfill your ride request, but, due to limited resources, not every request can be granted. *Note: You will need a ride coupon prior to your first ride.

HOW MUCH DOES C.T.S.A. SERVICE COST? C.T.S.A. charges a fare of $1.00 per 10 miles. Payment must be made using C.T.S.A. ride coupons, which you may order by mail or in person. C.T.S.A. DRIVERS CANNOT ACCEPT CASH OR CHECKS. To order coupons by mail, simply send a check or money order, with a note indicating you wish to purchase coupons, to C.T.S.A. at 11879 Woodbury Road, Garden Grove, CA 92643. If you wish to purchase coupons in person, come to the same address during regular business hours - Monday - Friday, 8:00 am - 5:00 pm.

DOES THE RIDE FARE COVER THE COST OF MY RIDE? No. The one dollar per ten mile fare covers only a small portion of the cost of your ride. The majority of funding for C.T.S.A. comes from State, local, and federal tax dollars.

CAN I BRING AN AIDE WITH ME? Yes, you may, but they are also required to pay a fare of $1.00 per 10 miles.

WHEN SHOULD I BE READY FOR MY RIDE? Schedules will vary due to

WHEN CAN I RIDE? C.T.S.A. transportation hours are:

Monday through Friday
7:00 am through 10:00 pm
Saturday
9:00 am through 5:00 pm
Sunday
9:00 am through 2:00 pm

WHEN IS C.T.S.A. CLOSED? C.T.S.A. does not operate on:

New Year’s Day
Memorial Day
Independence Day
Labor Day
Thanksgiving Day
Day After Thanksgiving
Christmas Day

DO I HAVE TO CALL EACH TIME I WANT A RIDE? Yes, if you're traveling to various locations at different times.

WHAT IS SUBSCRIPTION SERVICE? If you are riding on a regular basis at the same time, and from the same locations, you may qualify for a subscription ride. Subscription service
ALL PASSENGERS must schedule their trips in advance by calling 742-0405 between the hours of 8:30 a.m. and 2 p.m., Monday through Friday. You must call to arrange your ride by 2 p.m. the day before you need the ride.

YOU WILL BE PICKED UP and taken to a drop-off point of your choice. You must arrange both the pickup and dropoff locations when you call to arrange your ride. For your return trip, simply call 548-RIDE or the convenient toll-free number, 1-800-452-0404.
You will be picked up on the next available run.

TO AVOID DELAYS, all passengers should be ready at scheduled pick-up time. Drivers can wait only 2-3 minutes.

DESTINATIONS within the Salisbury Metro Area shall include, but not be limited to: Peninsula Regional Medical Center, Downtown Plaza, Government Office Building, Centre at Salisbury, Salisbury Mall, social services, senior citizen centers, and major food stores.

CALL 548-RIDE FOR ANY TRIP PURPOSE---
DOCTOR APPOINTMENTS,
VISITING FRIENDS,
WORK OR SCHOOL,
SHOPPING, ETC.
GREEN OR SOUTH PECAN ROUTE
Serving neighborhoods south of downtown between the river and State Highway 95. This route also includes the Bastrop County Justice Center, the Dept. of Human Services, and the Bastrop Chamber of Commerce.

**departs downtown returns downtown**

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<thead>
<tr>
<th>Time</th>
<th>Route/Stop</th>
<th>Time</th>
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<td>8:00 am</td>
<td>(School Route)</td>
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**ORANGE OR MARKETPLACE ROUTE**
Direct service from downtown to the State Highway 71 Business District with stops at the Colorado Center, the Marketplace, I.E.B., Walmart, Bastrop Nursing Center, Autumn Hills Nursing Center, and the CARTS Kerrville Buslines and Community Transit Bus Depot (opening Fall 1991).

**departs downtown returns downtown**

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<th>Time</th>
<th>Route/Stop</th>
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**THE SERVICE**
Routes — The bus travels the five (5) following routes several times each day. Each route has both a name and color identification.

**YELLOW ROUTE: NORTH MAIN ROUTE**
**BLUE ROUTE: NORTH PECAN ROUTE**
**GREEN ROUTE: SOUTH PECAN ROUTE**
**ORANGE ROUTE: MARKETPLACE ROUTE**
**RED ROUTE: STATE PARK ROUTE**
School routes operate September through May to all campuses as noted on timetable.

**HOW TO RIDE**
Passengers are picked up at any corner along each route except when the bus is travelling State Highway 71 or 95. When you board the bus tell the driver your destination or use the passenger signal; located above the window in the bus, one block before your stop.

**FARES**
The fare is 25 cents each time you board the bus. **MONTHLY PASSES** for **SCHOOL ROUTES** are available from the driver. You can also purchase **MULTIRIDE TICKETS** in denominations of $5 or $10, which are good for $6 and $12 worth of service respectively.

**HOW TO READ THE SCHEDULE**
Inside is a System Route Map which shows all of the routes by color. Determine which route you are on. Then look in the Route Directory to see when the bus travels that Route. The times shown in the directory indicate when the bus leaves downtown and when it returns downtown. Your stop will be somewhere between these two times.

**QUESTIONS?**
Give us a call at our toll-free number (1-800-456-7433) and we will try to help.
Follow the Bus Driver’s instructions at all times.
Please ring the bell to let the driver know that you want
her to stop at the next stop.
Please board and exit the bus at the front door.
Please have exact fare, MWC ID, Medicorp Health
system ID, transfer, or pass ready before boarding a bus.
No smoking or open alcoholic beverages are allowed on
bus.

Transfers
Transfers are free. Transfers may be obtained from the dri-
upon paying fare. A transfer is valid for one hour and will
honored on any route. Please request a transfer when
riding. Transferring from one bus route to another is easy
as all the buses meet at FRED Central once an hour on
half hour. Your driver can help you to accomplish the
transfer. Our buses are radio equipped so the driver may be
told ahead if he or she is running a few minutes late.
Said the bus you need to transfer to. Be sure to tell your
driver when you board if you need assistance in making the
transfer.

Safety Tips
Like school buses, FRED buses do not stop traffic while
people are disembarking. For your own safety, please
not do not stand in the front stairwell or ahead of the
buses.

Please do not step out suddenly in front of any bus. Buses need
space to stop beyond passenger cars.

If a seat is available and you have to stand, always main-
tain a firm and secure grip on the standee bar, as the bus
may not come to an unexpected or sudden stop.

If the bus has pulled away from the stop, the driver will
open the doors again until arriving at the next stop. Do
not enter the street to attempt to catch the bus.

Fares & Passes
Fare is required. FRED drivers cannot make change.
Please have exact fare. MWC ID, Medicorp Health
system ID, transfer, or pass ready before boarding a bus.

<table>
<thead>
<tr>
<th>Fares</th>
<th>Monthly Passes</th>
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<tbody>
<tr>
<td>1</td>
<td>$25</td>
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<tr>
<td>over 3 yrs.</td>
<td>Free</td>
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<tr>
<td>Students</td>
<td>Prepaid (must show ID)</td>
</tr>
<tr>
<td>Medicorp Health System</td>
<td>Prepaid (must show ID)</td>
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</tbody>
</table>

Fares are available at FRED Central or through the mail.
(540) 372-1222 for details.

Schedule current as of: December 1996

Transit Manager: Rebecca L. Martin

Welcome to FREDericksburg Regional Transit (FRED)

These bus schedules and route maps can give you information
about which bus to catch and when to catch it. This
map, along with the individual route schedules, are the latest
up-to-date information on what your bus system can do for
you. If you need help in reading the schedule or in planning
your trip, give us a call at (540) 372-1222.

General Service Information
Monday - Friday 7:30 a.m. - 8:30 p.m.

Holiday Service
There is no bus service on the following observed City holi-
days: New Year’s Day, Independence Day, Thanksgiving Day
and Christmas Day.

Inclement Weather
During bad weather please stay tuned to the local radio sta-
tions to find out if service will be offered that day or modified
in any way. If the City of Fredericksburg’s government
offices are closed, FRED will not run.

Videos
Our buses are equipped with televisions and VCRs. This
allows our patrons to keep up to date on local events in the
area. Please call (540) 372-1222 with comments or sugges-
tions for future videos.
Welcome to DATA

The aim of this User’s Guide is to explain when and where this bus goes, and how to use the DATA bus system.

Where Does The Bus Go?

The map on the opposite page shows where and in which direction this bus travels. It also shows route extensions, timepoints, points of interest, and transfer points to other routes.

When Does The Bus Come By?

To answer this question, go to the map and locate the time points (A, B, C, D, ...) on the map before and after where you want to board the bus. Find the same time points on the schedule, making sure that you are reading the schedule for the correct day of the week and for the direction you wish to go. The bus will be coming by between the times for those two time points.

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<td>University</td>
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<td>Cornwallis Rd</td>
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<td>Downtown Terminal</td>
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Bus service is available Monday through Saturday, with night service available on some routes. Bus service is not provided on Sunday, New Year’s Day, July 4, Labor Day, Thanksgiving, or Christmas Day.

How Do I Catch The Bus?

The bus makes many stops other than those indicated on the map. To find your nearest bus stop, look for the blue and white DATA bus stop sign. As a bus approaches, check the route number and destination sign above the windshield to make sure you board the bus you want. Wave your hand to show the driver you wish to board. Please have your fare ready.

If you need to transfer to another bus to reach your final destination, ask the driver for a transfer ticket when you pay your fare. You can transfer at any point where routes intersect. If you are not sure where to transfer, ask your driver. A transfer must be used within 45 minutes after it’s issued, and can only be used for one-way travel.

What Else Should I Do?

To make the bus ride pleasant for everyone, please do not eat, drink, smoke, or play loud music while riding. At least one-half block before you want to get off the bus, pull the overhead cord to ring the bell. Exit by the rear door, if possible.

What If I Use A Wheelchair?

Over time, all of DATA’s buses will be wheelchair accessible. Until then, however, for those who are unable to use the regular bus service, there is DATAlink, a van service for disabled passengers. For information, call 688-2611.