

NEW OPERATORS GUIDE

for the motorcoach industry

PART 1
2018



LET'S GET STARTED!

Welcome to the motorcoach industry. Perhaps this is your first venture into professional group transportation. Or maybe you are expanding a fleet of smaller vehicles with motorcoaches in order to take advantage of the great opportunities for growth in the private transportation industry. No matter where you're coming from, this guide will take you step by step through setting up a stable foundation from which to operate and grow.

This guide is offered to you from the United Motorcoach Association to assist you in your new venture because our members are committed to industry excellence, growth and safety as we transport the traveling public. As ours is a highly regulated industry, it is important to remember that a professional motorcoach operator must always refer to Federal Motor Carrier Safety Regulations, as well as state and local laws, rules, and regulations. It is our intention that this guide will be a helpful supplement to federal, local, and state regulations and rules governing motorcoach operations.



STACY TETSCHNER

President & CEO

WWW.UMA.ORG

A LITTLE HISTORY

While our industry is subject to oversight and regulations, the market you are entering is vastly freer than it was just a few decades ago. Did you know that prior to 1982, you could not start a passenger carrier business without first proving there was a need for the service you wanted to provide? And new entrants would also be up against existing carriers who opposed competition and could effectively preempt any new entrants. Competition was virtually non-existent in an industry that had been tightly controlled since the 1930s.

What's significant about 1982? It's the year the Bus Deregulatory Act was passed and the starting point for many of today's most successful passenger carriers were able to enter the market. And it's the reason the United Motorcoach Association exists: to protect and promote this industry and its entrepreneurs who serve the traveling public, creating jobs and prosperity through their operations.

Today, you have a special opportunity to create your unique brand in the passenger transportation industry – competing with service, quality of equipment and drivers, and price.

At UMA, we know that opportunity is everything, indeed it is your most important asset. We are ever vigilant guarding your opportunities.

Thank you for allowing the United Motorcoach Association to be a part of your continuing success story.

A PRE-OP CHECKLIST

Motorcoach operations have many components before the first mile is ever driven. It is tempting to start searching for that perfect motorcoach from the start; however, new entrants will quickly find that many of those aforementioned components must be in place before you close the first deal on that shiny motorcoach. This guide will take you through the necessary steps toward building the foundation of your motorcoach business.

New entrant motorcoach operator who takes the proper steps, in the proper order, will enjoy a much better start and will vastly increase their likelihood of long-term success.

In this section, you will find a logical sequence of steps required to begin an interstate motorcoach company. In most instances, many of these steps can be worked on simultaneously; however, some will need to be completed before another can be completed. Broader detail regarding some of the initial steps appear in other sections of this guide.



Draft a business plan

If you're just starting a new motorcoach company, begin your task by drafting a business plan. Take the time to draft a guide to your future business before you take any other steps.

You'll need to determine:

- where your **market** will be
- what kind of **service** you intend to offer
- who your **customers** will be and how you will reach them.
- the **costs** you'll encounter along the way
- how you will cover your costs
- the payoff and **maintenance** of the motorcoach
- insurance
- **staffing** levels and competencies
- **compensation** for drivers and other staff--including you!
- **advertising** costs and avenues
- **accounting** needs
- **legal** and consulting needs
- unanticipated, yet inevitable, costs such as mechanical **breakdowns** and the disposition of passengers should that happen.

Many new operators make the mistake of pricing their service solely based on their competitor's price instead of the actual costs they incur. Many new operators also believe that they are making money any time the motorcoach leaves the yard. Don't lose sight of a simple business fact: if your income for a job doesn't cover your costs, you may be better off leaving it sit in the yard.



Don't be bashful about charging a fair price which brings you a good operating margin and a profit. Over the long haul, customers will pay more for good service from a reputable passenger carrier.

Unless you are entering the business world with private financial resources, it will also be necessary to identify investors, banks, or financial institutions capable of assisting with start-up funds and vehicle financing. A comprehensive business plan will substantially help you in the sometimes-difficult chore of finding investors and financing.

Since the creation of a business plan is occasionally awkward for a first-time entrepreneur, we've incorporated a business plan primer with this guide. The primer is taken from the website (<http://www.sba.gov>) of the U.S. Small Business Administration (SBA) where you'll find invaluable help during these start-up labors. For the primer, turn to Appendix A.



Safety & Compliance

Operating a passenger carrier business brings many ethical and regulatory obligations. Most likely you will need to focus on the Federal Motor Carrier Safety Regulations (FMCSRs) as compliance with these regulations will establish your baseline for safety and legal obligations. Any failure to comply with these regulations can and will result in severe penalties and/or rating downgrade, or privilege license (authority) revocation.

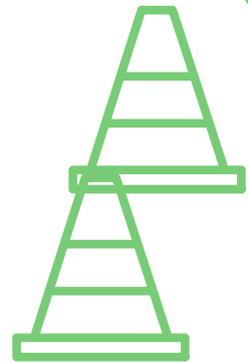
The FMCSRs cover:

- Alcohol and drug testing procedures
- CDL standards
- Financial responsibility for motor carriers
- Driver qualification
- Driving of commercial motor vehicles (CMV)
- Hours of service of drivers
- Vehicle inspection, repair and maintenance
- and much, much, more!

Often, new-entrant operators underestimate the degree of enforcement surrounding these regulations and find themselves in a regulatory morass very early in their business venture.

Some even wrongfully conclude many of the regulations only apply to “big carriers.” Do not make this mistake. The FMCSRs apply to all motor carriers.

Bottom line, know the FMCSRs, as well as state and local regulations, or you could see your entire investment evaporate; or worse - cause a crash with terrible consequences.



New Entrant Regs & Audits

The regulations are online at www.fmcsa.dot.gov/regulations or you can acquire a printed copy from J.J. Keller: (handbook) or (pocketbook). We recommend the handbook for owners and management as it affords guidance that further helps understand the regulations.

When applying for your operating authority, you will be required to acknowledge you know and agree to comply with the Federal Motor Carrier Safety Regulations as a condition for granting and continuing operating authority.

As a new-entrant, you will be monitored during the initial 18-month period. The new entrant passenger carrier must:

- Operate safely
- Comply with the Federal Motor Carrier Safety Regulations
- Maintain up-to-date records
- Conduct periodic inspections and perform maintenance on your vehicles
- Pass the **New-Entrant Safety Audit**

A new entrant safety audit will be conducted within a few months after beginning operations. Generally, audits, compliance reviews/interventions will take place at your principal place of business.



A New Entrant will AUTOMATICALLY FAIL the Safety Audit for violations related to:

Alcohol and Drug Violations

- No alcohol and/or drug testing program.
- No RANDOM alcohol and/or drug testing program.
- Using a driver who refused a required alcohol or drug test.
- Using a driver, the company knows had a blood alcohol content of 0.04 or greater,
- Using a driver who failed to complete required follow-up procedures after testing positive for drugs.

Driver Violations - A new entrant fails the safety audit for knowingly:

- Using a driver without a valid CDL.
- Using a disqualified driver.
- Using a driver with a revoked, suspended, or cancelled CDL.
- Using a medically unqualified driver.

Operations Violations

- Operating a motor vehicle without having in effect the required level of insurance.
- Failing to require drivers to make hours-of-service records.

Repairs and Inspections Violations

- Operating a vehicle declared Out-of-Service (OOS) for safety deficiencies before repairs are made.
- Not performing OOS repairs reported in driver-vehicle inspection reports (DVIRs).
- Operating a not periodically inspected.

Results of the Safety Audit

- If passed, FMCSA will continue to monitor the New Entrant's safety compliance and performance.
- If failed, New Entrants must satisfactorily implement corrective action. Failure to do so will result in revocation of U.S. DOT registration.



Americans with Disabilities Act (ADA)

The USDOT ADA regulations require accessible, timely over-the-road bus (motorcoach) service for passengers with disabilities, including wheelchair users.

Most new-entrants with motorcoaches provide “demand response” service (charter). A demand responsive OTRB company must provide service in an accessible bus to passengers with disabilities on a 48-hour advance notice basis; regardless of whether you have the equipment. Failure to provide accessible service results in a denial of service; which may have legal consequences. The Department of Justice is responsible for prosecuting non-compliance complaints.

The regulations should be reviewed for specific legal requirements (see 49 CFR part 37, subpart H).

A condition of your right to operate in passenger carrier operations is your willingness to comply with the Americans with Disabilities Act.

Register your company with your local government and/or your Secretary of State.

If you plan on doing business as a sole proprietor or partnership, you will likely need to register with your city and/or county. If you plan to operate as a corporation or limited liability company, you will likely need to register with your Secretary of State as well as your city and/or county.

It is likely when you apply for interstate operating authority that the vetting process includes checking to see if and how you are registered and who the officers, members, or owners are. An attorney’s and accountant’s guidance in this process is likely indispensable.



Apply for an Employer Identification Number (EIN)

Many transactions, including your application for interstate operating authority. To apply on-line, use the on-line EIN application available at: <https://www.irs.gov/businesses/small-businesses-self-employed/apply-for-an-employer-identification-number-ein-online>.

Apply for your interstate operating authority

Whether you plan to operate charter or scheduled service, local intrastate, or interstate will determine what you need to file. Most new entrants operating motorcoaches begin with interstate operating authority.

The Federal Motor Carrier Safety Administration (FMCSA), an agency of the U.S. Department of Transportation, is responsible for approving or declining your application for interstate operating authority, maintaining your insurance filings, process agents, and monitoring your regulatory compliance.

In recent years, new entrant applicants have discovered that once your application is submitted, it may take a couple of weeks and in some instances several months. Each application is vetted to determine if an applicant exhibits characteristics of having been in business before and may be evading regulatory actions by attempting to operate under a new name.

Operating authority is essentially a “conditional privilege license” granted and based on your continued compliance with the Federal Motor Carrier Safety Regulations.

You should submit your application for interstate operating authority at <https://www.fmcsa.dot.gov/registration/get-mc-number-authority-operate>. An online submission is recommended.



Arrange for insurance (Financial Responsibility)

Federal regulations require that passenger carriers operating vehicles in interstate commerce carrying 16 or more passengers (including driver) carry a minimum of \$5 million liability insurance per incident. Vehicles designed to carry 15 passengers or less (including driver) must maintain insurance liability minimums of \$1.5 million.

Many states also impose minimum requirements, although you may not be operating in interstate commerce. Currently, no state currently requires more insurance than the federal authorities. Please note that some users and destinations may require motor carriers to carry increased limits of liability insurance as a condition of carrying their group or dropping passengers at their establishments. Additional limits of liability can range from \$5 million to \$20 million excess of the federally mandated \$5 million.

There have been recent efforts in Congress and by FMCSA to raise the current minimum financial responsibility limits.

Remember, the basic premise of auto liability is to protect the assets of a motor carrier by paying bodily injury and property damage claims that a motor carrier is determined to be liable. You should select the limit of liability carefully to protect your company.

Inadequate coverage could result in your company becoming liable for any claims left unpaid by the insurance company once the limits are exhausted.

Commercial insurance is very different than purchasing personal auto or homeowner's insurance. Personal insurance coverages and premiums are highly regulated to minimize coverage gaps and premium variations.



Commercial insurance coverage and premiums are largely unregulated and assumes a higher level of sophistication and business acumen.

Many new entrants are surprised how few insurers are available to request a proposal to insure motorcoach operations.

The small number of insurers available to motorcoach operators is largely due to the size of the industry and the high limits of liability required. Generally speaking, the majority of motorcoach operators are handled by a few agents/brokers that specialize in arranging insurance for motorcoach operators. In most instances, agents/brokers cannot provide you with a proposal or premium until they submit an application to the insurer.

The insurance company underwriter will provide the agent/broker with a premium if they find the risk acceptable. Since the pool of agents and companies is small, be sure and ask each agent which insurance companies they will be submitting your application to avoid duplicate submissions and underwriter confusion.

Once you receive proposals from insurers, note that some insurers have many years of experience and may offer safety and compliance services and advice, invaluable assistance to a fledgling motorcoach operation.

Finally, don't overlook your full range of insurance needs. As a business, you will be subject to your state's requirements for workers' compensation and you'll want to secure your business and employees for the usual range of fire, theft or similar property and business coverage. Always consult with your insurance representative to help identify your uninsured risks and how to mitigate the financial loss exposures.



Arrange for vehicle financing

You will find the business plan you developed in the beginning is now indispensable. It's time to make a good impression and a comprehensive business plan that anticipates contingencies as well as sales and cost projections will go a long way convincing loan officers you are a good risk. Your accountant can likely provide guidance and frequently has extensive experience dealing with lenders.

New entrant motorcoach operators occasionally find financing for a "start-up" challenging; however, dealers or manufacturers often have lenders who understand the risks and are willing to fund new ventures.

For a more detailed review of vehicle financing issues and preparation, turn to Section III: Financial Management.



Identify the vehicle sellers; make arrangements to purchase the motorcoach you want.

You are almost there. You have a business plan, applied for or secured interstate operating authority, arranged for insurance, and have financing approved. *You are now in a very strong position to negotiate your first motorcoach purchase.*

Your vehicle needs should match your business needs. Before deciding on a particular vehicle, carefully review your business plan to and select a vehicle that will fit the kind of service(s) you expect to perform. As an example, if your focus is local small groups or shuttle services, you may not need to invest in a more expensive 45-foot motorcoach. If you plan to pursue cross-country or cross-state charters and tours, a small motorcoach would likely be a poor choice.

Motorcoaches are among the most durable vehicles on American roads today. It's not unusual for a well-maintained motorcoach to see continuous service over 20-years or more. However, the standard new motorcoach often serves its first buyer for five to seven years after which it is often sold to a second owner who will use it for about the same period. Many third-generation motorcoaches go to budget-oriented operators or into non-commercial use with churches, drum corps, or individualists.

While subtle styling changes may distinguish a brand-new motorcoach from an older one for your customers, most will not know the difference if the vehicle is well maintained cosmetically and mechanically. Cosmetic updates are often a modest expense if you desire an "updated look".



Safety and service, in the long run, are more compelling to repeat customers than the model year of your motorcoach. Consider building a customer base and reputation before you plunge into too deep of debt. Let good business sense follow you to the vehicle market.

Many new operators have been associated with the motorcoach industry in a previous role before starting their own venture and often have a good idea what year, make, and model motorcoach they want to start with. Once you've reached that point, you need only identify the seller you want to deal with. Stay realistic: a newer model motorcoach may be more appealing to your anticipated customer base, but it won't do you any good if the payments are too challenging. Remember, you will have other costs as well that you have (hopefully) budgeted for.

Your final consideration will be costs. An pre-owned motorcoach will typically cost less and the monthly payments will be less. However, it may be somewhat offset by the expense of maintenance or reliability: A motorcoach that isn't operating isn't earning its keep. Repairs needed during a road trip could cost you in roadside repairs, a relief motorcoach and driver, and a good-faith discount to your customers – even unanticipated hotel stays and meals. It makes most sense to maintain your vehicle for safety's sake, but you can see there's also a financial incentive to ensure that a motorcoach is in perfect operating condition before the first passenger ever steps onboard.

Before you buy, know that some states do not charge sales tax on motorcoaches used substantially (usually 80%) in interstate commerce. Check with your state association or state revenue department to determine whether you can take advantage of this significant tax break. *For a comprehensive list of companies selling new and pre-owned motorcoaches, we invite you to visit UMA's website at www.uma.org.*



Apply for state authority or registration

Federal law prohibits the "economic regulation" of motor carriers of passengers by any state in all but very specific circumstances. That means that no public service commission or board may regulate the geographic areas where you wish to do business or the amount you may charge for your service. Operators who perform no scheduled or individually-ticketed services are virtually deregulated in all cases.

You may still be subject to state regulation if you perform scheduled service between two or more points in any single state and if you are not connecting to a terminal where your passengers may continue their journey in interstate transportation. In all instances, you will remain subject to your home state's safety regulations; in some states this duty is still performed by the public service commission. You also remain subject to standard business licensing rules and regulations of your home state.



Unified Carrier Registration

The Unified Carrier Registration (UCR) program requires individuals and companies that operate commercial motor vehicles in interstate or international commerce to register their business with a participating state and pay an annual fee based on the size of their fleet. This includes ALL carriers - private, exempt, or for hire.

Fees collected from the UCR system are used by the states to support its safety programs and USDOT officer training. Register at www.ucr.in.gov.

International Registration Plan

You likely think nothing about your vehicle registration and license plates when driving your personal automobile across state lines. That's because many years ago, states established reciprocal agreements to recognize your resident state registration.

These reciprocal agreements do not apply to commercial motor vehicles. States have a number of taxes on vehicles performing for-hire services. Many years ago, commercial motor vehicle operators were compelled to register their vehicles in each state they traveled.

Today, when registering a commercial motor vehicle, you must purchase an "apportioned tag" for each vehicle that travels in interstate commerce; estimating the anticipated mileage traveled in each state. Your total registration fees will reflect the apportioned taxes based on the actual miles traveled in each state. An annual filing with your base state will adjust the financial amounts based on actual miles.

International Fuel Tax Registration

The International Fuel Tax Agreement (IFTA) is an agreement between the lower 48 states of the United States and the Canadian provinces, to simplify the reporting of fuel use by motor carriers that operate in more than one jurisdiction. Alaska, Hawaii, and the Canadian territories do not participate. An operating carrier with IFTA receives an IFTA license and two decals for each qualifying vehicle it operates. The motor carrier files a quarterly fuel tax report. This report is used to determine the net tax or refund due and to redistribute taxes from collecting states to states that it is due. Register with your base state.



Join a professional association

This guide can help you get started in the commercial motorcoach business, but we know it won't be long before you run out of answers. If it helps, think of your new business in the same way a football motorcoach goes into a big game: you can "script" the first couple of plays, but after that, you will need to be creative in reacting to the opportunities in front of you. And you'll need to have the right team members on your side to make your complete game plan a success.

Membership in an association can help.

Large, well-established companies often have enough experience on staff to address the issues and needs that come before them. They can also better afford to hire specialists to handle the unique needs of the company. Those are luxurious resources most start-up companies don't have. That's where an association like the United Motorcoach Association (UMA) and the many state/regional associations come in handy.



You need up-to-date information; particularly when it comes to the myriad of regulatory changes. When you join UMA, you'll start to enjoy a constant flow of information (Bus & Motorcoach News, Member Bulletins, Safety Management Seminar, exclusive education seminars at the UMA Annual Meeting & EXPO) to keep you up-to-date on the new rules and regulations you need to know. You will also be among the first alerted to problems or trends in the business which will make a difference to your success.

Perhaps more importantly, your membership in UMA gives you immediate access to answers and help. UMA's experienced staff is ready to assist you with state, and local compliance and law enforcement questions as well as federal regulations and equipment questions.

UMA works by serving as a conduit of information between the best owners in this business. We know that if one member has a problem, others will most likely have it, too.

When you join UMA, you're also helping to improve the industry's larger business conditions. We invest thousands of dollars and hours every year to enhance the regulatory and legislative environment at federal, state and local levels. While it's true that you don't have to be a member of the Association to benefit by many of the advances we make for the entire industry, your membership entitles you to an active voice in the policy decisions and the directions UMA will take.

Your modest dues -- most often less annually than the price you'll charge for a single day's charter -- goes to support the work of achieving the industry's goals. It also opens the door to special prices and membership benefits you just can't get anywhere else; programs and offerings designed just for the professional bus and motorcoach businesses.

One other very important benefit comes from your association membership. It opens the door to the wealth of knowledge and experience which already exists in the motorcoach business: your fellow members.

Your membership brings you into the network of professionals who do what you do. Even the largest and the best of motorcoach operators need, on occasion, to rely on someone else in the business. It may be as simple as repairing a touring motorcoach that's hundreds of miles from home with an anxious travel group aboard. It may be as complex as replacing a driver or finding a new motorcoach and driver team to complete a journey when your disabled vehicle cannot.



Membership in UMA doesn't guarantee that a company is any better or more responsible or more proficient than those who are not members. But it does indicate that the owner has accepted his or her place in the circle of professionals who guide this industry. It means the owner is among the best informed operators in the nation, with extraordinary resources for problem-solving and sound advice.

Membership also means an entrepreneur is secure enough in their profession to take their place among and be judged by other professionals. We think that means a lot.

To find out more, visit www.uma.org or call Member Services at 800-424-8262.

Welcome to the bus and motorcoach industry! We'd like to also welcome you to UMA with a special, one-time introductory membership rate of \$199, available to companies joining us for the first time. This low rate represents our focus on the importance of building a strong and well-informed body of operators to serve the traveling public safely and affordably with limitless opportunities for growth and innovation.

Join us!



New Entrant Checklist

- ___ Draft a business plan
- ___ Obtain a current copy of the Federal Motor Carrier Safety Regulations and know your compliance obligations
- ___ Americans with Disabilities Act (ADA) -read 49 CFR part 37,h.Register you company with your local government (usually a business license).
- ___ Register with the Secretary of State.
- ___ Apply for an Employer Identification Number (EIN)
- ___ Apply for your interstate operating authority
- ___ Arrange for insurance
- ___ Arrange for vehicle financing
- ___ Select your vehicle(s).
- ___ Apply/register for state authority.
- ___ Unified Carrier Registration
- ___ International Registration Plan
- ___ International Fuel Tax Registration
- ___ **Join UMA!**





ACTIVE MEMBERSHIP APPLICATION

*SPECIAL \$199 RATE Operator Companies

Company Name _____

“Doing Business As”/Trade Name (if applicable) _____

(Is this company a Sole Proprietorship? Yes No Is this company a Partnership? Yes No)

Contact Person (required) _____

Contact’s Title _____ Contact’s Email _____

Mailing Address (for UMA mailings & to be published in membership directory) _____

Shipping Address (if mailing address is a P.O. Box) _____

City _____ State/Province _____ Zip/Postal Code _____

Country (if other than U.S.) _____

Phone _____ Toll-Free Phone _____ Fax _____

Company Email (to be published in membership directory) _____

Company Website _____ 24 Hour Phone Number _____

Indicate NUMBER of Each TYPE of Vehicle Operated
Full Size Coach
Wheelchair Accessible Coach
School Bus
Wheelchair Accessible School Bus
Van
Wheelchair Accessible Van
Minibus
Wheelchair Accessible Minibus
Limousine/Sedan
Low Floor, Double Door (Transit-style)
Trolley
Entertainer/Sleeper/Executive Coach
Other

What services does your company offer? (circle all that apply)
Charter Service
Tour Services (Group)
Tour Services (Individual)
Scheduled Service
Corporate Shuttle
Airport Charters
Airport Shuttle (Per capita)
Airport Shuttle (On contract)
School Bus Service (Home-to-school)
School Bus Service (Extracurricular)
Paratransit
Casino (Charter)
Casino (Scheduled)
Military (DOD Approved)
Other

Annual Motorcoach Gross Operating Revenue
(Must be completed as a condition of membership)
(circle what applies)
Under \$250,000
\$250,000 - \$1 Million
\$1 Million - \$2 Million
\$2 Million - \$3 Million
\$3 Million - \$5 Million

USDOT # _____
and/or
MC# _____
Year Founded _____

Emergency Services Offered at Your Facility (that you are willing to provide to other members) (circle all that apply)
Fueling Windshield Repair Tire Repair Air Conditioning Repair Coach Cleaning Towing
Emergency Services Replacement Coaches Drivers Lavatory Dump General Maintenance

Payment Details

Amount \$ 199* (\$199* One-time One Year Promotional Rate Offer expires June 1, 2018) Coupon Code: NewOp2018

Check Enclosed (U.S. Dollars only) or Credit Card Visa MasterCard American Express Discover

Credit Card # _____ Exp. Date _____

Name on Card _____

I hereby certify that the above information is complete and correct to the best of my knowledge at the time this application is made; and I agree to provide the United Motorcoach Association with current information upon annual renewal of my UMA membership or at any other time requested by UMA. I have read and I agree to abide by the conditions and terms of UMA membership printed on the reverse of this application.

Signature _____ Date _____

DUES AND MEMBERSHIP ACTIVE MEMBERS

UMA Bylaws: Statement of Purpose

The purpose of this Association is to protect and promote the interests and welfare of privately owned common carriers of passengers by motorcoach which shall include:

1. Assistance in promoting beneficial and remedial legislation which is deemed necessary and essential for the advancement and protection of its members.
2. Assistance to members in obtaining uniform, just and proper rules and regulations promulgated by regulatory bodies governing the bus and coach industry.
3. Assistance to members in whatever way possible to maintain a healthy economic posture in order to insure the maintenance for the public of freedom of choice in selecting appropriate and adequate ground passenger transportation services in all parts of North America.
4. Representation of member carriers in regulatory and legislative issues affecting the industry provided, however, that the Association shall not participate in any adversary proceeding wherein a dispute exists between any of its constituent members, unless the proceeding affects the membership as a whole, or a recognized segment of the membership.
5. Promotion of friendly relations with and securing the cooperation and goodwill of the public.
6. Establishment of liaison between bus and coach owners and equipment manufacturers or suppliers for the purpose of specification, or commentary on design and engineering of equipment to be used by bus and coach owners.
7. The exchange of administrative, operative and technical information among bus and coach owners to promote maximum efficiency of each member's operation.
8. Mutual aid among members to render assistance to a member needing emergency mechanical, advisory or operational assistance.
9. Such other objectives or purposes which may from time to time be beneficial to the interest of the members.
10. The taking of whatever action indicated that would tend to promote the safety, convenience and betterment of the motorcoach/bus transportation business of members and their passengers, and to do whatever possible to serve the interest and welfare of members of the association and the riding public at large.

ELIGIBILITY AND DUES

Any individual, partnership, privately-owned company or corporation lawfully engaged in the business of transporting persons for hire in motorcoaches/buses as common carriers in the U.S. and Canada may apply for active membership.

Application for membership in UMA shall be accompanied by the amount of prescribed dues:

\$295	Under \$250,000
\$525	\$250,000 - \$1 Million
\$775	\$1 Million - \$3 Million
\$1100	\$2 Million - \$3 Million
\$1450	\$3 Million - \$5 Million
\$1785	Over \$5 Million

Annual dues for member companies based on current annual motorcoach gross operating revenue.

By order of Omnibus Budget Reconciliation Act of 1993, 75% of UMA dues are not tax deductible.

Furthermore, we are required to inform you that your dues are a business expense and not a charitable donation.

Application for membership in United Motorcoach Association, shall be forwarded to the President/CEO at United Motorcoach Association headquarters. The application may be accepted for membership upon approval by the Board of Directors at the President/CEO's recommendation. The period of UMA membership is 12-months, commencing from the actual date of acceptance in the Association and payment of dues. Once accepted, membership shall continue until the member or the Association actively seeks cancellation of such membership by notification, in writing, of the intent to discontinue membership. Subsequent renewal of membership and payment of annual dues shall be due on the annual anniversary of the original acceptance date.

This application shall constitute the applicant's agreement to become bound and to abide by the articles of association and bylaws of the association and to faithfully discharge all duties and obligations imposed thereby on members.

Questions about membership should be directed to UMA at **800.424.8262** or 703.838.2929, by fax at 703.838.2950 or email to info@uma.org. For additional information, visit our Web site at www.uma.org.

All information requested on the accompanying application form must be accurately and truthfully provided as a condition of application. This Application should be forwarded to the address or fax number listed below:

**UNITED MOTORCOACH ASSOCIATION
113 S. West Street, 4th Floor
Alexandria, VA 22314
FAX: 703.838.2950**