

# **National Motorcoach Safety Summit Roundtable Discussion Summary Compilation**

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## DISCLAIMER and DESCRIPTION

After a number of bus crashes and fatalities in 2011, FMCSA convened a series of motorcoach safety roundtables and brainstorming sessions across the country to engage key stakeholders in a discussion on passenger carrier safety challenges and strategies to address those challenges. To further the discussion, FMCSA convened the 2011 National Motorcoach Safety Summit (the Summit),<sup>1</sup> which brought together government and private sector entities concerned with motorcoach safety. The Summit attendees spent the afternoon in roundtable groups, each of which addressed one of 10 breakout topics relating to motorcoach safety challenges.<sup>2</sup> Each breakout group identified key strategies for addressing the issue or challenge. In some instances, the groups further identified specific actions, resources, and entities responsible for successful implementation of the strategy. Please note that the key strategies generated during the breakout group discussions may not represent consensus viewpoints of all members of the breakout groups. The breakout discussion topics fell under four major themes: Training and Knowledge Gaps, Uniformity of Enforcement, Fatigue, and Outreach and Public Awareness. Following the breakout sessions, each group chose two key strategies to report out in plenary session. This document is a summary compilation of the key strategies developed during each breakout session at the Summit, listing any corresponding actions, resources, and entities necessary for implementation of each strategy. **These comments, however, are not endorsed by FMCSA or U.S. DOT and do not necessarily represent the Agency's or the Department's views or positions.**

This summary compilation is organized by placing the breakout group topics in table format under the appropriate major theme, and summarizing breakout group responses to the following four framework questions.

- What are the key strategies to address this issue?
- What actions are necessary for successful implementation?
- What resources already exist or are needed?
- What types of entities are responsible?

The strategy statements in italics were the subject of the plenary session reports. The tables also summarize other strategies for which the breakout groups developed action items. Appendix B is a list of all the key strategies generated during the breakout group discussions. Appendix C consists of two figures showing the number of participants in each roundtable group and their affiliations. A full report for the Summit is under development and scheduled for completion in late October, 2011.

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<sup>1</sup> The U.S. Department of Transportation hosted the Summit on September 23, 2011, in Washington, DC.

<sup>2</sup> Appendix A is the "Topics for Roundtable Discussions" posted on the FMCSA website before the Summit. Eleven breakout groups were scheduled. However, there was no substantive discussion of the topic "Addressing Limited English Proficiency," because only government representatives signed up for the session. The group decided that meaningful discussion would require private sector stakeholder input. FMCSA released the members of this group to attend other roundtable sessions.

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## **ACRONYMS AND ABBREVIATIONS**

ABA – American Bus Association  
BOLO – be on the lookout  
CDL – Commercial Driver’s License  
CSA – Compliance, Safety, Accountability  
CVSA – Commercial Vehicle Safety Alliance  
DMV – Department of Motor Vehicles  
DOT – Department of Transportation  
EOBR – Electronic On-Board Recorders  
FAQ – frequently asked questions  
FMCSA – Federal Motor Carrier Safety Association  
GLAMER – Group Leaders of America  
HOS – Hours of Service  
IACP – International Association of Chiefs of Police  
MCSAP – Motor Carrier Safety Assistance Program  
NHTSA – National Highway Traffic Safety Administration  
NTC – National Training Center  
OEM – Original Equipment Manufacturer  
SAE – Society of Automotive Engineers  
Volpe – Volpe National Transportation Systems Center

# 1. TRAINING AND KNOWLEDGE GAPS

CONSIDERATIONS FOR NEW ENTRANTS			
<u>Key Strategies</u>	<u>Actions</u>	<u>Resources</u>	<u>Entities</u>
<i>Enhance screening and training</i>	<ul style="list-style-type: none"> <li>• Create a proficiency exam and curriculum for operators</li> <li>• Ensure that training and exam are required before driving authority is granted</li> <li>• Establish rehabilitation programs for bad actors instead of allowing them to reincarnate</li> </ul>	<ul style="list-style-type: none"> <li>• Professional exams for new entrant operators</li> <li>• Funds for training and testing</li> </ul>	<ul style="list-style-type: none"> <li>• Curriculum developers, FMCSA to administer the test</li> </ul>
<i>Create a management system for training</i>	<ul style="list-style-type: none"> <li>• Create a system that is part plan, part system</li> <li>• Require continuing education</li> </ul>	<ul style="list-style-type: none"> <li>• Data from Volpe about good management plans and safety performance</li> <li>• FMCSA to identify all the company principals up front, including one person responsible for safety</li> <li>• Educational institutions</li> <li>• State and bus associations</li> </ul>	<ul style="list-style-type: none"> <li>• Carriers, FMCSA, educational institutions</li> </ul>
Break down unintentional barriers to entry	<ul style="list-style-type: none"> <li>• Avoid arbitrariness in entry</li> <li>• Increase monitoring to make sure new entrant stays on good path</li> <li>• Allow healthy flow of new entrants to keep industry healthy and thriving</li> </ul>	<ul style="list-style-type: none"> <li>• Not recorded</li> </ul>	<ul style="list-style-type: none"> <li>• Not recorded</li> </ul>
STRATEGIES FOR TRAINING LAW ENFORCEMENT PROFESSIONALS			
<u>Key Strategies</u>	<u>Actions</u>	<u>Resources</u>	<u>Entities</u>
<i>Assess training needs</i>	<ul style="list-style-type: none"> <li>• Identify the knowledge gap that exists between different law enforcement departments (State to State)</li> <li>• Categorize the different target audiences (large department vs. small division)</li> <li>• Create learning objectives and goals</li> <li>• Ensure focus of training remains on passenger carriers</li> <li>• Reexamine training delivery methods/materials</li> </ul>	<ul style="list-style-type: none"> <li>• Time and money</li> <li>• Training needs assessment toolkit</li> <li>• Evaluation materials</li> </ul>	<ul style="list-style-type: none"> <li>• NTC</li> </ul>

<i>Develop and implement training programs specific to motorcoaches</i>	<ul style="list-style-type: none"> <li>• Develop or modify tailored training approaches for each audience</li> <li>• Leverage technology for instant spread of information/education materials</li> <li>• Engage with new outreach partners</li> </ul>	<ul style="list-style-type: none"> <li>• New web material, including podcasts and videos</li> <li>• Updated technology to allow for instant spread of newest information</li> </ul>	<ul style="list-style-type: none"> <li>• FMCSA, CVSA, NTC, non-traditional stakeholders, technology vendors</li> </ul>
Clarify or modify the legislation regarding rules of engagement	<ul style="list-style-type: none"> <li>• Develop clear legislation and guidelines</li> <li>• Conduct outreach to educate law enforcement professional on new rules</li> <li>• Create evaluation criteria to determine if new guidelines are being followed and are clear enough</li> </ul>	<ul style="list-style-type: none"> <li>• Legislative liaisons</li> <li>• Pool of stakeholders to recommend new legislation and pre-test</li> </ul>	<ul style="list-style-type: none"> <li>• Congress, CVSA, FMCSA, IACP</li> </ul>
<b>OPPORTUNITIES FOR VEHICLE CONFIGURATION AND CONSISTENCY</b>			
<u>Key Strategies</u>	<u>Actions</u>	<u>Resources</u>	<u>Entities</u>
<i>Build awareness of technology</i>	<ul style="list-style-type: none"> <li>• Demonstrate the technology to drivers in the actual vehicle, rather than in a video</li> <li>• Retain third party validation of new technologies</li> <li>• Build awareness of the value of technology</li> <li>• Increase feedback between the operator and the OEM</li> <li>• Increase incentives for carriers to buy new equipment</li> <li>• Speed up integration of new technology into motorcoaches</li> <li>• Increase affordability of new technologies to increase their proliferation in the industry</li> <li>• Enact rulemakings surrounding enforcement of safety-related technology use (e.g., seatbelts)</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrations</li> <li>• Training videos</li> <li>• Independent research for third party validation</li> <li>• Public awareness campaign to promote motorcoaches as the safest way to travel on the road</li> </ul>	<ul style="list-style-type: none"> <li>• OEM, motorcoach makers, Tier 1 suppliers, independent research organizations, FMCSA, Motorcoach Council (public awareness campaign)</li> </ul>
<i>Improve management and integration of all the vehicle data</i>	<ul style="list-style-type: none"> <li>• Consolidate multiple single data/alarms/systems into one driver “central control” system</li> <li>• Use a standard network for more than one type of vehicle</li> <li>• Simplify vehicle data information given to driver when there is a problem; call dispatch to have an expert determine how to continue</li> <li>• Educate the drivers to understand the information and alerts found in motorcoaches, and on solutions for each alert rather than use a system of colored alert lights</li> </ul>	<ul style="list-style-type: none"> <li>• SAE guidelines</li> <li>• Inspection information and data</li> <li>• Tool to simplify how to handle the issue when something goes wrong with the bus</li> <li>• Tool to prioritize alerts and understand what the necessary steps are to fix the problem</li> <li>• New system for driver alerts (rather than colored alert system)</li> </ul>	<ul style="list-style-type: none"> <li>• CVSA, OEM and suppliers, State level enforcement/ CVSA for inspection information and data, FMCSA for inspection information and data</li> </ul>
Improve promulgation of regulations related to technology	<ul style="list-style-type: none"> <li>• Avoid unintended consequences of poorly written rules by ensuring they are correct and not rushed</li> </ul>	<ul style="list-style-type: none"> <li>• Science-based research to ensure that rules accomplish what is</li> </ul>	<ul style="list-style-type: none"> <li>• Government agencies,</li> </ul>

		intended	Motorcoach industry, general public
Reduce unintended consequences of technologies	<ul style="list-style-type: none"> <li>Review motorcoach technologies from a holistic perspective to ensure that there are no unintended consequences, such as conflicts with existing technologies</li> </ul>	• Not recorded	• Not recorded
<b>ELEMENTS OF DISTRACTION</b>			
<u>Key Strategies</u>	<u>Actions</u>	<u>Resources</u>	<u>Entities</u>
<i>Provide feedback to driver on behavior using technology</i>	<ul style="list-style-type: none"> <li>Create/revise company policies to address a full range of distraction issues to create a safety culture</li> <li>Combine all industry best policies</li> <li>Have an industry association endorse or play a major role in the creation of “best practices” against distraction</li> </ul>	<ul style="list-style-type: none"> <li>Company policies addressing all distracting behaviors</li> <li>Industry associations and government support</li> </ul>	<ul style="list-style-type: none"> <li>Carriers, motor vehicle manufacturers</li> </ul>
<i>Develop safety-enhancing technologies</i>	<ul style="list-style-type: none"> <li>Develop behavior-based safety approaches</li> <li>Use technology to obtain a baseline for vehicle safety requirements for vehicles of all ages</li> <li>Provide governmental incentives for carriers to buy new buses with better and safer technologies</li> <li>Implement technologies that warn driver when the motorcoach is leaving the roadway to get them back on task</li> </ul>	<ul style="list-style-type: none"> <li>Safety technology from other vehicle manufacturing sectors</li> </ul>	<ul style="list-style-type: none"> <li>Government, carriers</li> </ul>
Determine which technologies are distracting	<ul style="list-style-type: none"> <li>Divide distractions into categories: individual/personal distractions, vehicular distractions, external distractions</li> <li>Involve passenger carriers in the discussions</li> </ul>	• Not recorded	• Government
Explore the synergistic relationship between fatigue and distraction	<ul style="list-style-type: none"> <li>Make carriers responsible for ensuring that drivers are refreshed and ready for work</li> </ul>	• Not recorded	• Not recorded
Enhance public behavior and awareness	<ul style="list-style-type: none"> <li>Enact more stringent seatbelt rules</li> <li>Encourage public to upload distracted driver videos and make them available to the public</li> <li>Train drivers how to respond to warnings</li> <li>Change public’s perception of what is acceptable and promoted for safety</li> </ul>	• Not recorded	• Not recorded
Create a culture of professionalism	<ul style="list-style-type: none"> <li>Hire operators, not drivers</li> <li>Consider the mental capacity/facility of the driver before hiring</li> </ul>	• Not recorded	• Not recorded

## 2. UNIFORMITY OF ENFORCEMENT

FACILITATING UNIFORMITY OF ENFORCEMENT			
Key Strategies	Actions	Resources	Entities
<i>Establish uniform communication between industry, State enforcement, FMCSA, and consumers</i>	<ul style="list-style-type: none"> <li>• Use security programs similar to existing broadcast systems to disseminate information about passenger carrier security risks, and maintain a toll-free telephone line to report passenger carrier safety concerns in each local jurisdiction</li> <li>• Establish a consumer hotline to report passenger carrier safety concerns</li> <li>• Use an ad campaign to enhance public education and awareness regarding ability to report passenger carrier safety concerns</li> <li>• Create web links from State websites to Federal reporting website</li> <li>• Target education to specific key stakeholder groups (e.g., tour operators, consumer groups, schools)</li> <li>• Create a five to six minute informational video for key stakeholder groups with the enforcement message (where/what to report)</li> </ul>	<ul style="list-style-type: none"> <li>• FMCSA, CVSA, and ABA to disseminate information</li> <li>• Money specifically for education, above what is already provided in MCSAP</li> <li>• Flex FHWA funds into other programs</li> </ul>	<ul style="list-style-type: none"> <li>• FMCSA, CVSA, industry, States, passenger carrier customers, motoring public</li> </ul>
<i>Ensure there are enough tools for States to evaluate their passenger carrier enforcement programs</i>	<ul style="list-style-type: none"> <li>• Find States with best practices, and use those as a model inspection program</li> <li>• Define criteria for “aggressive” or “good” State enforcement programs</li> </ul>	<ul style="list-style-type: none"> <li>• Money</li> <li>• Data analysis tools (at the State and Federal levels)</li> </ul>	<ul style="list-style-type: none"> <li>• FMCSA, CVSA, industry</li> </ul>
Overcome challenge of inspecting bad actor passenger carriers	<ul style="list-style-type: none"> <li>• Inspect the bus before passengers board the vehicle</li> <li>• Enhance partnership between passenger carriers and enforcement community</li> <li>• Implement a toll-free number where anyone can call in a concern and target inspections towards passenger carrier companies identified via this reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Additional State enforcement resources</li> </ul>	<ul style="list-style-type: none"> <li>• Industry, enforcement community</li> </ul>
Enhance FMCSA enforcement authority to impose more severe civil and potentially criminal penalties	<ul style="list-style-type: none"> <li>• Amend FMCSA enforcement provisions to allow criminal penalties for knowing and willful violations</li> <li>• Amend FMCSA enforcement provisions to authorized increased civil penalties for knowing and willful violations</li> </ul>	<ul style="list-style-type: none"> <li>• Congressional authorization</li> </ul>	<ul style="list-style-type: none"> <li>• Congress, FMCSA</li> </ul>



	<ul style="list-style-type: none"> <li>• Revise enforcement policy of considering a carrier’s ability to pay when assessing civil penalty amount</li> </ul>		
Overcome challenge of enforcement against curbside passenger carriers (finding those carriers)	<ul style="list-style-type: none"> <li>• Check the Internet for people selling tickets to find curbside carriers</li> <li>• Send out a BOLO if enforcement knows that a curbside passenger carrier has multiple violations but cannot find the operator (e.g., “first observer program”)</li> <li>• Pursue curbside passenger carriers for insurance fraud</li> </ul>	<ul style="list-style-type: none"> <li>• Law enforcement resources</li> </ul>	<ul style="list-style-type: none"> <li>• Law enforcement, industry</li> </ul>
Help States that do not inspect a lot of buses maintain the inspector certification	<ul style="list-style-type: none"> <li>• Give the States an option to hire contractors to increase inspections (instead of State employees)</li> </ul>	<ul style="list-style-type: none"> <li>• FMCSA authorization</li> </ul>	<ul style="list-style-type: none"> <li>• FMCSA, State DOTs, independent inspector contractors</li> </ul>
Create separate source of grant money for specific passenger carrier programs	<ul style="list-style-type: none"> <li>• Appropriate funds: take the best ideas that come from State programs and distribute money for States to take those actions</li> </ul>	<ul style="list-style-type: none"> <li>• Funding</li> </ul>	<ul style="list-style-type: none"> <li>• Congress to appropriate necessary funds, FMCSA to implement grant money to State DOTs</li> </ul>

### 3. FATIGUE

<b>TACKLING FATIGUE</b>			
<u>Key Strategies</u>	<u>Actions</u>	<u>Resources</u>	<u>Entities</u>
<i>Address driver health and wellness, including sleep apnea</i>	<ul style="list-style-type: none"> <li>• Partner with all stakeholders (peers, family, company)</li> <li>• Create incentives (e.g., bonuses for drivers participating in wellness programs)</li> <li>• Conduct appropriate screening and response</li> </ul>	<ul style="list-style-type: none"> <li>• Money from carriers to provide health and safety programs</li> </ul>	<ul style="list-style-type: none"> <li>• Carriers, drivers, insurance companies, unions</li> </ul>
<i>Educate drivers, supervisors, and dispatchers – including reaching out to small carriers</i>	<ul style="list-style-type: none"> <li>• Assemble a coalition to host educational activities</li> <li>• Educate regulated entities in complying with applicable requirements</li> <li>• Partner with the insurance industry</li> <li>• Expand and update the FMCSA website, and the hours of service manual to include a section on fatigue</li> <li>• Require fatigue education by rule</li> <li>• Target small carriers for education and outreach</li> </ul>	<ul style="list-style-type: none"> <li>• Updated and expanded FMCSA website</li> </ul>	<ul style="list-style-type: none"> <li>• Carriers, trade associations, insurance industry, Federal government</li> </ul>
Develop procedures for medical screening and fitness for duty	<ul style="list-style-type: none"> <li>• Require or encourage carrier implementation of wellness programs</li> </ul>	<ul style="list-style-type: none"> <li>• Not recorded</li> </ul>	<ul style="list-style-type: none"> <li>• Not recorded</li> </ul>
<b>MOTORCOACH HOURS OF SERVICE (HOS)</b>			
<u>Key Strategies</u>	<u>Actions</u>	<u>Resources</u>	<u>Entities</u>
<i>Rewrite HOS regulations or rewrite regulations on how hours are assigned</i>	<ul style="list-style-type: none"> <li>• Restrict the 15 hours of on duty time within 24 hours</li> <li>• Follow existing best practices</li> <li>• Engage unions and companies in developing a common goal</li> <li>• Find new data sources that show the economic impact on industry sectors</li> <li>• Extend the rest period to 9 hours with a 2 hour call</li> </ul>	<ul style="list-style-type: none"> <li>• Data on economic impacts</li> </ul>	<ul style="list-style-type: none"> <li>• FMCSA, companies, and unions</li> </ul>
<i>Improve HOS enforcement; distinguish between charter and scheduled service operations</i>	<ul style="list-style-type: none"> <li>• File logs electronically</li> <li>• Standardize training at all levels of law enforcement</li> <li>• Allow law enforcement to stop motorcoaches</li> <li>• Educate owner/operators and drivers on the importance of following HOS rules and on fatigue management</li> </ul>	<ul style="list-style-type: none"> <li>• EOBRs</li> <li>• Educational resources</li> </ul>	<ul style="list-style-type: none"> <li>• MCSAP, CVSA, companies, general public, law enforcement</li> </ul>

	<ul style="list-style-type: none"> <li>• Educate the general public</li> <li>• Hold motorcoaches to a higher standard than property carriers</li> <li>• Require or ensure that small companies have a safety director</li> </ul>		
Address fatigue through a science-based model	<ul style="list-style-type: none"> <li>• Do not “flip flop” days</li> <li>• Perform a fatigue study and incorporate results into HOS rulemaking</li> <li>• Determine what constitutes a reasonable rest period, and give drivers that rest period</li> </ul>	<ul style="list-style-type: none"> <li>• Not recorded</li> </ul>	<ul style="list-style-type: none"> <li>• FMCSA, carriers</li> </ul>

#### 4. OUTREACH AND PUBLIC AWARENESS

<b>CREATING PUBLIC EDUCATION AND OUTREACH</b>			
<u>Key Strategies</u>	<u>Actions</u>	<u>Resources</u>	<u>Entities</u>
<i>Conduct a comprehensive consumer education campaign to teach consumers about motorcoach safety</i>	<ul style="list-style-type: none"> <li>• Use community leaders to communicate the message</li> <li>• Focus campaign on the potential consequences of actions that disregard safety considerations</li> <li>• Educate foreign governments and travel agents on how to make U.S. travel decisions based on safety</li> <li>• Communicate with foreign governments and foreign travel agents</li> <li>• Design education campaigns for specific audiences</li> </ul>	<ul style="list-style-type: none"> <li>• Public service announcements by FMCSA and other safety agencies</li> <li>• YouTube videos</li> </ul>	<ul style="list-style-type: none"> <li>• Tour/bus associations</li> </ul>
<i>Build coalition for motorcoach awareness</i>	<ul style="list-style-type: none"> <li>• Involve all stakeholder groups in safety discussions</li> <li>• Ensure proper organizations (e.g., community leaders) are included</li> </ul>	<ul style="list-style-type: none"> <li>• Web outreach</li> <li>• Word of mouth promotion</li> </ul>	<ul style="list-style-type: none"> <li>• All groups involved in safety</li> </ul>
Show information on safety before price for trip	<ul style="list-style-type: none"> <li>• Put safety messages where people buy bus services (e.g., on the web, in brochures)</li> <li>• Make information available to individuals of tour groups, not just the group leaders, so the individuals can make informed decisions on joining the tour group</li> </ul>	<ul style="list-style-type: none"> <li>• Websites</li> <li>• Brochures</li> </ul>	<ul style="list-style-type: none"> <li>• Not recorded</li> </ul>
Change the focus from price to safety	<ul style="list-style-type: none"> <li>• Market each tour association's safety standards</li> <li>• Get carriers into tour associations</li> <li>• Encourage travel planning organizations to use association's websites to book trips because websites provide complete safety information</li> <li>• Have associations communicate how ticket prices relate to safety</li> <li>• Get schools to understand that the extra money spent on safety is worth getting to the destination safely</li> <li>• Capitalize on teachable real-life moments to spread safety message</li> </ul>	<ul style="list-style-type: none"> <li>• Build partnerships within and between associations</li> </ul>	<ul style="list-style-type: none"> <li>• Tour/bus associations, GLAMER</li> </ul>

Tap into existing organizations to disseminate the safety message	<ul style="list-style-type: none"> <li>• Communicate the message in the language people use</li> <li>• Use community leaders</li> <li>• Conduct check-in meetings between safety agencies (FMCSA, state agencies), motorcoach associations, and other representatives who work on safety to see how things are going with disseminating the message and continue the conversation about safety</li> </ul>	<ul style="list-style-type: none"> <li>• Not recorded</li> </ul>	<ul style="list-style-type: none"> <li>• Insurance industry</li> </ul>
Educate congressmen and senators on the main messages to ensure that they are part of the national dialogue	<ul style="list-style-type: none"> <li>• Get safety message to people who can act on it</li> <li>• Leverage state departments of transportation to drive the safety conversation</li> <li>• Use victims' advocates to tell a compelling story and make the need for safety more real</li> </ul>	<ul style="list-style-type: none"> <li>• Not recorded</li> </ul>	<ul style="list-style-type: none"> <li>• Not recorded</li> </ul>
Invert the CSA score so that the highest score represents the best safety score	<ul style="list-style-type: none"> <li>• Test the message with the general public to make sure it is understandable</li> <li>• Add a "how to pick a safe bus company" FAQ on the U.S. DOT site to direct the public to the right information</li> <li>• Give a "no rating" or "unrated" CSA score if FMCSA does not have enough information or data to make a rating</li> </ul>	<ul style="list-style-type: none"> <li>• New FAQ on DOT Website</li> </ul>	<ul style="list-style-type: none"> <li>• Not recorded</li> </ul>
<b>FOCUS FOR CUSTOMER SERVICE</b>			
<u>Key Strategies</u>	<u>Actions</u>	<u>Resources</u>	<u>Entities</u>
<i>Help customers make the right choice in planning travel (appropriate company for desired service, knowledge of service/safety record)</i>	<ul style="list-style-type: none"> <li>• Conduct campaigns to increase the public's knowledge of important travel planning considerations (price, safety, reviews) and how to take responsibility in planning a safe trip</li> <li>• Provide equitable access to information</li> <li>• Create an industry "pledge" to commit to safety so that consumer's decisions are not based solely on price</li> <li>• Have public disclosure on safety standards</li> </ul>	<ul style="list-style-type: none"> <li>• Safety records (official records, FMCSA database, CSA score)</li> <li>• Service reviews (e.g., TripAdvisor)</li> <li>• Current successful campaigns</li> <li>• Media outlets, including web</li> </ul>	<ul style="list-style-type: none"> <li>• Industry associations, carriers, government</li> </ul>

<p><i>Educate drivers to deliver quality and safety through service-specific baseline driver training</i></p>	<ul style="list-style-type: none"> <li>• Develop training and/or certification for using new technology</li> <li>• Develop both safety and customer service training</li> <li>• Implement a constant and ongoing process with continual review</li> <li>• Use driver camera to monitor and evaluate driver performance</li> <li>• Define what baseline training means beyond CDL</li> <li>• Develop a baseline training/certification program that is specific for the motorcoach industry</li> <li>• Have public sector and private sector jointly create training modules</li> <li>• Incorporate incentives that encourage safe fleets</li> </ul>	<ul style="list-style-type: none"> <li>• Company/association training</li> <li>• CDL training</li> </ul>	<ul style="list-style-type: none"> <li>• Carrier/association partnerships, public/private partnerships</li> </ul>
<b>OPPORTUNITIES TO DEVELOP, RECRUIT, AND RETAIN PROFESSIONAL DRIVERS</b>			
<u>Key Strategies</u>	<u>Actions</u>	<u>Resources</u>	<u>Entities</u>
<p><i>Sell the industry as a career, not just a job</i></p>	<ul style="list-style-type: none"> <li>• Advertise motorcoach driving as a viable alternative to commercial driving</li> <li>• Show both the good and bad of being a motorcoach driver to provide a realistic picture and expectations, and to attract the right kind of driver</li> <li>• Emphasize the message that motorcoach drivers are hauling the “most precious cargo”</li> <li>• Make a Federal pool of drivers so all driver information is compiled in one location and accessible</li> <li>• Partner with schools that offer commercial truck driving skills to provide additional classes on motorcoach driving</li> <li>• Consider the military to recruit for both drivers and mechanics</li> </ul>	<ul style="list-style-type: none"> <li>• Online resources</li> <li>• Screening profile to choose best-suited drivers</li> <li>• Community colleges and community outreach events</li> <li>• Motorcoach-specific marketing messages</li> </ul>	<ul style="list-style-type: none"> <li>• Community colleges, carriers, FMCSA, government, industry associations, insurance, operator</li> </ul>
<p><i>Treat all drivers as professionals</i></p>	<ul style="list-style-type: none"> <li>• Encourage a company and management culture that treats drivers professionally</li> <li>• Encourage law enforcement to treat drivers professionally at roadside inspections</li> <li>• Provide decent equipment to all drivers, not just most experienced</li> <li>• Stress business case for treating drivers professionally – higher retention, lower turn-over, higher driver morale, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Not recorded</li> </ul>	<ul style="list-style-type: none"> <li>• Community colleges, carriers, FMCSA, government, industry associations, insurance, operator</li> </ul>

Conduct annual review/training for all drivers	<ul style="list-style-type: none"> <li>• Show that the company is supportive of driver training and safety by offering training as a company-provided program and pay drivers for their attendance</li> <li>• Promote the annual trainings at recruitment as opportunities to show potential drivers the company's support for training</li> </ul>	<ul style="list-style-type: none"> <li>• Not recorded</li> </ul>	<ul style="list-style-type: none"> <li>• Community colleges, carriers, FMCSA, government, industry associations, insurance, operator</li> </ul>
Develop standards for training	<ul style="list-style-type: none"> <li>• Develop physical training standards</li> <li>• Develop written training standards</li> <li>• Develop a baseline training curriculum for training schools</li> <li>• Require drivers to pass a standard baseline written test before taking a physical test</li> <li>• Conduct validation skills training</li> </ul>	<ul style="list-style-type: none"> <li>• Not recorded</li> </ul>	<ul style="list-style-type: none"> <li>• Community colleges, carriers, FMCSA, government, industry associations, insurance, operator</li> </ul>
Provide incentives and recognition	<ul style="list-style-type: none"> <li>• Provide good pay</li> <li>• Assign good or experienced drivers the same coach to foster their sense of ownership over a single vehicle</li> <li>• Offer mentoring opportunities to employees who have proven themselves</li> <li>• Offer safety awards, customer service awards, certificates, pins, patches, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Industry time and resources</li> </ul>	<ul style="list-style-type: none"> <li>• Community colleges, carriers, FMCSA, government, industry associations, insurance, operator</li> </ul>
Develop a mentoring program	<ul style="list-style-type: none"> <li>• Engage experienced drivers to teach new drivers</li> <li>• Provide new drivers with a "buddy" who can show them the ropes</li> <li>• Provide mentors company-supported recognition</li> <li>• Foster opportunities for drivers to talk amongst themselves to discover informal mentor-mentee relationships</li> <li>• Create a structure so there is momentum and longevity behind the program</li> <li>• Make business case for mentor programs</li> <li>• Clearly communicate the mentor and mentee's expectations, responsibilities, and boundaries</li> </ul>	<ul style="list-style-type: none"> <li>• Industry time and resources</li> </ul>	<ul style="list-style-type: none"> <li>• Carriers, FMCSA, government, industry associations, insurance, operator</li> </ul>

## APPENDIX A

### TOPICS FOR ROUNDTABLE DISCUSSIONS

- **Facilitating Uniformity of Enforcement** - Implementing Compliance, Safety, Accountability (CSA) means the accuracy of safety violations is vital. What actions are needed to ensure consistent enforcement across jurisdictional lines?
- **Opportunities to Develop, Recruit, and Retain Professional Drivers** – Transporting passengers safely requires knowledge and skills beyond just driving the motorcoach. How do we develop “Pilots of the Highway”?
- **Strategies for Training Law Enforcement Professionals** – There are many different motorcoach models, new technologies are being added, and all safety violations are included in CSA. What will it take to have enforcement officers ready to adapt to the changing environment?
- **Motorcoach Hours of Service** – The hours of service for motorcoach drivers have remained the same for more than 70 years. What steps are necessary, if any, to make them more relevant to safety in the current motorcoach operation business model?
- **Tackling Fatigue** – During the regional roundtables and via the IdeaScale, we heard that being in compliance with the hours of service may not be enough to fight driver fatigue. Other factors such as nighttime driving, roadway design and a driver’s activities when off duty are part of the equation. How do we address this to enhance the culture of motorcoach safety?
- **Creating Public Education and Outreach** – There are many different types of consumers; single ticket buyers, professional tour operators, school groups and faith-based travelers. How do we change behavior so safety is more important than price to all consumers?
- **Focus for Customer Service** – Everyone in the motorcoach community; owners, drivers, mechanics, law enforcement, tour operators, roadway designers, etc. have a responsibility to ensure that the traveling public has access to safe, legal and reliable transportation, including people with disabilities. We have made great strides in the last few years and we must continue our efforts. How are you contributing and what more can be done?
- **Addressing Limited English Proficiency** – During the regional roundtables there were many discussions about language and the effect on motorcoach safety. What actions can be taken to meet the communication needs of the drivers, consumers, carriers and law enforcement?
- **Considerations for New Entrants** – One of our top priorities is to raise the safety bar for new carriers coming into the motorcoach business. This concept was supported and emphasized during the regional roundtables. How can we raise the safety bar while continuing to encourage economic growth in the motorcoach market?
- **Elements of Distraction** – Secretary Ray LaHood is a leader in the fight against distracted driving. Emerging from the regional roundtables were two distracted driving concerns: texting and cell phone use, and new technologies in the motorcoaches. What actions will aid in striking the balance?
- **Opportunities for Vehicle Configuration and Consistency** – Motorcoach design, structure, and engineering play an important role in safety. As we move forward adding technologies and improving safety designs, how can we best continue to integrate new technologies while continuing to improve safety designs?



## **QUESTIONS TO FACILITATE ROUNDTABLE DISCUSSION**

- What are the key strategies to address this issue?
- What actions are necessary for successful implementation?
- What resources already exist or are needed?
- What type of entities might be responsible for implementation?

## APPENDIX B

# Strategies Identified by Roundtable Topics

## *1. Training and Knowledge Gaps*

### Considerations for New Entrants

- Enhance screening and training
- Create a management system for training
- Close the knowledge gap
- Create career pathways (students and schools)
- Examine the difference between charter buses and scheduled service
- Promote new entrants
- Break down unintentional barriers to entry

### Strategies for Training Law Enforcement Professionals

- Assess training needs
- Develop and implement training programs specific to motorcoaches
- Clarify or modify the legislation regarding rules of engagement
- Create a knowledge management system
- Leverage partnerships and technology to their greatest extent

### Opportunities for Vehicle Configuration and Consistency

- Build awareness of technology
- Improve management and integration of all the vehicle data
- Establish rules on what is permitted in the driver's area
- Improve promulgation of regulations related to technology
- Reduce unintended consequences of technologies
- Improve consumer acceptance of new technology

### Elements of Distraction

- Provide feedback to driver on behavior using technology
- Develop safety-enhancing technologies
- Determine which technologies are distracting
- Explore the synergistic relationship between fatigue and distraction
- Enhance public behavior and awareness
- Create a culture of professionalism
- Research reasons for distraction, from driver's perspective, person coordinating construction, etc.

## *2. Uniformity of Enforcement*

### Facilitating Uniformity of Enforcement

- Establish uniform communication between industry, State enforcement, FMCSA, and consumers
- Ensure there are enough tools for States to evaluate their passenger carrier enforcement programs
- Achieve consistent level of inspections from state-to-state
- Overcome challenge of inspecting bad actor passenger carriers
- Achieve a national standard of enforcement
- Enhance FMCSA enforcement authority to impose more severe civil and potentially criminal penalties
- Overcome challenge of enforcement against curb-side passenger carriers (finding those carriers)
- Help States who do not inspect a lot of buses maintain the certification of inspectors
- Create separate source of grant money for specific passenger carrier programs

### Addressing Limited English Proficiency

This Roundtable did not convene at the Summit

## **3. Fatigue**

### Tackling Fatigue

- Address driver health and wellness, including sleep apnea
- Educate drivers, supervisors, and dispatchers – including reaching out to small carriers
- Develop procedures for medical screening and fitness for duty

### Motorcoach Hours of Service

- Rewrite HOS regulations or rewrite regulations on how hours are assigned
- Improve HOS enforcement; distinguish between charter and scheduled service operations
- Address fatigue through a science-based model (Industry Association, Carrier)

## **4. Outreach and Public Awareness**

### Creating Public Education and Outreach

- Conduct a comprehensive consumer education campaign to teach consumers about motorcoach safety
- Build coalition for motorcoach awareness
- Show information on safety before price for trip is shown
- Change the focus from price to safety
- Tap into existing organizations to disseminate the safety message
- Educate public representatives (congressmen, senators) on the main messages to ensure that they are part of the national dialogue
- Invert the CSA score so that the highest score represents the best safety score so that it is more accessible for the general public

### Focus for Customer Service

- Help customers make the right choice in planning travel (appropriate company for desired service, knowledge of service/safety record)
- Educate drivers to deliver quality and safety through service-specific baseline driver training
- Improve sales process and increase knowledge of safety records and information
- Enlist small-fleet owners to assist in communication about resources on defects

### Topic Opportunities to Develop, Recruit, and Retain Professional Drivers

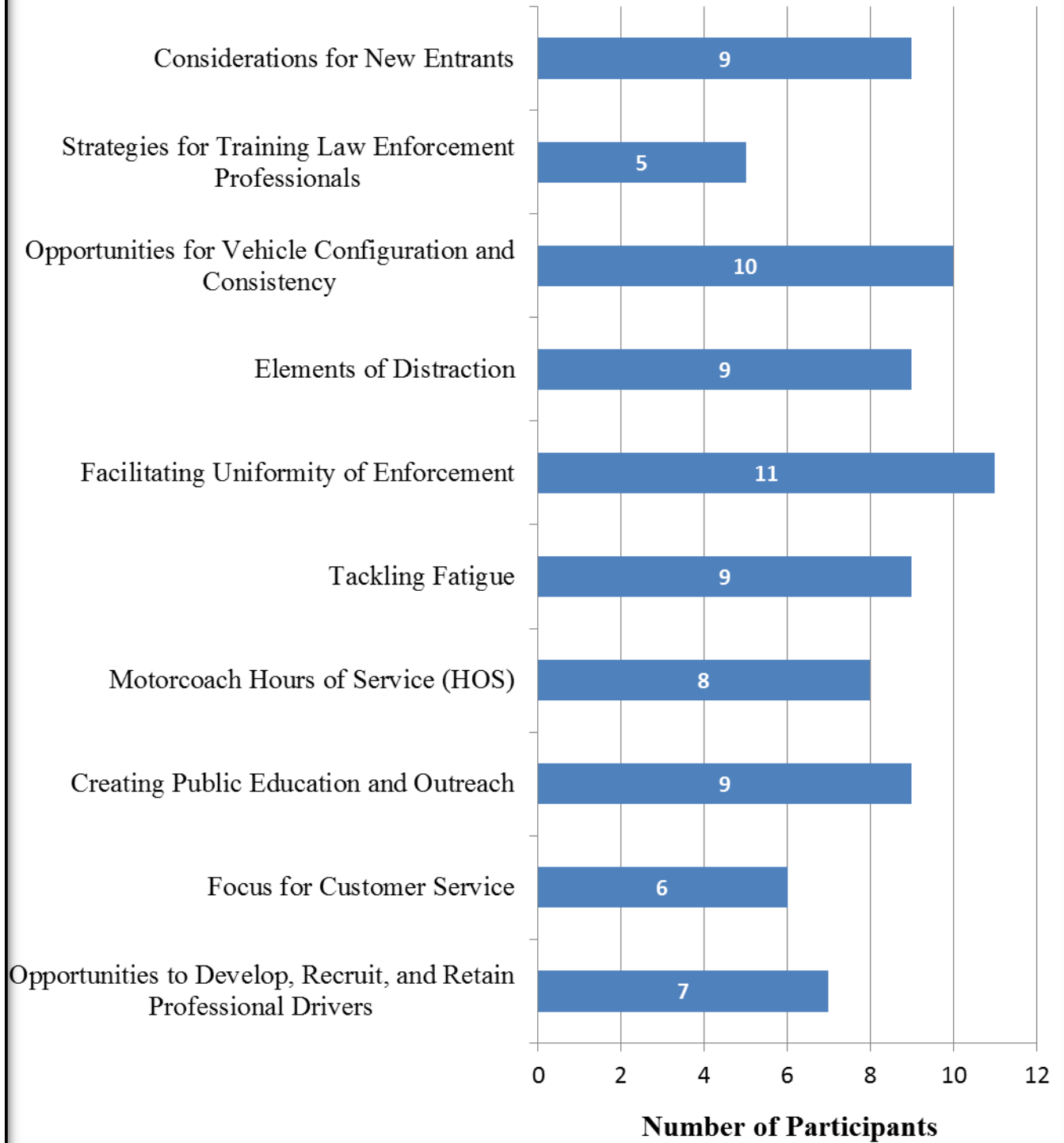
- Sell the industry as a career, not just a job
- Treat all drivers as professionals
- Conduct annual review/training for all drivers
- Develop standards for training
- Provide incentives and recognition
- Develop a mentoring program

## **APPENDIX C**

Figure 1 shows the composition of each roundtable by number of participants.

Figure 2 shows the composition of each roundtable by affiliation.

**Figure 1. Number of Participants in Each Roundtable Breakout Group**



**Figure 2. Roundtable Breakdown by Affiliation**

ROUNDTABLES	Affiliations											
	Department of Motor Vehicles	Department of Transportation (Federal and State)	Enforcement	Industry Association	Insurance	Passenger Carrier	Safety Advocacy Group	Tour operator or broker	Transit Authority	Union Official	Victims Group	Other
Considerations for New Entrants		5		1		1	1					1
Strategies for Training Law Enforcement Professionals		3	1	1								
Opportunities for Vehicle Configuration and Consistency		3		2		2	1					2
Elements of Distraction		2		2	2		2		1			
Facilitating Uniformity of Enforcement	1	4	2	2		1	1					
Addressing Limited English Proficiency												
Tackling Fatigue		2			1	4				2		
Motorcoach Hours of Service		1		1		2	1					3
Creating Public Education and Outreach		3		1			1	1			1	2
Focus for Customer Service		3		1		1						1
Opportunities to Develop, Recruit, and Retain Professional Drivers		2			1	2	1					1