OPERATIONS MANAGEMENT

Overview

Operations management is concerned with the day-to-day decision-making that keeps an organization running in a way that best helps it to meet its goals and objectives. While this may require managing an occasional crisis, the primary focus is on following previously determined policies in a way that ensures smooth operations.

As both the number of topics related to operations management and the uniqueness of community transportation systems are considerable, focus is placed on relatively broad concepts that are intended to be of interest and value to the largest audience. In this section we look at service design and policy, safety and security, fleet management, customer service, and finally performance measures. The topic of marketing is located in the transit development section.

For those who have a thorough understanding of any or all of the concepts presented in this section it may not be necessary to spend much time reviewing material. The following topics are included in this section:

- Service Design
- System Safety and Security
- Fleet Management
- Customer Service
- Measuring Performance

Those with strong interest in a particular topic may refer to the materials cited at the end of the section. The material presented here is intended to be adequate preparation for the CCTM exam in itself.
Service Design

Deciding upon what type of service will best meet the needs of a community given limited resources and other constraints, such as the federal regulations included as an appendix to this section, is a difficult job. Though your agency may currently have no interest or lack the ability to alter or expand existing service, there is value in understanding what service options exist, when each works well, and what process should be followed to tailor fit and then implement them. This is especially true as the demographic profile and mobility needs of nearly every community in the nation will change rapidly over the next 25 years. The need for improved coordination also requires an adequate understanding of other services that are provided in your area.

Establishing Goals and Objectives

During the strategic planning process, the focus of the first section of this manual, an organization outlines its beliefs and aspirations which are embodied in a mission statement. From this document, specific, measurable goals are determined.

Reviewing Possible Service Types

With these goals in mind, the various service types available should be reviewed. Most service types can be differentiated into four groups based on where service will be provided and when.

**Fixed-Route/Fixed-Schedule.** Fixed-route/fixed-schedule service is the same as traditional city bus service. Vehicles follow a predetermined path/route at designated times. This allows riders to know when and where a bus will or at least should be based on a service schedule. This option is best suited for areas with high demand for predictable trips.

**Fixed-Route/Flexible-Schedule.** This service is characterized by a vehicle that travels the same route but arrives at stops at uncertain times. This type of service is typical of an unscheduled university campus circulator and is also often present in recreational areas.
Fixed-route/flexible-schedule service works well in situations were there is high demand along a given corridor and vehicles provide high frequency of service.

**Demand Response (Flexible-Route/Flexible-Schedule).** Flexible-route/flexible-schedule transportation service is usually referred to as demand-response. Demand-response service can be classified based on when reservation and scheduling occur. Many systems offer service where any of the three methods are acceptable.

- **Subscription:** Regularly scheduled rides (same day, time, location) over an expended period of time.
- **Advanced Reservation:** Reservations made a day or two in advance.
- **Real-Time Scheduling:** Calls are made for current-day transportation, often just before a trip is needed.

Demand-response service is well suited for areas with relatively low and variable demand and where to door-to-door service is desired or necessary. Regular trips between locations are often satisfied with subscription services. Advanced reservation systems work well when trips are irregular, but known about at least a day or two in advance. Real-time scheduling is appropriate for communities with variability in both the location and time of trip demand.

Complementary paratransit is a demand-response service required by the Americans with Disabilities Act (ADA) for systems that provide fixed-route/fixed-schedule service funded to some extent with FTA dollars. If applicable, ADA regulations should be reviewed thoroughly as restrictions are often placed on the maximum fare charged, the percentage of subscription trips allowed, the time a passenger can be on-board the bus, trip denials, and other capacity issues.

**Flexible-Route/Fixed-Schedule.** Vehicles servicing flexible-route/fixed-schedule routes visit certain stops at designated times, but have an added degree of adaptability. In the
case of route deviation, a vehicle services a route with fixed stops and service times, but can leave the route momentarily for door to door service. Point deviation requires the vehicle to visit certain stops at certain times, though it can pick up or drop off riders as demand warrants and choose which path to follow.

Route-deviation service works well when drop-off and pick-up points are near the route, the majority of riders are not time-sensitive, and there is need for both demand-response and fixed-route options. Point-deviation service works well in areas with relatively large variability in ridership and a few high-demand locations.

For demand-response and the deviation portion of flexible-route/fixed-schedule service, the routing, scheduling, and dispatching are extremely important. Depending on the complexity of the system, these components may be dealt with using varying degrees of technology. For smaller systems, personal knowledge of the road network and the system’s capabilities may be all that is necessary to route a vehicle with scheduling handled on paper or with a simple computer spreadsheet. More advanced technology is often used to manage larger, more complex systems. Routing and scheduling software are now used by a number of systems. Some of these programs provide additional functionality with regards to billing and performance management components.

**Deciding among the Alternatives**

Once a short list of possible of alternatives has been decided upon, the benefits and costs of each service type needs to be determined. As a social service provider, organizations often seek to find the affordable alternative that best helps it to achieve its goals.

This step presents unique challenges for larger, as opposed to smaller, systems. In smaller systems, managers may have a more intimate knowledge of the community and its mobility needs. In many cases, a smaller system may be able to make use of information from similar communities that currently offer the type of service they are considering.
For larger systems, there is added complexity, but the resources available to aid in making the decision may be much greater. Often external assistance to help perform a rigorous analysis of options is needed to estimate demand for and cost of providing service in such systems. An understanding of the general concepts of service design remain important when contracting out the design of service as managers need to know what expertise and final products are being promised and how to use the results of the study.

**Vehicle Selection**

Determining the appropriate vehicle for a particular service should account for both customer needs and monetary feasibility. Financial considerations should include purchase cost and life expectancy, operating cost (including fuel economy), and predicted maintenance costs. The capacity of the vehicle and its degree of accessibility are the most important physical characteristics. Capacity requirements should be established to meet the peak demand times (such as work commute).

**Service Guidelines**

It is important for employees, riders, and other members of the community to know about the service your system provides. This is accomplished by developing and disseminating service guidelines. Service guidelines need to describe a number of aspects of your service to achieve their intended purpose. They must be understandable, making use of simple, concise language that accurately describes your service. The following topics are normally covered by service guidelines, including the ones included in the appendices:

**Eligibility.** Clearly define who is eligible to use your system. The system could be open to the general public, or restricted to individuals of low income, youth, senior citizens or persons with disabilities (such as a paratransit system required under the ADA Law). Completely explain any restrictions or requirements and provide an application process if needed. Documentation may be required to verify or monitor eligibility.

**Service Area.** The geographic boundaries of your service are needed. This information is best presented using a map.
**Service Hours.** Regular and holiday days and hours of service, including earliest pick-up and drop-off times for demand response systems, are needed. Contact information in case of an emergency, inclement weather, and other schedule information should be included.

**Reservations and Pickup (Demand-Response).** Clear instructions on the process of making and canceling reservations are important, including the minimum amount of notice that is necessary. Users need to be aware that there is variability in the actual pick-up time and that they need to be ready a certain amount of time before their scheduled pick-up. Also important is policy on the amount of time a driver will wait for a passenger as well as the policy on handling no-shows.

**Fares.** A system’s fare structure should be broken down and described. This may include information on suggested donations for certain groups of riders. Federal requirements may affect the fare structure.

**Passenger Expectations.** Passengers should have a firm understanding of the service that they will be provided when they use a community transportation system. Service policy should clearly identify if curb-to-curb and door-to-door service is provided. Similarly, riders should know if a driver is allowed to enter their home. There are also a number of policy options when determining how a system will address escorts of disabled riders. This topic is also addressed in the customer service section found below.

The customer complaint system also needs to be described. Comment cards and phone numbers should be provided. The comment process and timeline should also be presented.

**Public Comments.** Federal regulations may require that you have a public comment period or hold a public hearing prior to making major changes to your routes or fare structure.
**Service Commitments.** While there is flexibility on what to consider for placement in this section, a firm commitment to the principles presented and an elaboration of what the transit organization expects from itself will give its riders proper expectations of what they can expect. At the least this should include a statement assuring a safe and reliable system. A promise to follow the policies described and all local, state, and federal regulations, including a drug- and alcohol-free workplace, should also be included.

**Passenger Responsibilities.** Passengers should be reminded that they are to be courteous and refrain from inappropriate behavior. Most importantly, the authority of the driver including his or her right to deny service must be stated explicitly. Passengers should know their destination as well as pay the fare. Passengers should also be informed that they are responsible for their personal belongings. They should also inform the driver when they are ill. The policy on seatbelt use and securing other items should be described.

Passengers with special needs are asked to inform the driver if assistance is needed. They should also be able control their service animal at all times if present. Passengers should not help the driver in securing their mobility aid. Federal regulations provide for maximum wheelchair size and weight.

**Emergency Procedures.** Policy regarding a driver’s response to an on-vehicle emergency should be described. Passengers should remain calm, follow the driver’s instructions, evacuate the vehicle in an orderly fashion, and be situation in a safe location, out of the flow of traffic.

The organization’s role in aiding the community during emergencies should also be described, such as when vehicles might be available to evacuate an area or move passengers out of danger.
Nondiscrimination. The service policy should also refer to the system’s commitment to regulations concerning nondiscrimination based on civil rights. Certain federal regulations, which only apply to those receiving FTA funds, require that services be provided in a way that does not discriminate based on community demographic patterns. As employers, community transportation systems are required to assure their employees are not subject to discrimination based on color, creed, national origin, sex or age.

ADA Compliance/Requirements. The Americans with Disabilities Act requires that areas served by fixed-route service must be accompanied by ‘comparable’ paratransit service. There is a common misconception in community transportation that all demand-response providers must satisfy ADA paratransit requirements, but this is simply not the case.

System Safety and Security

System safety and security is important to a community transportation system for a number of reasons. First and foremost, customers demand a safe ride from start to finish. From a management standpoint, it is easier to both respond to and learn from an incident or accident if certain preparatory events have occurred. These actions help a system be proactive instead of reactive and provide managers a more sure footing when making decisions. From a financial perspective, there are tremendous costs and potential cost savings from operating a safe system, especially in recent years as there have been large and consistent increases in liability premiums for nearly all systems.

In this section we will review a process that will help a system to manage the risks that are associated with its operation. It begins by identifying areas of concern and who is responsible for them. For smaller systems, the managers are often responsible for more aspects of the operation.

Vehicle maintenance, which will be covered in the fleet management section that follows this one, is a critical component of system safety. Preventative maintenance, including pre-trip
inspections, will help identify possible safety risks before an incident occurs. The condition of a vehicle and its cleanliness will give its users a sense of comfort and security, an important part of customer service. Maintaining facilities is also important. Stops and shelters should be clean and well lit. Drivers and maintenance staff are responsible for the majority of tasks related to the maintenance of vehicles.

Systems should establish post-accident procedures, incorporating federal and state guidelines (including when drug and alcohol testing should occur).

Employees can be both the sources and remedies to safety issues. Drivers need to know how to safely operate vehicles and equipment. All employees should be knowledgeable in first aid and CPR. OSHA regulations and other federal, state, and local laws should be taught and followed. Training employees is an important part of the system; documentation is important. Human resource managers typically manage training programs.

Care must be taken when establishing and monitoring cash handling-procedures to decease the chance of theft or loss. Use of tokens or script is one solution. For systems with adequate resources, advanced fareboxes with smartcard technology nearly eliminate the issue. The financial section of this manual addresses accounting principles that touch on ensuring financial control. This aspect is often the responsibility of drivers and financial managers.

Once components and the individuals responsible for them have been identified, a hazard identification process should be developed. This standing process should describe how safety issues are identified, assessed, and resolved; corrective or preventative actions; and follow-up on such actions and continual monitoring of system safety. This effectiveness of the process should be regularly reviewed and revised as needed.

The identification step should focus on identifying possible suspicious people, activities, packages, and substances. It is important to clearly identify transit personnel by uniforms and nametags.
Implementing and managing a system’s safety policy is aided by having individuals responsible for the entire system. This should include having someone being designated as the safety manager as well as establishing a safety committee. Creating a formal safety training program should also be considered.

There are many benefits to having a single individual responsible for a system’s safety program. They can act as the specific contact for the agency’s insurance carrier, incident and accident investigator, compliance officer, safety trainer, and worker’s compensation administrator.

Occasional audits of a system’s safety policy should occur to make sure that it is being followed and is effective in reaching its goals. These can be done internally or by inviting an outside individual such as an insurance carrier or the manager of a neighboring community transportation system to conduct it.

**Fleet Management**

The management of a community transportation system’s fleet of vehicles is important no matter what its size. To provide the service promised, a system must take steps to ensure that there are an adequate number and type of vehicles in a condition that meets the demands of customers while keeping in mind financial constraints. Unscheduled maintenance and breakdowns will keep a system’s vehicles off the road while unkempt vehicles will drive away riders. Here we consider pre-trip inspection, preventative maintenance, repair, vehicle storage, and fleet size.

Before beginning service each day, a pre-trip inspection should be conducted by a vehicle’s driver. The inspection should cover an evaluation of the interior and exterior of the vehicle, as well as under the hood. In nearly all systems, a checkpoint form with room for comments is used to insure that no important part is overlooked. The same form is often used to record any vehicle related events that occur during a day’s routine. A vehicle determined to be unsafe should not be placed into service and immediately reported to someone in authority.
Making sure that a vehicle is accessible is an important part of the pre-trip inspection. This should include making sure that lifts, ramps, and stop announcement equipment are in working order. An adequate number of securement devices from seat belt to hooks and straps should be present. They should be clean, free of defects, and be in working condition. Securement tracks should be free of debris as should the surrounding area.

Additional attention to the vehicle’s appearance and condition should also occur before beginning service. Making sure both the interior and exterior of the vehicle are clean will appeal to customers.

There is a tradeoff between the time and cost associated with preventative actions and vehicle breakdowns. When one considers the customers’ demand for safe and reliable service, the necessity of preventive behavior becomes obvious. Another important concern is that of liability because of vehicle/equipment malfunction.

Most preventive maintenance programs are designed to service vehicles at fixed intervals based on mileage. These intervals vary by organization, but usually range from 3,000 to 6,000 miles. The servicing of a vehicle almost always entails changing the oil and filter, replacing fluids, and lubrication as well as conducting a checkpoint inspection of the vehicle. At longer intervals, other vehicle parts, such as wheels and brakes, are inspected and possibly replaced.

Once a problem has been identified, either because of inspection or a breakdown, it should be dealt with as soon as possible. For systems with small fleets, the absence of backup vehicles may make managing some situations, particularly the scheduling of large repairs, quite demanding. Documentation of repairs, including detail on the repair and labor and parts costs, is an important part of any vehicle maintenance program.

There is a great deal of information that can be collected when managing a fleet of vehicles as well as a number of opportunities for making cost effective decisions if the right information is available. As a result, a management information system (MIS) in some form, which focuses on the collection and analyzing data, is used. Depending on the size of the organization, the MIS
may consist of a paper file management system or a large computer database. The primary benefits of a database are the ease of managing large amounts of data and automatically generating reports. The cost of software and hardware for such a system can reach the tens of thousands of dollars, however when chosen and used correctly they can often be tremendous cost saving opportunities.

While a large garage protecting your vehicle from inclement weather and shielding it from security challenges is ideal, it is not feasible for all systems. A fence, however, is definitely recommended. Adequate room for vehicles to maneuver is also important, as there are accident risks when a large vehicle operates in reverse.

In small rural systems, it may be necessary to house vehicles off-site when routes begin far from the system’s vehicle yard. While this may make sense operationally, additional care must be taken to ensure the vehicle’s security and care are accounted for.

The operational needs of a community transportation system with regards to the number and characteristics of vehicles are determined in the service design process. The actual number of vehicles in a system will usually differ from this value as backup vehicles are needed to ensure delivery of service as vehicles are pulled from service. The number of backup vehicles is often estimated by looking at the backup needs of similar systems or on the basis of the system’s own historical data.

**Customer Service**

Providing service and providing high quality service are quite different things. While some customers may make use of your service despite its low quality, high-quality customer service often leads to an increase in ridership. This may consist of existing riders using the system more often and new riders beginning to use the service. It also helps to promote a positive public image, which may be important when seeking funding support.
The first section will address the items that individuals look for in a service. The second will look at attitudes and behaviors that are necessary for providing high-quality customer service.

- Reliability: service should be provided as promised in a consistent manner and on-time
- Safe/Secure: customers should feel and be safe during their entire trip
- Convenient/Accessible: service should be provided to best meet customers’ demands with regard to type and time of service; customers should be able to make use of the service that is provided
- Comfortable/Clean: vehicles and facilities should be kept clean, employees should also have a neat and clean appearance
- Understandable: customers should be able to understand what they can expect, and what is expected from them
- Affordable: fares should be determined to prevent them from being an unnecessary barrier to transportation
- Empathetic: customers should feel that they are being treated as individuals, with respect and concern for wellbeing paramount

The ADA & Customer Service

The Americans with Disabilities Act (ADA) mandates certain service policies. The Transit Operator’s Pocket Guide produced by Project Action outlines these requirements as well as how to provide customer service to passengers with disabilities. The latter coverage proves to be a valuable resource for serving all passengers, not just those with special needs.
**Serving Customers.** Customers should be treated as one would like to be treated themselves; drivers should “emphasize the person, not the disability.” One should speak clearly using normal tone and speed. The driver should ask if a passenger needs assistance and be prepared to help, but should never touch an individual or their mobility device without permission. It is important to remember that not all disabilities are visible and that assumptions about an individual’s abilities should not be made. Those with similar disabilities often require different amounts of assistance. One should speak directly to passengers with disabilities not their companions.

**Wheelchairs and Mobility Devices.** Any passenger with a mobility aid that meets the standards of the ADA is allowed to ride. These passengers can be required to ride in designated locations, but cannot be required to be moved to a vehicle seat. A system must require that a mobility device be secured, but cannot require that passengers in wheelchairs use seatbelts or shoulder harnesses (unless required for all passengers under motor carrier regulations). It is the responsibility of drivers to be knowledgeable in the securement of mobility devices. Drivers cannot deny a ride because a device is difficult to secure.

**Service Animals.** Drivers who are unsure if an animal is a service animal should ask, but may not ask for special identification. They may also ask what tasks the animal performs, but may not ask for a demonstration. They service animal should not be talked to or touched without permission of the customer.

Allergies or fear of the animal are not acceptable reasons for denying a ride to a customer and animals are allowed to sit with their owners. However, the animal may be removed if is not under control or poses a direct threat to others.

**Respirators or Portable Oxygen.** Individuals with a disability must be allowed to travel with a respirator or portable oxygen supply consistent with the Department of Transportation rules governing transportation of hazardous materials
**Priority Seating.** Drivers are required to ask passengers to vacate their seat in specified areas if a disabled individual is in need of the space given that they are not disabled themselves. However, passengers are not required to move.

**Calling Out Stops.** Drivers are required by the ADA to announce stops at transfer points and major intersections and destinations as identified by the organization. Passengers’ requests for announcing a particular stop must be satisfied. All announcements must be made at sufficient intervals to help visually impaired riders orient themselves.

**Adequate Time.** The transit service must allow adequate time in their schedule to allow individuals with disabilities to complete boarding or disembarking from the vehicle.

**Tailoring Service to Meet Your Customers’ Needs**

The unique needs and desires of your customers, rider and non-rider alike, should be taken into consideration when either establishing or reviewing your service policy. This topic is strongly related to the topic of marketing which is covered in the Transit Development section. Minor changes in service policy, such as altering service hours or the routes traveled, can have a dramatic impact on ridership and community appreciation of the service. This often requires an in-depth understanding of the community and the underlying dynamics that determine who does and who does not make use of your service.

**Measuring Performance**

The use of quantifiable measures of performance provides users immediate insight into the efficiency and effectiveness of a transportation agency in reaching its goals. While certain measures may be required by funding and regulatory agencies, its primary value in the context of this section is as an internal management and communication tool.

**Establishing Goals and Objectives**

Performance measures play an important part in both the strategic planning and evaluation processes. It is important that a system know what it aims to achieve as determined by its
governing board first. Once a mission statement has been agreed upon, specific and mutually acceptable, quantifiable goals should be determined. Though they vary greatly by system, goals often focus on operating efficiency and effectiveness, safety, and customer service.

Identifying Performance Measures

Once a system’s goals and objectives have been agreed upon, the large menu of performance measures should be reviewed. The number of options should not intimidate one, as a few appropriately selected measures can quickly communicate what is going on within a system. Some examples follow.

- Cost effectiveness measures the cost of providing a given amount of service. In this context cost is not limited to financial cost, but may be measure in terms of labor or capital. An example of a cost effectiveness measure is cost per vehicle mile.
- Cost efficiency measures the cost or revenue per unit of transportation consumed. Farebox revenue per passenger mile and cost per trip are cost efficiency measures.
- Service efficiency measures the amount of transportation consumed relative the amount of service available, for example, passenger trips per vehicle mile.
- Service quality measures the satisfaction of the community with regards to the services being provided. Accidents per 100,000 miles would be a service quality measure focused on system safety while complaints per boarding measures the quality of customer service.

Collecting Data and Calculating Values

With the increased prevalence of technology in public transportation systems, much of the data needed to measure performance is now automatically collected and downloaded each day. This makes measuring performance much easier, and in some cases value can be automatically generated. One benefit and simultaneous pitfall of this technology is the ease of data collection and report generation; however, when the system fails or operates incorrectly the results will be erroneous. For those managing smaller, less sophisticated systems, calculations can be made on a personal computer or even on a paper tablet.

A decision as to frequency of the calculation and analysis is a difficult one. Depending on the amount of time and ease of calculation a system has available, there may be some interest in monthly or quarterly reports. There is definitely a need to look at values and communicate them
your governing board annually. Large systems with specialized operations managers and
management information systems may have data continuously collected, calculated and
analyzed.

Communicate Results
Performance measures are of interest to a number of parties, from funding agencies, the system’s
governing board, the community, and of course internal management and certain employees.
Effort should be taken to tailor the raw, quantitative results into a usable tool fit for the particular
audience it is intended. For operating personnel, focus is placed on the data, as there may be a
need for immediate reporting of information in order for necessary adjustments to be made to the
system.

For the system’s governing board, an executive document, providing a summary of the most
recent data and that from previous periods, a description of trends, and possible explanations for
changing values may be all that is necessary. The scope may be expanded to touch on the
relationship between the values, the system, and its goals.

Funding agencies usually explicitly define data they demand in terms of performance
information.

Integrate Results into Decision-making
Though performance measures are used by a number of groups, their pragmatic value to a
manager as an internal management tool is most important. The numbers help a manager
identify system challenges and successes.

A caveat about measures is important, improvements or declines over time may not be entirely
due to actions taken by system. External events may have a tremendous impact on calculated
values. For example, fluctuating fuel costs may cause large fluctuations in performance
measures. At the same time, it might be necessary to adjust service due to these events.
When performance goals are missed, causes need to be identified. Often there are a number of things that may have resulted in the change of a value of a performance measurement. These should be identified and actions taken to address them.

When performance exceeds targeted goals, the system should consider raising them following the same process used in the initial planning process. It might also be the case that goals that have been repeatedly missed may be too ambitious given the environment in which the system operates.

**Comparing Measures across Systems**

Although there is often interest in doing so, caution should be taken when comparing performance measures across systems. The unique characteristics of each community make this process quite difficult, much more so than comparing same-system performance from one period to the next. After the appropriate amount of time and resources have been taken to enumerate the differences among communities and the necessary qualifications have been made, the practical value of pursuing this course of action are often nil.
Links & Resources

The following Internet website/resource links were used in preparing this section and serve as resources to expand on the information and concepts presented:

Management Toolkit for Rural and Small Urban Transportation Systems
This report provides excellent coverage of many of the aspects of managing a community transportation system with a focus on the delivery of high quality service to a system’s customers. (KFH Group, Institute for Transportation Research and Education, Laidlaw Transit Services 1999).

Users Manual for Assessing Service-Delivering Systems for Rural Passenger Transportation
This report provides both an introduction to service possibilities as well as a step-by-step guide for designing services for rural transit providers. (Ecosometrics, Inc., ATE Management & Service Company, Urbitran Associates 1995).

Developing, Designing, & Delivering Community Transportation Services
This resource provides an excellent introduction to service design (CTAA 2001).
http://www.ctaa.org/data/rtap_developing.pdf

Managing for System Safety of Rural Transit
This brief outlines both the importance of and the actual process of developing, implementing, and maintaining a system safety program (CTAA 2001).
http://www.ctaa.org/data/rtap_systemsafety.pdf
This pamphlet briefly describes a number of actions that can be taken to ensure the secure operation of system that transports individuals by bus (NTI 2003).

This report thoroughly describes the process of developing a performance measurement system for system managers and other interested parties (Kittelson & Associates, Urbitran Inc., LKC Consulting Services, MORPACE International, Queensland University of Technology, Yuko Nakanishi 2003).
http://www.tcronline.org/bin/doc-distr.cgi/TCRP_RPT_88.pdf

Cheyenne Drivers’ and Safety Manual
This manual serves as a guidebook for drivers working for the Cheyenne Transit Program. It provides a model of what should be expected of drivers and the actual delivery of service to customers.

Fargo-Moorhead Paratransit Operations Policy
This resource provides the operations policy for paratransit service in a small urban area that is compliant with ADA regulations regarding complementary paratransit service.

Transit Operator’s Pocket Guide
This pocket guide offers information on the provision of service to individuals protected by the ADA (Project Action).