



Suburban Bus Division of the
Regional Transportation Authority

550 West Algonquin Road • Arlington Heights, Illinois 60005

PURCHASE ORDER NO. 229872 B	BEGIN DATE 26-DEC-19
CAPITAL No	END DATE 31-MAR-27
F.O.B	BUYER J Swider
PAYMENT TERMS Net 30 Days	PO: 1 OF 1

BLANKET #
229872 B 0

Cook DuPage Transportation Co
2601 Navistar Dr
Lisle, IL 60532

NOTICE TO VENDOR
For prompt payment, send your invoice with PACE
PO Number, in duplicate to:

ACCOUNTING SECTION
PACE – HEADQUARTERS
550 W ALGONQUIN RD
ARLINGTON HTS, IL 60005-4412
(847) 364-8130

ITM NO	QUANTITY	U/M	SKU NO	DESCRIPTION	VEN PART NO	UNIT PRICE	EXTENSION
1		Dollars		This confirms contract #229872 dated December 26, 2019 between the Suburban Bus Division of the Regional Transportation Authority (Pace) and Cook DuPage Transportation, Inc. for City of Chicago ADA Paratransit Services			399,439,607.30

Services provided shall commence on April 1, 2020.

Per Exhibit I, Attachment 6: Revenue Vehicle Requirements,
"Contractor shall provide Pace floor plans and procurement specifications for approval prior to placement of the order."

For Internal Use Only	
1	51-58602.0000.508101.500
REQUISITION NO. 419292	TOTAL NOT TO EXCEED 399439607.30
Signature <i>Mel J. Maffa</i>	Date <i>12/26/19</i>



Rocky Donahue
Executive Director

December 5, 2019

Mr. Mark Foster
Cook-DuPage Transportation Company, Inc.
2601 Navistar Drive
Lisle, Illinois 60532

**Reference: Request for Proposal 419292
Chicago ADA Dedicated Paratransit Services**

Subject: Amendment No. 5

Dear Mr. Foster:

This Amendment No. 5 is being issued to incorporate the following modifications for Request for Proposal 419292.

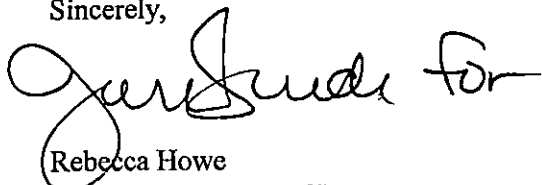
- 1) The following provision is added to the Contract: “Interpretation: The word “shall” when used in this Agreement is mandatory and not permissive.”
- 2) Exhibit F (Insurance Requirements) is replaced with the attached Exhibit F (Insurance Requirements).
- 3) Paragraph 17 of Exhibit D (Indemnification) is duplicative and therefore deleted in its entirety, and the language in paragraph 7 of the Contract (Indemnification) is replaced with the following: “Contractor must indemnify, defend, and hold harmless Pace, the Regional Transportation Authority (RTA), and their respective directors, officers, employees, and agents from and against all liability, injuries, losses, damages, claims, suits, payments, settlements, judgments, demands, costs, and expenses, including attorneys’ fees, which may accrue against Pace and/or RTA arising out of the services and/or goods provided under this Contract, including any copyright or patent infringement or claim of such infringement. Contractor must further indemnify, defend, and hold harmless Pace, the RTA, and their respective directors, officers, employees, and agents from any and all claims by persons or entities that may arise out of and in the course of Contractor’s performance of this Contract and from any and all claims by Contractor’s employees, agents, or independent contractors which may arise out of and in the course of performance of this Contract. Any and all claims for unemployment benefits and workers’ compensation benefits are expressly waived by Contractor and Contractor’s employees, agents, and independent contractors, who must maintain separate policies of insurance as provided in this Contract. Within 14 days of receiving written tender of defense from Pace and/or the RTA regarding any claim under this indemnification provision, Contractor must provide each tendering party with a written response thereto. Contractor must appear and defend all suits brought upon such claim and must pay all costs and expenses incidental thereto; provided, however, each tendering party has the right, at its option and expense, to participate in the defense of any suit, without relieving Contractor of Contractor’s obligations under this indemnification provision.”

- 4) The last sentence of paragraph 17 of the Contract (Termination for Insufficient Funds) is replaced with the following: "In the event Pace determines that funds are not available from these sources to pay any remaining unpaid part(s) of this Contract, Pace's obligations to pay such unpaid part(s) of this Contract will be terminated immediately, and Pace will have no further obligations under this Contract, with the exception of payment for authorized service already performed and costs already accrued from the effective date of this Contract to the date of termination."
- 5) The third sentence of paragraph 9 of Exhibit D (Termination) is replaced with the following: "If Pace terminates this Contract other than for breach thereof by Contractor, Pace agrees to pay Contractor, and Contractor agrees to accept as its sole remedy, termination charges equal to the remaining unpaid costs accrued and obligated from the effective date of this Contract to the effective date of termination."
- 6) Paragraph 3 of the Contract (Time for Completion of Services) and Section XI of Exhibit I (Period of Performance) is replaced with the following: "The Contract period will be seven (7) years. This Contract shall be effective as of the date executed by Pace. Service provided under this Contract shall commence on April 1, 2020 and terminate after the last scheduled revenue vehicle hour on March 31, 2027. Pace shall have the option to request that the Contract period be extended for three years by providing Contractor with written notice prior to the expiration of the Contract period in which event Contractor shall have five (5) days to provide Pace with written notice of Contractor's approval or disapproval of the extension. In the absence of such notice by Contractor, Contractor shall be deemed to have approved the extension. In the event of Contractor's approval or deemed approval of the extension, the services provided under this Contract shall terminate after the last scheduled revenue vehicle hour on March 31, 2030."
- 7) The following language is added to the end of paragraph 12 of the Contract: "A change in Contractor's revenue hours may justify a rate adjustment to be negotiated by the parties if the change causes Contractor's existing service levels to increase or decrease by more than 20% for six (6) consecutive months. Contractor shall provide Pace with cost detail for each budgeted line item modified by an increase or decrease in the service level."

All other terms, conditions and modifications to the solicitation remain unchanged.

Please accept Amendment No. 5, dated December 5, 2019, by signing below and returning this acknowledgement to the attention of jane.swider@pacebus.com on or before 2:00 PM CT, December 6, 2019.

Sincerely,



Rebecca Howe
Chief Procurement Officer
Pace, the Suburban Bus Division of the Regional Transportation Authority

12/5/19

Read, acknowledged and agreed to on this date: _____

Cook-DuPage Transportation Company, Inc.

By: _____

Name: Mark Foster

Title: COO



Rocky Donahue
Executive Director

November 20, 2019

Mr. Mark Foster
Cook-DuPage Transportation Company, Inc.
2601 Navistar Drive
Lisle, Illinois 60532

**Reference: Request for Proposal 419292
Chicago ADA Dedicated Paratransit Services**

Subject: Amendment No. 4

Dear Mr. Foster:

This Amendment No. 4 is being issued to incorporate the following modifications for Request for Proposal 419292.

- Exhibit I, Scope of Work has been replaced with the attached Exhibit I, Scope of Work that is dated November 20, 2019.

All other terms, conditions and modifications to the solicitation remain unchanged.

Please accept Amendment No. 4, dated November 20, 2019, by signing below and returning this acknowledgement to the attention of jane.swider@pacebus.com on or before 2:00 PM CT, November 21, 2019.

Sincerely,

Rebecca Howe
Chief Procurement Officer
Pace, the Suburban Bus Division of the Regional Transportation Authority

Read, acknowledged and agreed to on this date: 11/21/2019

Cook-DuPage Transportation Company, Inc.

By: [Signature]

Name: MARK FOSTER

Title: COO/SOP

AGREEMENT CONTRACT FOR THE PROVISION OF CHICAGO ADA DEDICATED PARATRANSIT SERVICE

THIS CONTRACT is entered into (December 26, 2019), by and between Pace, the Suburban Bus Division of the Regional Transportation Authority, an organization under the laws of the State of Illinois (hereinafter called Pace) and (Cook DuPage Transportation Inc.) hereinafter called (Contractor) having regional offices located at (2601 Navistar Drive Lisle, Illinois 60532).

1. Scope and Description of Services: The Contractor shall perform the transportation services described in detail in *Exhibit I, Scope of Work* on a fixed unit price basis. Paratransit services shall be provided to and from origins and destinations that lie within an area approximately 3/4 of a mile on either side of existing Chicago Transit Authority (CTA) fixed routes and rail stations in the City of Chicago during the hours and days the service operates and in areas designated by Pace.
2. Basis of Award: Award will be made to the vendor(s) who represent the best overall value to Pace. These Contract(s) shall be effective as of the date when they are signed by Pace and a fully executed Contract is mailed to the winning proposer.
3. Time for Completion of Services: The contract period will be seven (7) years, with one (1) three-year option. This Contract shall be effective as of the date executed by Pace. Service provided under this Contract shall commence on April 1, 2020 and terminate after the last scheduled revenue vehicle hour on March 31, 2027. In the event that the three-year Pace option is exercised, the services provided under this contract shall terminate after the last scheduled revenue vehicle hour on March 31, 2030. The three-year option may be added at Pace's sole discretion.
4. Terms of Payment for Services: Compensation for services by the Contractor shall be paid in accordance with this section, but total compensation shall not exceed the sum of \$399,439,607.30 in accordance with Exhibit A, Price Proposal.

The Contractor is required to provide Pace with a monthly report in accordance with Exhibits G and I, including a statement of the monthly fee charged for the service, fully reconciled invoice for the month of service, by the **fifth (5th)** day after the end of the month for which service is provided. Pace will pay the Contractor within thirty days from the date the report is received. Pace shall have the right to reduce payment to the Contractor by any liquidated damages due Pace for failure to comply with service, performance, or maintenance requirements as specified in Exhibit I or for any scheduled service either not performed or satisfactorily documented. In the event of failure by the Contractor to comply with any requirement of the Contract Pace may, upon notice to the Contractor, withhold payment until the Contractor is in compliance.

5. Pace DBE Requirements: Pace has determined that Zero Percent (0%) DBE participation is required for this contract. Pace encourages the Prime Contractor to offer contracting opportunities to the fullest extent possible through outreach and recruitment activities.
6. Insurance Requirements: The successful bidder will be required to provide evidence of all required insurance coverage, limits, endorsements, etc. for the duration of the contract plus two additional years. Evidence of required insurance coverage shall be provided on an Acord 25-S (or equivalent)

Certificate of Insurance form. The Certificate of Insurance and required policy endorsements (CG 20 10 or CG 20 37 or CG 20 26, CA 2048, etc.) must be submitted to and approved by Pace *prior to* contract award and *prior to* the required insurance policy expiration date. For a complete list of all insurance coverage requirements, please see Exhibit F of this RFP.

7. Indemnification: The Contractor shall indemnify, keep and save harmless Pace, its agents, officials and employees against all injuries, losses, claims, suits, costs and expenses which may accrue against Pace arising out of the services or products provided under this Contract, including any copyright or patent infringement or claim of such infringement arising from the intended use of goods or services furnished hereunder. The Contractor agrees to indemnify and hold harmless Pace, its employees and Officers, from any and all claims by persons or entities that may arise out of and in the course of its performance of this contract, and from any and all claims by its subcontractors, employees or independent contractors which may arise out of and in the course of performance of this contract. Any and all claims for unemployment benefits and worker's compensation benefits are expressly waived by the Contractor, its subcontractors, employees, and independent contractors, who agree to maintain separate policies of insurance as hereinafter are provided in this agreement. The Contractor shall retain independent counsel and at its expense shall assume and defend all claims, demands and suits covered in this indemnification section.
8. Pace Risk Management Program for Contractors: The Contractor shall require its employees to cooperate with and assist Pace, and any claims service agencies, investigators and attorneys employed by or on behalf of Pace in the administration, investigation and defense of any and all claims for bodily injury, property damage, or physical damage to Pace vehicles asserted against Pace arising out of the provision of Transportation Services pursuant to the contract. If so requested, the Contractor shall comply with all accident and incident notification and reporting requirements provided for in the Pace Paratransit Manual and any revisions thereto.
9. Drug/Alcohol Policy: The Contractor shall comply with the Pace Drug/Alcohol Policy contained in the Pace Paratransit Manual and as attached as Exhibit E.
10. Fare Collection Responsibilities: The Contractor is responsible for collecting all fares required under this Contract and for maintaining records and deposit receipts for the fare revenue collected. All fares are to be retained by the Contractor. The Imputed Fare is to be deducted from the total monthly fee charged to Pace. The Imputed Fare is calculated by multiplying the number of riders, by category, times the required fare for each category.

All fares are to be collected as the passenger boards the vehicle. Passengers must pay the exact fare when boarding the vehicle. Vehicle operators cannot make change. After each fare has been deposited, the operator shall check the inspection plate for the correct fare and after it has been determined that the correct fare has been deposited, trip the inspection plate to clear it for the next fare.

Operators must be prepared to honor and issue transfers. A valid transfer will permit the bearer to change from one service to another without paying an additional fare. Each operator must have a valid transfer book, a punch and a timepiece with the correct time. A valid transfer book is one that has the current date punched and is punched with the number 999. Transfers are valid only on the date of issue for a two-hour time limit from the time they are issued. A transfer may only be used by the person to whom it was issued. It is non-negotiable and cannot be exchanged for a cash refund at any time. The Contractor is responsible for implementing all the rules and regulations of Pace regarding transfers.

The Contractor must honor any other device, ticket or coupon to ride on the system as authorized by Pace.

If a foreign coin, jewelry, other object, or money in excess of the required fare is accidentally dropped into the farebox, the operator shall have the passenger fill out a courtesy card with a description of the object or money, his/her name, address, phone number, time, date and vehicle number. The operator shall immediately notify the dispatcher who shall record the occurrence. The Contractor shall return the object and/or money to the individual.

11. Contract Documents: The following Exhibits are attached hereto and made a part hereof and shall become a part of any contract award:

- Exhibit A: Price Proposal
- Exhibit B: RFP Process
- Exhibit B: Attachment 1 – Performance History
- Exhibit C: Request for Change to Terms and Conditions (if proposed and if accepted)
- Exhibit D: General Contract Provisions
- Exhibit E: Drug and Alcohol Testing Program
- Exhibit F: Insurance Requirements
- Exhibit G: Paratransit Manual for Private Providers Contracting Directly with Pace
- Exhibit H: System Security and Emergency Preparedness Plans
- Exhibit I: Scope of Work
- Exhibit J: Terms and Conditions Applicable To Pace Paratransit Equipment
- Exhibit K: Frequently Asked Questions for Pace Paratransit Services
- Exhibit L: Vendor’s Technical Proposal/Vendor’s Documents

12. Service Changes: Pace shall have the right to require the Contractor to increase or decrease the maximum number of trips or vehicle hours of service per day under this contract, at the unit costs specified in *Exhibit A, Price Proposal*, upon fourteen (14) days written notice to the Contractor. These service changes will be executed by Change Orders issued by the Chief Procurement Officer.

13. Retention of Records: The Contractor shall maintain records to verify the actual time devoted and costs incurred. These records shall be maintained for a minimum period of five years after completion of the contract at which time the Contractor may request permission from Pace to dispose of the records. For purposes of this Contract, records include all work reports, payrolls, worksheets, accounting documents, contracts, vouchers, insurance policies, orders, trip sheets and other data pertaining to compliance with any and all terms of this Contract. Upon fifteen (15) days notice from Pace, all time sheets, billings, and other documentation used in preparing said records shall be made available for inspection, copying, or auditing by Pace at any time during normal business hours at Pace's headquarters location.

14. Ownership of Records: Pace retain ownership of all plans, specifications, and related documents, and all other documents, including but not limited to those mentioned above, prepared by the Contractor under the contract.

15. Audit and Inspection of Records: Pace, or its designee may perform, at any time, one or more audits and/or inspections of the books, records, fareboxes, and accounts of the Contractors with regard to compliance with the provisions of this Contract. The Contractor agrees to comply with all requests to

have equipment available as requested by Pace for the completion of farebox audits. Contractor shall promptly remit to Pace any overpayments identified as a result of the audit and inspection. The Contractor shall permit the authorized representative of Pace, the Regional Transportation Authority, the State of Illinois, the U.S. Department of Transportation and the Comptroller General of the United States to inspect and audit all data and records of the Contractor relating to his performance under the Contract. Contractor acknowledges and agrees that representatives of the Office of Executive Inspector General and Office of Inspector General of Pace, have the authority and ability to: examine any record, information, data, reports, plans, projections, matters, contracts, correspondence, or other materials, and interview any employee, officer, or agent of Contractor with respect to performance of the terms, and provision of goods and/or services of this contract. Contractor agrees to cooperate fully and expeditiously with any investigation or audit conducted by an Inspector General.

16. Compliance with Laws and Regulations: The Contractor warrants that it now has and will continue to have during the term of the contract, all necessary licenses, certifications, or other documents required by all government agencies, federal, state or local, which authorize or empower service operation.
17. Termination for Insufficient Funds: It is expressly agreed that Pace's obligation to pay for the services provided under this Contract shall be limited to the availability of funds from (1) Pace's revenues and budget for the fiscal years covered by this Contract and from (2) funds that may be received from the Federal Transit Administration, the Illinois Department of Transportation, the Regional Transportation Authority, and/or other funding agencies to be specifically applied for the services provided under this Contract. In the event that Pace determines that funds are not available from these sources to pay any remaining unpaid part or parts of the Contract, Pace's obligations to pay such unpaid part or parts of the Contract shall be terminated immediately and Pace shall have no further obligations under the Contract in respect to payment, with the exception of payment for authorized service already performed and costs already accrued.
18. Proposal Submittal Check List: (The following documents should be submitted with your proposal to be a responsive proposal)
 - The following exhibits shall be returned with signature(s) notary, and date(s) where stated.
 - Agreement Contract
 - Completed Price Proposal (Exhibit A)
 - Completed Performance History (Exhibit B, Attachment 1)
 - Request for Change to Terms and Conditions (Exhibit C), if required
 - Sign and **notarize** the Non-Collusion Affidavit (Exhibit D)
 - Sign the Contractor's Certification Regarding Suspension and Debarment (Exhibit D)
 - Complete and sign the Certification of Restrictions on Lobbying (Exhibit D)
 - Complete and sign the Conflict of Interest Disclosure Statement (Exhibit D)
 - Complete and sign the Certification of Compliance with Pace's Drug & Alcohol Policy and Testing Program (Exhibit E, Attachment 2)
 - Acknowledge any addenda (if any) on page 5 of this *Agreement Contract*; submit all documents as instructed by the addenda
 - Price Proposal (Exhibit A) shall be submitted in a separate sealed envelope marked Price Proposal for RFP No. 419292 for Chicago ADA Dedicated Paratransit Services.
 - Exhibits B, F, G, H, I, J, and K will be incorporated into the contract at the time of award, and if changed by addendum the addendum will be incorporated. Proposers do not need to include a printed copy of these exhibits with their submittal.

Addendum Acknowledgment: The proposer hereby acknowledges receipt of the following Addenda that are incorporated herein by reference. (If there were No Addenda, write "NONE"). **Failure to acknowledge Addenda may be cause for the proposal to be considered non-responsive.**

Addendum No. 1

Addendum No. 2

Addendum No. 3

IN WITNESS WHEREOF, the parties hereto have executed this Contract on the dates recited below:

CONTRACTOR

**PACE, SUBURBAN BUS DIVISION OF THE
REGIONAL TRANSPORTATION AUTHORITY**

Cook DuPage Transportation, Inc.


Company Name

2601 Navistar Drive

Street Address

Lisle, IL 60532

City, State & Zip Code



Authorized Signature

July 24, 2019

Date

Mark Foster

Printed/Typed Name

Chief Operations Officer

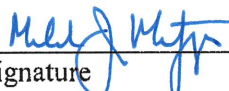
Title

(602) 463-4196

Telephone Number and Fax Number

mark.foster@ncllc.com

E-mail Address



Signature

GENERAL MANAGER AND
CHIEF OPERATING OFFICER

Title

12/26/19

Date of Award



Rocky Donahue
Executive Director

DATE: July 17, 2019

Request for Proposal No. 419292
Chicago ADA Dedicated Paratransit Services
Addendum No. 3

Dear Prospective Proposer:

Pace has checked the applicable box(s) pertaining to this solicitation's addendum below:

Addendum No. 3 shall replace **Agreement Contract, Page 1 of 5**, with the enclosed **Agreement Contract, Page 1 of 5**, which has been changed. The new **Agreement Contract, Page 1 of 5**, is marked **ADDENDUM NO. 3** and is dated July 17, 2019.

Addendum No. 3 shall replace **Exhibit B, RFP Process, Page 2 of 10**, with the enclosed **Exhibit B, RFP Process, Page 2 of 10**, which has been changed. The new **Exhibit B, RFP Process, Page 2 of 10**, is marked **ADDENDUM NO. 3** and is dated July 17, 2019.

Addendum No. 3 shall replace **Exhibit I, Scope of Work** with the enclosed **Exhibit I, Scope of Work**, which has been changed. The new **Exhibit I, Scope of Work** is marked **ADDENDUM NO. 3** and is dated July 17, 2019.

Addendum No. 3 is being issued to provide responses to questions submitted by proposers. The following outlines questions submitted by potential proposers and Pace's response to these questions.

See Attachment No. 1

The question and answer period is extended until at 2:00 P.M. Questions received after this date will not be accepted.

This Addendum No. 3 shall be inserted into and submitted along with your solicitation package. All addenda must be acknowledged on page 5 of the Agreement Contract for the Provision of Chicago ADA Dedicated Paratransit Service. Failure to acknowledge addenda may be cause for the proposal to be considered non-responsive.

The meeting has been changed from to at the following locations and times: .

The receipt of proposal date remains Thursday, July 25, 2019 at 2:00 P.M.

The date is extended from to at 2:00 P.M. received after this date and time will not be accepted.

Should you require any additional information, you may contact Procurement at (847)228-2479.

Sincerely,

Pace, the Suburban Bus Division of the Regional Transportation Authority

Attachments:

1. Questions and Answers
2. Agreement Contract Page 1 of 5
3. Exhibit B, RFP Process Page 2 of 10
4. Exhibit I, Scope of Work & Attachments

QUESTIONS FOR RFP 419292 CHICAGO ADA DEDICATED SERVICE

1. We recognize Pace's intent to use Trapeze scheduling software for the services considered in this RFP. Is Pace open to responses that propose new software, if such software can be demonstrated to provide a higher quality of service and efficiency, and the contractor can ensure a seamless transition between the legacy and new systems and infrastructures?
Pace Response: As described in Exhibit I Scope of Work, Section VII STANDARDS/ REQUIREMENTS / Item K Computerized Scheduling and Dispatch System: Pace services are networked throughout the region. Trapeze software is employed to manage transportation services. Proposer may propose any innovations in the service plan in addition to Trapeze that may increase service efficiency.

2. I don't understand how there is 0% DBE participation on this RFP. Is this a new Pace policy to have 0% participation. We have been terminated from at least three contracts in the last two years due to Pace's 0% DBE policy. I look forward to your response. This really does hurt small businesses.
Pace Response: Why No Goal? The Federal Regulations state in part under 49 CFR 26.51: "You may use contract goals only on those DOT-assisted contracts that have subcontracting possibilities." The DBE Department reviewed the scope of work and the independent cost estimate, to determine if any portion of the work can be subcontracted to another vendor/ subcontractor. It was determined this project does not allow for subcontracting to another firm. Setting a DBE goal would be unattainable. Therefore, it is in the best interest of Pace to set a 0% goal.

3. Will Pace accept bids with a pricing proposal and capacity listed below 25%?
Pace Response: No. Reference Exhibit A Price Proposal. Proposers are to submit pricing at 25% of capacity for an equitable evaluation of all bids. Adjustments to service levels shall be negotiated in the best and final offer phase of this procurement. Trip distribution shall be assessed by carrier capacity (with targeted growth for those with less than 25% capacity) at the start of the contract. During the life of the contract trip distribution may be increased or decreased based on carrier performance.

4. Will Pace accept an alternate proposal to the service delivery?
Pace Response: Proposers service plan must meet all requirements described in the RFP for an equitable evaluation of all bids. Pace is receptive to service innovations. An alternate proposal may be submitted in a separate envelope marked ALTERNATE PROPOSAL and sealed. The Alternate Proposal may be reviewed in the best and final offer (BAFO) phase of the procurement process. Pace reserves the right to accept or decline Alternate Proposals.

5. Page 121 of the RFP, page 9 of the PACE Paratransit Manual, requirement No. 5 states:
Operators must have a valid Commercial Driver License (CDL), in order to operate a vehicle requiring a CDL. The CDL must be a minimum class "C" license with a passenger (P) endorsement. It is the Contractor's responsibility to determine that the operator's license is valid, and of the correct classification. It is the Contractor's

Attachment No. 1
RFP 419292

responsibility to assure that a vehicle requiring a CDL is assigned to an Operator with the proper CDL license and endorsements.

Question: Please confirm that if a vehicle does not require a CDL, is a normal valid DL acceptable for operators?

Pace Response: A vehicle that is less than 16,001 pounds may have a non-CDL (D driver's license). A vehicle that is designed to transport 16 or more passengers including the operator, regardless of the vehicle size/weight, must have an operator with a valid CDL.

6. Page 121 of the RFP, page 9 of the PACE Paratransit Manual, requirement No. 6 states: Contractors must obtain the Motor Vehicle Record(s) (MVR) of anyone operating in Pace service ("Operator") from each state where the Operator held or holds a commercial driver's license during the preceding five years and, upon receipt of an MVR, forward a copy to Pace. Each MVR shall be individually assessed in accordance with applicable EEOC guidelines.

Question: Please provide detail on the type of MVR required.

Pace Response: Court purpose state certified abstract.

7. Page 334 of the RFP, Exhibit I page 35 of 83 states:

A. Rider Travel Time

While the dispatcher shall attempt to schedule a series of pick-ups so as to load the vehicle to the highest capacity and operate at the highest possible productivity, the dispatcher shall also attempt to minimize a rider's ride time to ensure that it is not excessive.

Standard: Rider travel time shall be comparable to or less than the travel time for the same trip on fixed-route buses, including walk time and all bus transfers associated with the trip. The Contractor shall use the *RTA Trip Planner* at www.rtachicago.org to determine if their travel times are equal to or less than the fixed-route travel time. This standard shall not apply when verifiable circumstances exist beyond the Contractor's control, such as inclement weather, unusually heavy traffic, etc.

Question: If a travel time does not display on the RTA's site, what would be an acceptable secondary method to determine if travel times are equal or less than fixed-route travel times?

Pace Response: As stated, the RTA Trip Planner is required to be used. Pace may consider alternatives and will notify Contractors of any approved change.

8. Page 349 of the RFP, Exhibit I page 50 of 83 states:

VIII. LIQUIDATED DAMAGES FOR NON-COMPLIANCE WITH PERFORMANCE STANDARDS

Pace requires the Contractor to meet or exceed the Performance Standards specified in this Contract.

Pace may waive liquidated damages for Contractor failure to meet the contract service standards and requirements if Pace determines extenuating circumstances beyond the control of the Contractor exist and Pace determined the Contractor made a good faith effort to meet the contract service standards and requirements. Pace may

Attachment No. 1
RFP 419292

consider waiving liquidated damages in full or in part for each required standard, for which a liquidated damage is assessed, on a case-by-case basis.

a Question: Please define an extenuating circumstance beyond the control of the contractor.
Pace Response: An example of an extenuating circumstance is when extreme weather or unpredicted power outages may have resulted in adjusted liquidated damages for the time period involved.

b Question: Please clarify what constitutes a good faith effort to meet contract service.
Pace Response: A good faith effort is what a reasonable person would determine is a diligent and honest effort under the same set of facts or circumstances. This would include the contractors communicating with Pace to resolve any outstanding issues timely.

c Question: Please provide the appropriate format to request a waiver.
Pace Response: Regarding liquidated damages, a request for waiver of liquidated damages are for extenuating circumstances only and requires verifiable justification documentation. This is on a case by case basis. Waivers to any other required service parameters in this RFP shall be adhering to *Exhibit D, Section A, 15.c*.

9. Page 351 of the RFP, Exhibit I page 52 of 83 states:

1. General Monthly Reporting – Pace may impose liquidated damages in the amount of \$500.00 per month if the Contractor exhibits a pattern of failure to comply with Pace's reporting requirements by submitting inaccurate or incomplete reports.

Question: Please define what Pace considers a pattern of failure to comply with reporting requirements.

Pace Response: Pace considers a “pattern of failure” to have occurred when issues regarding contract compliance continue to be repeated.

10. Page 351 of the RFP, Exhibit I page 52 of 83 states:

3. Accident Reporting – Pace may impose liquidated damages in the amount of \$500.00 per incident if the Contractor exhibits a pattern of failure to comply with Pace guidelines on accident reporting and handling.

Question: Please define what Pace considers a pattern of failure to comply with these guidelines.

Pace Response: Pace considers a “pattern of failure” to have occurred when issues regarding contract compliance continue to be repeated.

11. Page 311 of the RFP, Exhibit I page 12 of 83 states:

Component III – Additional Service to Meetings and Hearings: During the term of this Contract, Pace may require the Contractor to provide service to and from meetings, public hearings, and other events as specified by Pace.

Question: Will Pace reimburse the contractor for staging time and/or deadhead?

Pace Response: See revised *Exhibit I Section IX Data and Reporting D. Additional Payment for Non-Revenue Hours*.

Attachment No. 1
RFP 419292

12. Page 54 of 83, Exhibit I: Regarding billing, please provide an outline of Pace’s process once an invoice is submitted by the 5th day of the month. If there are Pace-perceived errors, can Pace ask for a reprint within five (5) days of receipt of invoice? Please confirm that Pace will pay contractors within 30 days of receipt of adjusted invoice.

Pace Response: Pace reviews Contractor invoices upon receipt. Contractors are responsible for reconciling data daily. All errors are to be corrected daily. Pace pays net 30 upon receipt of a fully reconciled Contractor invoice. The invoice date shall reflect the date the fully reconciled invoice is submitted to Pace.

13. Please provide the current revenue hours by provider for the City of Chicago project.

Pace Response: See information below. Information for total revenue hours is provided in Attachment #2 to Exhibit I, Scope of Work.

May 2019	REVENUE HOURS	OTP	PRODUCTIVITY	LIQUIDATED DAMAGES
CDT	54,564.13	84.92	1.35	\$587,118.39
SCR	59,426.59	91.40	1.39	\$377,145.06
MV CHICAGO	22,471.93	91.38	1.43	\$131,287.20
FT CHICAGO	14,397.99	89.47	1.26	\$40,952.76

14. Please confirm all bidders must include the cost of fuel in their cost proposal.

Pace Response: Proposers must include the cost of fuel in their proposal. Pace does not provide fuel for this contract; therefore, the cost is the responsibility of the Contractor. (See Question 28 in Exhibit K Frequently Asked Questions.)

15. Please confirm that no bid bond is required.

Pace Response: A bid bond is not required. (See answer to Question 16 in Exhibit K Frequently Asked Questions)

16. Please provide productivity and OTP data by provider.

Pace Response: See info below. In addition, information is provided in Attachment #2 to Exhibit I, Scope of Work.

May 2019	REVENUE HOURS	OTP	PRODUCTIVITY	LIQUIDATED DAMAGES
CDT	54,564.13	84.92	1.35	\$587,118.39
SCR	59,426.59	91.40	1.39	\$377,145.06
MV CHICAGO	22,471.93	91.38	1.43	\$131,287.20
FT CHICAGO	14,397.99	89.47	1.26	\$40,952.76

17. Please indicate if the Contractor is allowed to request service hour rate changes for increases/decreases in cost, if services are restructured from the current City of Chicago service area.

Pace Response: The contract is a firm fixed price contract. The Contractor may propose a change under the changes clause in Exhibit D, Section A, 15.c.

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18. Please provide the current rates for each provider.

Pace Response: See information below. Please note the rates below for the current Providers include all operating cost. The pricing structure for this RFP does not parallel to the current contract.

	Service Level A – Average Number of Weekday Service Hours = 1 to 700 hours per weekday	Service Level B – Average Number of Weekday Service Hours = 701 to 1500 hours per weekday	Service Level C – Average Number of Weekday Service Hours = Over 1500 hours per weekday
Option 1 – Hourly Rates With Call Center			
CDT	\$79.85	\$79.85	\$79.62
1 st Transit Chicago	N/A	N/A	N/A
MV Chicago	\$74.461	\$69.141	\$65.126
SCR	\$79.58	\$78.57	\$77.65
Option 2 – Hourly Rates Without Call Center			
CDT	\$75.20	\$75.20	\$74.96
1 st Transit Chicago	\$71.01	\$70.95	\$67.48
MV Chicago	\$70.726	\$66.978	\$63.608
SCR	\$75.89	\$74.92	\$74.06

19. Please provide the total number of vehicles each current service provider has assigned to them, for the Pace City of Chicago project.

Pace Response: Pace does not assign vehicles. Below is the current number of vehicles registered for Pace service by service provider.

Chicago ADA Contractor Fleet	Vehicle Count
CDT	272
1ST TRANSIT CHICAGO	98
MV CHICAGO	130
SCR	269
TOTAL ACTIVE VEHICLES AS OF 5/31/19	769

20. Exhibit I, page 62 of 83 Attachment 1: The table indicates the average Revenue miles per trip and average direct miles per trip.

a. **Question:** Can Pace please clarify the difference between these two numbers?

Pace Response: The Revenue miles are miles traveled in route. The Direct miles are the distance of a direct trip (not shared ride) of the origin and destination of the trip.

b. **Question:** Can Pace please provide the average service miles per trip (revenue miles plus deadhead miles)?

Pace Response: See revised *Exhibit I Attachment 2: Trip and Ridership Information for Service Miles.*

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- c. **Question:** Would Pace be able to provide this information for each current contractor providing service?

Pace Response: No. This information is not available.

21. Exhibit I, page 50 of 83, A. (Liquidated Damages for On-time Performance, Late Pick-ups):

The penalty for this LD has been increased from 20% to 40% for the balance of trips below the On-Time performance standard. This will have a significant negative impact on contractor pricing, while at the same time contractors have less control over routes, given that responsibility for reservations is moving to the RMMCC.

- a. **Question:** Please confirm that the LD assessment was intended to be increased by 100% (.20 moving to .40).

Pace Response: Yes, LD for on time performance is at 40%. Contractors shall have full control of their respective routes. Daily operations of service is the responsibility of the Contractors. On time performance is a priority and the liquidated damages shall be remain as described in *Exhibit I. Scope of Work*.

- b. **Question:** Would Pace consider adjusting this assessment back to 20%, allowing for less risk for contractors, and in turn better pricing to Pace?

Pace Response: No, late trips are risk to Pace and no change will be made. LDs for late trips shall remain as described in *Exhibit I. Scope of Work*.

22. Exhibit I pages 24 and 15, Hours of service, page 15 component 1, 2-a: *Currently, ADA Paratransit service is operated 24 hours a day, seven days a week. Page 24 first sentence, 4th paragraph: For this Contract, the Contractor shall notify Pace, in writing, prior to the start of the Contract, of the scheduled hours that each dispatcher and scheduler will work.*

Question: Please confirm that contractors should assume a 24-hour, 7 day a week schedule when building staffing schedules and pricing.

Pace Response: ADA Paratransit service operates 24 hours, 7 days a week. The service plan proposed, including operating hours, shall be assessed in the Technical evaluation process.

23. Exhibit I page 45 of 83, L:

L. Video Surveillance System

Pace will require the Contractor to purchase and install surveillance cameras, computer equipment, and software in vehicles used in Pace service. A comprehensive on-board surveillance system is required with off-board data collection and maintenance for managing incidents and operations. The system shall include, but not be limited to, the following features:

Question: Would Pace consider adjusting the required features to the following?

- Cameras with video resolution of at minimum 1920x1080 is required for event investigation.
- Adjust video resolution to 752x548 resolution.

Pace Response: This resolution may be submitted in your Proposal and will be evaluated by Pace.

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- Continuous recording, inconspicuous manual activation, and event-based camera activation including the ability to retain continuous recording access for a period of no less than thirty (30) days up to sixty (60).
 - Adjust to Triggered events available for 30 or 60 days.
Pace Response: The proposed Video Surveillance System shall comply with continuous recording requirements detailed in *Exhibit I, Scope of Work*.
- Camera system data, including date/time, location, speed, door status, alarm sensor, event sensor information, etc.
 - Adjust to Triggered events that will show date/time, location, speed, and event sensor info.
Pace Response: The proposed Video Surveillance System shall comply with camera system data requirements as detailed in *Exhibit I, Scope of Work*.
- Off-board data management.
 - Adjust to allow for online portal data management.
Pace Response: This may be proposed and will be evaluated. Contractor shall detail how the online portal data management compares to the Off-board data management.

24. Exhibit I, page 11.

- a. Please confirm that the RMMCC will be responsible for reservations and initial scheduling for all service provided within this procurement for all contractors performing service delivery.

Pace Response: Yes. Currently the RMMCC does not take reservations for the City of Chicago ADA Paratransit service. Reservations are currently taken by the contracted service provider. For this RFP the RMMCC shall negotiate trips requests using solutions from the Trapeze system networked with the Contractors. The Contractor's run structure yields the solutions. It is the Contractors responsibility to manage their respective runs to optimize productivity. See *Exhibit I, Scope of Work, Section, Reservations, Scheduling, Dispatching, Window Dispatching and Relationship of Contractor to Call Center*. Reservations are the responsibility of the RMMCC. Trips are scheduled and confirmed at the time of booking using Trapeze scheduling and routing database. The expectation is that the Proposer has the expertise to work within a central call center environment.

25. Exhibit I, page 40.

- a. The RFP states that the contract is required to provide a phone line that 800# points to with option to choose reservations, ETA, etc. Please confirm that this is required due to the RMMCC taking all reservations and ETA calls.

Pace Response: The Contractor shall not be responsible for the 800#. See revised *Exhibit I Scope of Work*.

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26. Exhibit A, page 2.

- a. City of Chicago Minimum Wage increases take place July 1 of each year and are posted at least a few months earlier. With the Contract starting April 1, 2020 and the first potential price escalation increase occurring April 1, 2021, nine (9) of those months, (July 1, 2020 through April 1, 2021), could have had a higher City of Chicago Minimum Wage. Would Pace consider using the July 1 rates for each year, (including July 1, 2020), for the annual price escalations?

Pace Response: No. Prices shall remain firm through March 31, 2021. Beginning April 1, 2021, the Contractor may request a price adjustment per the Price Escalation Clause in *Exhibit A. Price Proposal*.

27. Addendum 2, Question and Answer 4.

- a. If Contractors provide rates for 25% of the total annual hours, how will the pricing be determined (negotiated) when award is higher or lower than 25%?

Pace Response: No. Reference Exhibit A Price Proposal. Proposers are to submit pricing at 25% of capacity for an equitable evaluation of all bids. Adjustments to service levels shall be negotiated in the best and final offer phase of this procurement. Trip distribution shall be assessed by carrier capacity (with targeted growth for those with less than 25% capacity) at the start of the contract. During the life of the contract trip distribution may be increased or decreased based on carrier performance.

28. Page 1

- a. With the question submittal deadline of July 11, would Pace consider revising the proposal due date to ten (10) business days from the date the question responses are provided? This would allow Contractors to review and incorporate these responses into their proposals and allow time for printing/shipping.

Pace Response: Pace cannot adjust the proposal due date. The schedule is to allow the awarded Contractors sufficient time to meet the service start date of April 1, 2020. The proposal due date remains July 25, 2019.

29. Exhibit I, page 12.

- a. "Pace reserves the right to increase or decrease the hours of service upon written notice to the Contractor." At what % volume change would Pace authorize re-negotiation of rates?

Pace Response: The contract is a firm fixed price contract. The Contractor may propose a change under the changes clause in *Exhibit D, Section A. 15.c*.

30. Exhibit I, page 17

- a. With reservations being taken until 6:00 pm daily, when will the schedules be finalized by the RMMCC on weekdays?

Pace Response: Pace shall provide procedures and a timeline for finalizing the trip distribution daily. The timeline is developed in collaboration with all Contractors and the RMMCC. The proposed service plan should detail your expertise in preparing route schedules in a central call center environment.

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31. Exhibit I, page 21.
- a. Can you please provide the number of vehicles Pace anticipates the contractors to provide to the 25% service level?
Pace Response: Proposers are to provide their proposed fleet plan to be evaluated by Pace. The Proposers are expected to have the expertise to project and develop an acceptable fleet plan.
32. Exhibit I, page 21.
- a. Of the 75% of the Contractor's fleet with accessible and having ADA-compliant wheelchair lifts or ramps, is there a minimum volume of vehicles capable of moving two (2) wheelchairs/ scooters, and/or vehicles with larger passenger capacity?
Pace Response: There is no specific number of wheelchair accessible vehicles, however, 75% of the proposed fleet must be accessible as described in *Exhibit I, Scope of Work*.
33. Exhibit I, page 21.
- a. The price pages capture Vehicle Depreciation as a Fixed Cost. If the Contractor receives 1% more of the Service Hours above their selected volume, (18,000 additional hours), that equates to a need of at least 5 additional vehicles a day. As outlined, if the Contractor is required to maintain a 10% spare ratio, and the volume of service they provide increases, there's no compensation for the needed equipment. Would Pace consider contract language that would allow for incremental adjustments to the Vehicle Depreciation portion of fixed costs should Pace want additional vehicles added to maintain in-service/spare requirements?
Pace Response: No. Pace will not consider this contract language. Proposer must flexible to accommodate service demand as required in *Exhibit I Scope of Work*.
34. Exhibit B, page 1.
- a. Please clarify how the prices will be evaluated; will the full contract term be considered, Year 1 price, or base contract term pricing?
Pace Response: Prices will be evaluated based on the full contract term. See *Exhibit B I. B. Price Criteria*.
35. Exhibit I, page 73.
- a. Can you please detail the blue stripes on the exterior of revenue vehicles? Location of striping, how many stripes, etc.
Pace Response: One to two blue strips on the exterior shall be along the both sides of the vehicle with the Pace logo. More detail shall be provided most award.
36. Exhibit A, page 1.
- a. If the Contractor is responsible for providing fuel and given historical volatility of fuel costs, will the Agency include a fuel escalator clause in the contract?
Pace Response: No, Pace will not include a fuel escalator clause. The Contractor is responsible for providing fuel and managing fuel cost.

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37. Exhibit B, attachment 1.
- a. Please provide the overall average vehicles, per hour in revenue service, on weekdays, Saturdays, and Sundays, using the time frame of April 2019.
Pace Response: This information is not available. However, trips by the hour for October 2018 are listed in revised *Exhibit I. Attachment 2.*
38. For the Component II trips (RTA Certification) these trips are currently provided to the carrier by Pace staff and the carrier selects a time when they will fit on runs and schedules them. Under the new RFP will Pace provide these trips to the carrier or the RMMCC to schedule them?
Pace Response: Component II RTA Certification trips are managed by Pace staff. Pace may migrate the booking of Component II trips to the RMMCC using the same procedures for negotiation of trip times with the Contractors.
39. In Exhibit I, Attachment 6, there is specific information about the minimum requirements for 12 passenger vehicles (8%) and acceptable floor plans. There is also an acceptable floor plan for 8 passenger vehicles, but not a minimum requirement for 8 passenger vehicles. Is there a minimum requirement for 8 passenger vehicles? Additionally, is an 8 passenger vehicle the minimum vehicle allowed? Or can 7 passenger minivans modified for wheelchair use be used?
Pace Response: There is not a minimum requirement for 8passenger vehicles. Vehicles must have at least an 8-passenger capacity including the driver as described in *Exhibit I. Attachment 6. Item # 7.*
40. In Exhibit I, Attachment 6, it specifies gray interiors. In past experience black interiors show less stains, is it possible to purchase vehicles with black interiors?
Pace Response: No. Proposers may propose a dark gray interior.
41. In Exhibit I, Attachment 6, it specifies power sliding doors, is this also a requirement for 12 passenger vehicles?
Pace Response: Proposers may propose alternate doors for 12 passenger vehicles. This will be evaluated by Pace to determine acceptability.
42. In Exhibit I, Attachment 6, it specifies that there must be a loading width of 34 inches for ramps. This would eliminate minivan openings, as a minivan opening is only 31.5 inches wide. Will Pace entertain adjusting this number to 30 inches, as the minimum ADA requirement is 28 inches?
Pace Response: The loading width requirement is 34 inches for ramps.
43. Does Pace intend for all vehicles in this RFP to be body on chassis style buses?
Pace Response: No. Vehicles with a unibody structure may be proposed for this RFP meeting all requirement in Exhibit I. Attachment 6.

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44. Does Pace intend to provide any Pace owned vehicles for carriers for this contract? If so, how many per carrier?

Pace Response: Pace has a fleet of 19 vehicles. See list below. Proposer's may propose to incorporate the Pace fleet of 19 vehicles in their service plan. The Pace fleet will not be replaced once the life of the vehicle has been reached at 200,000 miles.

Chicago ADA Paratransit Pace Service Fleet Inventory									
No.	Vehicle Number	Project Name	Fuel Type	Vehicle Description	Vehicle Year	Vehicle Capacity	Number of Wheelchairs	Mobility Device	Ending Odometer as of May 31, 2019
1	14221	CDT	Gasoline	CUTAWAY BUS, FORD, E350 CHALLENGER, LENGTH 22 FT	2014	11	2	Lift	67,175
2	14244	CDT	Gasoline	CUTAWAY BUS, FORD, E350 CHALLENGER, LENGTH 22 FT	2014	11	2	Lift	67,982
3	14291	CDT	Gasoline	CUTAWAY BUS, FORD, E350 CHALLENGER, LENGTH 22 FT	2014	11	2	Lift	60,716
4	14297	CDT	Gasoline	CUTAWAY BUS, FORD, E350 CHALLENGER, LENGTH 22 FT	2014	11	2	Lift	66,034
5	14249	First Transit Chicago	Gasoline	CUTAWAY BUS, FORD, E350 CHALLENGER, LENGTH 22 FT	2014	11	2	Lift	59,086
6	14253	First Transit Chicago	Gasoline	CUTAWAY BUS, FORD, E350 CHALLENGER, LENGTH 22 FT	2014	11	2	Lift	50,745
7	14255	First Transit Chicago	Gasoline	CUTAWAY BUS, FORD, E350 CHALLENGER, LENGTH 22 FT	2014	11	2	Lift	75,608
8	14262	First Transit Chicago	Gasoline	CUTAWAY BUS, FORD, E350 CHALLENGER, LENGTH 22 FT	2014	11	2	Lift	58,882
9	14271	First Transit Chicago	Gasoline	CUTAWAY BUS, FORD, E350 CHALLENGER, LENGTH 22 FT	2014	11	2	Lift	65,979
10	14290	First Transit Chicago	Gasoline	CUTAWAY BUS, FORD, E350 CHALLENGER, LENGTH 22 FT	2014	11	2	Lift	69,617
11	14292	First Transit Chicago	Gasoline	CUTAWAY BUS, FORD, E350 CHALLENGER, LENGTH 22 FT	2014	11	2	Lift	63,845
12	14257	MV Chicago	Gasoline	CUTAWAY BUS, FORD, E350 CHALLENGER, LENGTH 22 FT	2014	11	2	Lift	60,269
13	14273	MV Chicago	Gasoline	CUTAWAY BUS, FORD, E350 CHALLENGER, LENGTH 22 FT	2014	11	2	Lift	62,770
14	14276	MV Chicago	Gasoline	CUTAWAY BUS, FORD, E350 CHALLENGER, LENGTH 22 FT	2014	11	2	Lift	65,112
15	14287	MV Chicago	Gasoline	CUTAWAY BUS, FORD, E350 CHALLENGER, LENGTH 22 FT	2014	11	2	Lift	55,824
16	14243	SCR	Gasoline	CUTAWAY BUS, FORD, E350 CHALLENGER, LENGTH 22 FT	2014	11	2	Lift	88,876
17	14269	SCR	Gasoline	CUTAWAY BUS, FORD, E350 CHALLENGER, LENGTH 22 FT	2014	11	2	Lift	88,256
18	14270	SCR	Gasoline	CUTAWAY BUS, FORD, E350 CHALLENGER, LENGTH 22 FT	2014	11	2	Lift	95,010
19	14280	SCR	Gasoline	CUTAWAY BUS, FORD, E350 CHALLENGER, LENGTH 22 FT	2014	11	2	Lift	96,647

45. In Exhibit I, Section C, Number 5, it states that all no shows will be approved by the RMMCC. No shows are already a time-consuming process that cause delays in runs. Will the RMMCC provide a dedicated staff member and phone line to expedite these no shows under this new process?

Pace Response: Proposers may propose procedures for coordinating documentation and confirmation of no shows. This will be evaluated by Pace. Approval by the RMMC of No Shows is not intended to delay vehicles but rather to assure No Shows and Cancel at the Door trips are verified and properly documented by the Contractor. Procedures for daily processes shall be developed in collaboration with the Contractor, the RMMCC and Pace post-award.

46. Under the previous contract, no shows that arrived 21 minutes or later were recorded as missed trips. In this RFP, it specifies 35 minutes as a missed trip. Please confirm that a no show between 21 and 34 minutes is recorded as a no show and not a missed trip.

Pace Response: Any trip arrived after the 20- minute pick up window, and the passenger does not load, it is coded as a missed trip not transported. Missed trips counted against the Contractor are trips over 35 minutes.

47. In Exhibit I, Section L, Number 2, the RFP asks for continuous recording capabilities, is it allowed that this feature be part of the DriveCam Event recorders and not a separate stand-alone system?

Pace Response: Proposer shall clearly describe the proposed system in your RFP response.

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48. Please confirm if alternative bids are allowed by Pace for Request for Proposal No. 419292.
Pace Response: Pace cannot respond to the question regarding alternative bids. The method of procurement is not an invitation for bid.

49. Please indicate if Pace will provide the logos for the vehicles or if it will be a cost for contractors.

Pace Response: Pace will provide the graphic specs for the logo only. The Contractor shall be responsible for purchasing and applying the logos on the vehicles.

50. Please provide the productivity levels for each provider for the last 12 months.

Pace Response: See table below. In addition, information is provided in to revised Exhibit I, Scope of Work, Attachment #2.

Chicago ADA 2018 Productivity	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
CDT	1.35	1.34	1.40	1.40	1.34	1.35	1.35	1.37	1.36	1.37	1.36	1.39	1.37
SCR	1.51	1.49	1.54	1.48	1.44	1.42	1.42	1.42	1.45	1.47	1.44	1.43	1.46
First Transit	1.34	1.26	1.28	1.28	1.23	1.25	1.28	1.31	1.26	1.27	1.28	1.28	1.28
MV	1.47	1.46	1.49	1.53	1.49	1.48	1.50	1.49	1.49	1.52	1.43	1.40	1.48

51. Please provide the number of missed trips for each provider for the last 12 months.

Pace Response: See table below. In addition, information is provided in to revised Exhibit I, Scope of Work, Attachment #2.

Chicago ADA Missed Trips	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	May 2019
CDT	560	1,240	1,152	1,118	1,197	1,389	1,129	1,089	1,565	1,804	1,515	1,641	1,441
SCR	700	2,538	980	812	812	507	603	412	902	1,075	1,193	1,161	828
First Transit	408	647	417	294	190	300	169	188	259	234	168	77	117
MV	262	441	402	402	524	469	388	432	1,019	906	986	448	479
	1,930	4,866	2,951	2,626	2,723	2,665	2,289	2,121	3,745	4,019	3,862	3,327	2,865

52. Please provide the on-time performance for each provider for the last 12 months.

Pace Response: See table below. In addition, information is provided in to revised Exhibit I, Scope of Work, Attachment #2.

2018 ADA Paratransit OTP												
On Time Performance	January	February	March	April	May	June	July	August	September	October	November	December
Chicago ADA Services	20 MIN Window	20 MIN Window	20 MIN Window	20 MIN Window	20 MIN Window	20 MIN Window	20 MIN Window	20 MIN Window	20 MIN Window	20 MIN Window	20 MIN Window	20 MIN Window
CDT	91%	85%	87%	86%	86%	85%	87%	88%	83%	83%	86%	85%
SCR	90%	83%	89%	90%	92%	90%	92%	94%	89%	89%	88%	90%
First Transit	87%	84%	86%	85%	87%	85%	88%	89%	85%	88%	88%	92%
MV	92%	86%	92%	90%	89%	93%	91%	91%	82%	84%	85%	91%
Total City Services	90%	84%	88%	88%	89%	89%	90%	90%	86%	86%	87%	88%

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53. Given that this contract would potentially be for a ten-year term, please confirm that all bidders should plan for equipment replacement as needed.

Pace Response: Yes.

54. Please indicate whether the RMMCC will negotiate trips with prospective passengers. Currently, trips are negotiated by the contractor, which helps increase productivity. Historically, productivity has decreased when the RMMCC takes reservations.

Pace Response: Currently the RMMCC does not take reservations for the City of Chicago ADA Paratransit service. Reservations are currently taken by the contracted service provider. For this RFP the RMMCC shall negotiate trips requests using solutions from the Trapeze system networked with the Contractors. The Contractor's run structure yields the solutions. It is the Contractors responsibility to manage their respective runs to optimize productivity. See Exhibit I, Scope of Work, Section, Reservations, Scheduling, Dispatching, Window Dispatching and Relationship of Contractor to Call Center. Reservations are the responsibility of the RMMCC. Trips are scheduled and confirmed at the time of booking using Trapeze scheduling and routing database. The expectation is that the Contractor has the expertise to work within a central call center environment.

55. As contractors will base cost on 25% of the total revenue hours as prescribed in Addendum #2, please confirm that Pace intends to award a minimum of 25% of the service to prospective bidders who are selected for award.

Pace Response: No. Reference Exhibit A Price Proposal. Proposers are to submit pricing at 25% of capacity for an equitable evaluation of all bids. Adjustments to service levels shall be negotiated in the best and final offer phase of this procurement. Trip distribution shall be assessed by carrier capacity (with targeted growth for those with less than 25% capacity) at the start of the contract. During the life of the contract trip distribution may be increased or decreased based on carrier performance.

56. Please provide the total dollar amount of LDs assessed to each of the current service providers for the last 12 months. Given that past LD assessments have been in excess of \$1.8M annually would Pace consider modifying the missed trip, and OTP metrics and adjusting the productivity pricing bands to levels that are based on achievable historic performance from the current contractors.

Pace Response: This RFP has modified liquidated damages from those in the current contract. The liquidated damage information are for current contract service parameters which may differ from this RFP.

2018 Liquidated Damages													
	January 2018	February 2018	March 2018	April 2018	May 2018	June 2018	July 2018	August 2018	September 2018	October 2018	November 2018	December 2018	Total 2018
City ADA Services													
CDT	\$621,547	\$646,901	\$683,527	\$698,973	\$822,436	\$815,479	\$763,313	\$723,669	\$827,306	\$863,840	\$756,277	\$678,043	\$8,901,311
SCR	\$283,351	\$287,613	\$345,699	\$335,171	\$376,749	\$383,888	\$411,232	\$377,107	\$419,989	\$432,208	\$492,153	\$499,385	\$4,644,545
First Transit	\$73,804	\$85,776	\$81,999	\$74,575	\$69,127	\$78,314	\$47,214	\$49,190	\$68,946	\$57,239	\$54,433	\$13,982	\$754,600
MV	\$105,258	\$134,541	\$119,153	\$111,815	\$152,109	\$141,343	\$115,108	\$130,763	\$227,313	\$198,422	\$254,632	\$167,432	\$1,857,888
303 Taxi	\$627	\$9,315	\$8,531	\$5,282	\$9,395	\$8,506	\$9,354	\$8,635	\$11,616	\$17,919	\$19,667	\$10,015	\$118,862
Total City Services	\$1,084,587	\$1,164,146	\$1,238,910	\$1,225,817	\$1,429,816	\$1,427,530	\$1,346,220	\$1,289,363	\$1,555,170	\$1,569,629	\$1,577,162	\$1,368,857	\$16,277,207

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57. The RFP indicates "Vehicles shall have ramps or lift platforms capable of loading passenger mobility devices with of width of 34 inches at the ramp or platform level between any rails or barriers." The ramp for the side loading Dodge Caravan is 30 inches wide. Please confirm that bidders can use a Dodge Caravan with a 30-inch ramp.

Pace Response: Proposed fleet shall meet the requirement of vehicles in *Exhibit I, Section IV. Vehicles; Attachment 6.*

58. Please verify the contractor who currently operates the RMMCC, and as this may affect reservations and initial scheduling, has there been a recent change with the ownership and operation of the call center?

Pace Response: SCR Transportation operates the RMMCC under a separate contract with Pace. There has been no recent change with the ownership and operation of the call center.

59. Attachment 6, page 72 of Exhibit I.

a. Based on our understanding of the vehicle specifications, the minivan that is used currently and is the predominant fleet vehicle for City Pace, will no longer be compliant. Is it Pace's intention to discontinue use of the minivan type vehicle or would a minivan be allowed?

Pace Response: Proposed fleet shall meet the requirement of vehicles in *Exhibit I, Section IV. Vehicles; Attachment 6.*

60. Attachment 6, page 72 of Exhibit I.

a. In working to identify a compliant vehicle that meets all specifications; we are finding the market only offers one or two vehicles that will be compliant. These vehicles also priced much higher than the minivans previously used in Pace service. Will Pace consider any leniency with the floor patterns and/or seating dimensions?

Pace Response: Proposed fleet shall meet the requirement of vehicles in *Exhibit I, Section IV. Vehicles; Attachment 6.*

61. Exhibit I, page 50.

a. Does the liquidated damage amount language that says "40% of the contractor hourly rate," or any percentage or referral to the hourly rate under liquidated damages, only apply to the hourly variable rate? Or, does the liquidated damage amount as it relates to an hourly rate, include a blended rate taking both fixed and variable costs and rolling them up to an hourly rate apply?

Pace Response: The Liquidated Damages calculations refer to the applicable fixed hourly rate as proposed in Exhibit A. It is not a blended fixed hourly rate plus the monthly fixed cost.

62. Exhibit A, page 1.

a. Please confirm that the contractor will bill a month fixed cost and a monthly variable cost as provided on the pricing forms and that the contractor will be paid for those fixed and variable costs minus liquidated damages and imputed fares.

Pace Response: The Contractor shall bill for the applicable fixed hourly rate based on productivity times, the revenue hours less liquidated damages, and imputed fares, plus the monthly fixed cost.

Attachment No. 1
RFP 419292

63. Exhibit I, page 15.
- a. Is there any intention of having only 1 provider working overnight (midnight to 4:00 a.m.)?
Pace Response: Not at this time.
 - b. Is there a plan to award service based on vehicle type, trip distance, etc.? For example: Contractor A will provide all ambulatory trips or Contractor B will provide all group trips.
Pace Response: All bids must meet requirements as described in *Exhibit I, Scope of Work*.
64. Exhibit I, page 73.
- a. The RFP states that vehicles shall be equipped with power sliding side passenger doors and that no rear vehicle entry door shall be allowed. This language seems to apply to minivans, was this the intent?
Pace Response: No. Proposed fleet shall meet the requirement of vehicles in *Exhibit I, Section IV, Vehicles; Attachment 6*.
 - b. Does the power sliding passenger door requirement also apply to the larger type vehicles required?
Pace Response: Proposer may propose alternate doors for 12 passenger vehicles. This will be evaluated by Pace.
65. What adjustments to the boundaries of the current service areas does Pace anticipate during the life of the contract?
Pace Response: Pace is a public transportation agency subject to meeting service demand and Federal Transit Administration (FTA) and Department of Transportation (DOT) requirements. Pace does not anticipate any changes to the current service area.
66. What other service components does Pace expect adding during the life of the contract?
Pace Response: Pace does not anticipate any additional service components at this time.
67. If additional staff is required for dispatch and/or maintenance, how will Pace determine those levels?
Pace Response: It is expected Proposers have the expertise to determine staffing levels. The Proposer is responsible for determining staff levels. Any proposed change must be communicated to Pace for review and approval.
68. There is no mention of additional fixed costs related to an “adjustments. Will Pace consider those as well in any service expansion?
Pace Response: The contract is a firm fixed price contract. The Contractor may propose a change under the changes clause in *Exhibit D, Section A, 15.c*.

Attachment No. 1
RFP 419292

69. Can Pace provide some sense as to how service components may be restructured to accommodate the goals and service guidelines of the project?
Pace Response: Pace does not anticipate restructuring of the service components.
70. Will all of the service providers under this contract be required to operate 24/7/365?
Pace Response: Yes.
71. Will the creation of “master schedules” (i.e., vehicle tours or run structure) by the RMMCC, in collaboration with the service providers and consultation with Pace, take place before the “Go Live” date of 1 April 2020?
Pace Response: Yes. The master runs must be completed prior to Go Live on April 1, 2020. The Contractor is responsible for creating the master schedules. The RMMCC shall work with the contractors to optimize the master schedules.
72. If the RMMCC is booking trip requests for this contract, does the Contractor need one (1) telephone number to accept reservations?
Pace Response: No. The Contractor shall not be responsible for the 800#. See revised Exhibit I Scope of Work.
73. If the RMMCC is responsible for ETA (i.e., “Where’s My Ride”) calls, does the Contractor need one (1) specified telephone line to expedite access for cancellations and ETAs?
Pace Response: No. See revised Exhibit I Scope of Work.
74. Please clarify, if the RMMCC is processing trip requests, then the voice logging/call recording system will only need to have the capacity for calls that come into Dispatch?
Pace Response: Yes, that is correct.
75. How will Pace determine if the liquidated damage (LD) for a “Missed Trip” is “the value of two (2) times the Contractor’s hourly rate or twice the trip rate...”?
Pace Response: Liquidated damages for missed trips shall be two times the fixed hourly rate for trips reported or four times the fixed hourly rate for trips not reported. See Exhibit I. VIII. Liquidated Damages.
76. Is Pace able to provide some examples for the LD associated with “failure to coordinate dispatch procedures”?
Pace Response: Example: A pattern of a Contractor’s failure to communicate transfers timely that causes excessive passenger on board time.
77. Please clarify...is the LD for failure to respond to complaints able to be waived if the Contractor is “making a good faith effort to respond in a timely manner and/or there are extenuating circumstance”?
Pace Response: A good faith effort is what a reasonable person would determine is a diligent and honest effort under the same set of facts or circumstances. This would include the Contractors communicating with Pace staff when working to resolve any outstanding issues timely.

Attachment No. 1
RFP 419292

78. Given the fact that the RMMCC will be processing trip requests, is the Contractor subject to an LD for “a pattern of failure to record and report denials”?

Pace Response: No. That is the responsibility of the RMMCC.

79. Given the fact that the RMMCC will be processing trip requests, will it be necessary for the Contractor to list denials (by category) on the Monthly Invoice?

Pace Response: The category of denial is recorded in Trapeze at the time of booking.

80. Can Pace confirm if the Project Manager for this contract must be 100% dedicated to the City of Chicago ADA Paratransit service?

Pace Response: Yes. The Project managers and all proposed key staff shall be dedicated to the City of Chicago ADA Paratransit service contract, no exceptions.

81. Per Exhibit I on page 73 of 83, it is stated that all vehicles operating within the Pace revenue service require technology features listed there-of, is there a phase-in period allowed for these technological upgrades for vehicles that are older? (i.e. 2018 models and prior)

Pace Response: Proposed fleet shall meet the requirement of vehicles in Exhibit I. Section IV. Vehicles; Attachment 6. Proposer may propose an interim fleet replacement plan outlining the use of an interim fleet pending the acquisition and rollout of new fleet entering service. Proposed interim fleet is subject to approval by Pace and must comply with all Pace and manufacturer safety requirements. In addition, fleet shall be in compliance with accessible wheelchair ratio requirement. The interim plan shall include a timeline for the use of the interim fleet and the date when all vehicles including vehicle requirements are ready for service. The fleet plan and including timeline will be evaluated by Pace.

82. Given that Pace has asked prospective proposers to bid on 25% of the City of Chicago service, how will adjustments in market share, above/below 25% take place?

Pace Response: Adjustments to service levels shall be negotiated in the best and final offer phase during this procurement.

83. If the adjustment in market share is above 25%, will the potential impact on pricing be a part of the “Best and Final Offer (BAFO)” process?

Pace Response: Yes. Adjustments to service levels shall be negotiated in the best and final offer phase of this procurement.

84. Also, does Pace plan to make any adjustments to trip distribution post-award based on actual carrier performance or available capacity?

Pace Response: Yes. Trip distribution shall be assessed by carrier capacity (with targeted growth for those with less than 25% capacity) at the start of the contract. During the life of the contract trip distribution may be increased or decreased based on carrier performance.

Attachment No. 1
RFP 419292

85. On Page 42 of Exhibit I under, "Mobile Communication Required for Service Implementation", it states that the contract must install either the Trapeze Ranger 4.4 or later MDC hardware or Android Tablet hardware with Trapeze DriverMate software. Can Pace confirm whether or not a contractor may use a device that is not a Trapeze Ranger 4.4 or Android tablet but is compatible with the Trapeze interface?

Pace Response: Proposer may propose mobile communication compatible with Trapeze interface meeting all requirements in Exhibit I.

86. If a company proposes to use an "interim fleet", can Pace confirm that the current technology systems and safety features are acceptable, pending Pace approval, until the acquisition and deployment of the new fleet (with new technology and enhanced safety features) into revenue service?

Pace Response: Yes. Proposed interim fleet is subject to approval by Pace and must comply with all Pace and manufacturer safety requirements. In addition, fleet shall be in compliance with accessible wheelchair ratio requirement. The interim plan shall include a timeline for the use of the interim fleet and the date when all vehicles including vehicle requirements are ready for service. The fleet plan and including timeline will be evaluated by Pace.

87. Can Pace confirm that all vehicle operators must have a valid Commercial Driver License (CDL) Class "C" license with Passenger endorsement only if the vehicle requires a CDL Class "C" license to operate it?

Pace Response: A vehicle that is less than 16,001 pounds may have a non-CDL (D driver's license). A vehicle that is designed to transport 16 or more passengers including the operator, regardless of the vehicle size/weight, must have an operator with a valid CDL.

88. Would Pace consider third row leg room different than 35", if applicable, in the new fleet?

Pace Response: Proposed fleet shall meet the vehicle requirements in Exhibit I. Section IV. Vehicles; Attachment 6.

89. Would Pace consider third row head room different than 41", if applicable, in the new fleet?

Pace Response: Proposed fleet shall meet the vehicle requirements in Exhibit I. Section IV. Vehicles; Attachment 6.

90. Would Pace consider a "manually-operated" sliding side passenger door(s) in the new fleet?

Pace Response: Proposer may propose alternate doors for 12 passenger vehicles. This will be evaluated by Pace. Proposed fleet shall meet the vehicle requirements in Exhibit I. Section IV. Vehicles; Attachment 6.

91. Given the fact that there are no side-entry minivan options with a 34" ramp/lift platform, would Pace consider ramps or lift platforms different than "34 inches at the ramp or platform level between any rails or barriers" as long as the ramp or lift platform is ADA-compliant?

Pace Response: Proposed fleet shall meet the vehicle requirements in Exhibit I. Section IV. Vehicles; Attachment 6.

Attachment No. 1
RFP 419292

92. Is the requirement for “features that assist ambulatory passengers when boarding and alighting including handrails and running board steps” applicable to wheelchair accessible and non-wheelchairs accessible vehicles alike?

Pace Response: Yes.

93. Would Pace consider vehicles with seats that are removable as long as they meet the “pull tested to Federal Motor Vehicle Safety Standards (FMVSS) requirements”?

Pace Response: Proposed fleet shall meet the vehicle requirements in *Exhibit I. Section IV. Vehicles; Attachment 6.*

94. When the requirement is stated that “[V]ehicles shall have letters on file certifying that the ramp, left, seats, and securements were installed according to the manufacturer’s requirements”, to which manufacturer is Pace referring?

Pace Response: The applicable manufacturer for the component installed.

95. Do the “Buy America requirements” of the RFP apply to fleet purchases?

Pace Response: No. See revised *Exhibit I, Scope of Work.*

96. Would Pace consider a safety feature that has the ability to detect, in real time, a distracted driver-and provide an audible alert to the driver-as meeting the requirement for “forward collision avoidance warning and lane departure warning systems”?

Pace Response: Proposers may propose safety features to be evaluated by Pace.

97. Since Pace is requiring a new fleet for this solicitation, would Pace be willing to require all prospective proposers to include the cost of the fleet in the startup expense in order to create an “apples to apples” comparison as it relates to pricing?

Pace Response: No. Proposer shall provide vehicle depreciation in the cost detail in *Exhibit A Price Proposal.*



Rocky Donahue
Executive Director

DATE: July 3, 2019

Request for Proposal No. 419292
Chicago ADA Dedicated Paratransit Services
Addendum No. 2

Dear Prospective Proposer:

Pace has checked the applicable box(s) pertaining to this solicitation's addendum below:

Addendum No. 2 shall replace **Exhibit A, Price Proposal Instructions** with the enclosed **Exhibit A, Price Proposal Instructions**, which has been changed. The new **Exhibit A, Price Proposal Instructions** is marked **ADDENDUM NO. 2** and is dated July 3, 2019.

Addendum No. is being issued to amend certain words, phrases, sentences or paragraphs for this solicitation for .

Addendum No. 2 is being issued to provide responses to questions submitted by proposers. The following outlines all written questions submitted by potential proposers and Pace's response to these questions.

Question 1: Confirm that the requirement for this contract is "vehicle model year 2019-2020 with 500 miles or less for all vehicles entering service".

Pace Response: Yes. New fleet shall meet this requirement.

Question 2: Timeline is aggressive with the vehicle requirement. Is there a waiver allowed?

Pace Response: No waiver permitted, however, proposer may propose an interim fleet replacement plan outlining the use of an interim fleet pending the acquisition and rollout of new fleet entering service. Proposed interim fleet is subject to approval by the Pace and must comply with all Pace and manufacturer safety requirements. In addition, fleet shall be in compliance with accessible wheelchair ratio requirement. The interim plan shall include a timeline for the use of the interim fleet and the date the new fleet, meeting all vehicle requirements, are to be put into service. The fleet plan and including timeline will be evaluated and scored as part of the Technical evaluation.

Question 3: Price Proposal and capacity listed at 20% or 30%. Which one do we bid?

Pace Response: See attached revised Exhibit A. Pricing is to be submitted on 25% capacity.

Question 4: Can we receive an excel version of the Exhibit A price proposal page? Also an excel version of Exhibit I Attachment 3 would also be helpful.

Pace Response: Yes Pace will provide excel versions of these documents. Please submit an email request to jane.swider@pacebus.com to request the documents.

The question and answer period is extended until at 2:00 P.M. Questions received after this date will not be accepted.

This Addendum No. 2 shall be inserted into and submitted along with your solicitation package. All addenda must be acknowledged on page 5 of the Agreement Contract for the Provision of

Chicago ADA Dedicated Paratransit Service. Failure to acknowledge addenda may be cause for the proposal to be considered non-responsive.

The meeting has been changed from to at the following locations and times: .

The receipt of proposal date remains Thursday, July 25, 2019 at 2:00 P.M.

The date is extended from to at 2:00 P.M. received after this date and time will not be accepted.

Should you require any additional information, you may contact Procurement at (847)228-2479.

Sincerely,

Pace, the Suburban Bus Division of the Regional Transportation Authority

Attachments:

1. Exhibit A, Price Proposal Instructions



Rocky Donahue
Executive Director

DATE: July 1, 2019

Request for Proposal No. 419292
Chicago ADA Dedicated Paratransit Services
Addendum No. 1

Dear Prospective Proposers:

Pace has checked the applicable box(s) pertaining to this solicitation's addendum below:

Addendum No. shall replace **Exhibit**, with the enclosed **Exhibit**, which has been changed. The new **Exhibit**, is marked **ADDENDUM NO.** and is dated .

Addendum No. is being issued to amend certain words, phrases, sentences or paragraphs for this solicitation for Chicago ADA Dedicated Paratransit Services: All questions regarding this RFP shall be submitted to Jane Swider at jane.swider@pacebus.com .

Addendum No. 1 is being issued to provide responses to questions submitted by proposers. The following outlines all written questions submitted by potential proposers and Pace's response to these questions.

Question 1: May we have a copy of the sign in sheet and Power Point presentation from the pre-proposal meeting? **Answer: Yes, the sign in sheet and presentation are attached**

The question and answer period is extended until at 2:00 P.M. Questions received after this date will not be accepted.

This Addendum No. 1 shall be inserted into and submitted along with your solicitation package. All addenda must be acknowledged on page 5 of the Agreement Contract. . Failure to acknowledge addenda may be cause for the proposal to be considered non-responsive.

The meeting has been changed from to at the following locations and times: .

The receipt of proposals date remains Thursday, July 25, 2019 at 2:00 P.M.

The date is extended from to at 2:00 P.M. received after this date and time will not be accepted.

Should you require any additional information, you may contact Procurement at (847)228-2479.

Sincerely,

Pace, the Suburban Bus Division of the Regional Transportation Authority

Attachments:

1. Sign in sheet from pre-proposal meeting
2. PowerPoint presentation from pre-proposal meeting

REQUEST FOR PROPOSAL NO. 419292
Chicago ADA Dedicated PARATRANSIT SERVICES
PRICE PROPOSAL INSTRUCTIONS

General Instructions - Do not include any pricing information in your Technical Proposal.

Submit only one copy of your price proposal separately, but concurrently, with your technical proposal in a sealed envelope that is marked Price Proposal for RFP No. **419292** for Chicago ADA Dedicated Paratransit Services, Procurement, 550 W. Algonquin Road, Arlington Heights IL 60005 Proposers shall complete and submit all pages of Exhibit A, page 1 to 7.

All pricing shall cover all cost of services detailed in Exhibit I ,Scope of Work and any addenda.

Fixed Hourly Rates and Monthly Fixed Cost

Proposers shall provide fixed hourly rates and a monthly fixed cost for the scope of services which includes the use of Contractor owned vehicles that are insured by the Contractor. **Hourly rates will be automatically calculated from the amounts entered on the Fixed Hourly Rate Cost Detail tab.** Fixed hourly rates and monthly fixed cost shall include all applicable charges associated with providing service as described in Exhibit I, Scope of Work and outlined in the Detailed Cost Sheet. Only actual costs may be remunerated..

Pricing applies to both weekday and weekend service provided. Week is defined under this contract as Monday through Sunday.

The proposer shall provide rates for each productivity level in the pricing table below. *Note the rates for Productivity Level 1.50> and Level <1.44 are automatically calculated based on the Productivity Level 1.45 to 1.49.*

Productivity shall be calculated by dividing the total number of one-way trips provided for eligible riders as defined in Exhibit I, Scope of Work by total number of revenue hours.

Fuel

The Contractor shall be responsible for fuel under this contract.

Remuneration

All hourly service rates quoted, including the average hourly rate, shall be rounded to the nearest whole cent Example: \$30.05.

Gross cost is reduced by liquidated damages, fares imputed, and any other deductions such as maintenance costs, if applicable, to result in a net invoice to be billed to Pace in accordance with term and conditions of this Contract.

Attachment 1 to this Exhibit A, Sample Billing Reconciliation provides guidance on invoicing

Fixed Hourly Rate And Monthly Fixed Cost Detail Sheet

Proposers shall provide a detailed cost breakdown of their fixed hourly rates on the **Fixed Hourly Rate Cost Detail tab** of this *Exhibit A*. Rates on the Per Year Pricing, Fixed Hourly Rate, and Grand Total - 10 years tabs will be automatically calculated based on the detail amounts submitted for the Mid-Range Productivity Level on the Fixed Hourly Rate Detail tab. Proposers must provide the level of detail described on the **FIXED HOURLY RATE and MONTHLY FIXED COST DETAIL SHEET** of this Exhibit A. Proposers may include additional detail or add additional categories if necessary. If any category does not apply to the fixed hourly rates indicate that with a "0".

The proposal shall include a Fixed Rate and Monthly Fixed Cost Detail sheet.

Price Proposal Responsiveness Requirements

In order to be considered responsive, Proposers shall:

- a. Provide fixed hourly rates for the mid-range productivity level.
- b. Provide fixed hourly rates and monthly fixed cost for all contract years.
- c. Provide fixed hourly rates and monthly fixed cost that include all applicable charges associated with providing service as described in Exhibit I, Scope of Work and outlined in the Detailed Cost Sheet. No additional charges or increase in hourly rates will be allowed during the life of the contract.
- d. Calculate evaluative totals as noted.

EVALUATIVE TOTALS DO NOT REPRESENT A COMMITMENT TO PURCHASE AND ARE NOT A GUARANTEE OF THE SERVICE LEVELS YOU WILL EXPERIENCE.

Price Escalation Clause

City of Chicago Minimum Wage: Contract prices are to remain firm through March 31, 2021. Beginning on April 1, 2021, the Contractor may request price adjustments. Requests must be in writing to the **Chief Procurement Officer** and must be received thirty (30) days prior to the adjustment date. If a Contractor fails to request a City of Chicago Minimum Wage price adjustment thirty (30) days prior to the adjustment date, the adjustment will be effective thirty (30) days after Pace receives their written request.

Maximum allowable adjustments shall be governed by the City of Chicago Government Listing for the City of Chicago Minimum Wage.

The base City of Chicago minimum wage shall be the current City of Chicago minimum wage of \$13.00 per hour as of July 1, 2019 regardless of any pending future increases.

For calculation of annual adjustments, the most current City of Chicago minimum wage published at the time of requested adjustment shall apply regardless of any pending future increases. The Contractor shall include printed documentation from the Illinois Department of Labor or City of Chicago website showing the most current City of Chicago minimum wage used in their calculation along with their written request to Pace. No adjustments shall be made once the maximum allowable adjustment has been calculated.

The maximum allowable adjustment shall be calculated as follows:

$$\text{Maximum Allowable Price} = (A / B) * C$$

A = Service Hour rate

B = Base City of Chicago minimum wage of \$13.00

C = Published City of Chicago minimum wage (Most current at time of requested adjustment)

The Contractor shall provide fixed hourly rates for each year of the contract. Fixed hourly rates shall include all applicable charges associated with providing service as described in Exhibit I, Scope of Work and outlined in the Detailed Cost Sheet. Estimated hours based on historical data are provided for evaluative purposes only and do not represent a firm commitment to purchase.

EXHIBIT A
REQUEST FOR PROPOSAL NO. 419292
CHICAGO ADA DEDICATED PARATRANSIT SERVICES
GRAND TOTAL CALCULATION

Company Name:	CDT
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Note: Auto Calculated from Fixed Hourly Rates and Monthly Fixed Cost Quoted

No.	Service Levels Average Number of Weekday Revenue Hours	Total
1	Estimated Annual Total Year 1	\$ 49,758,452.03
2	Estimated Annual Total Year 2	\$ 51,808,730.14
3	Estimated Annual Total Year 3	\$ 54,181,084.01
4	Estimated Annual Total Year 4	\$ 56,719,824.66
5	Estimated Annual Total Year 5	\$ 59,468,051.66
6	Estimated Annual Total Year 6	\$ 62,273,946.57
7	Estimated Annual Total Year 7	\$ 65,229,518.23
8	Estimated Annual Total Year 8	\$ 68,286,723.66
9	Estimated Annual Total Year 9	\$ 71,504,697.11
10	Estimated Annual Total Year 10	\$ 74,719,343.31
11	Grand Total for 10 Year Contract	\$ 613,950,371.38

Authorized Representative:	Mark Foster	
Authorized Signature		


EXHIBIT A											
REQUEST FOR PROPOSAL NO. 419292						City of Chicago ADA Dedicated Paratransit Service					
PRICE PROPOSAL – FIXED HOURLY RATE											
Note: Fixed Hourly Rates Auto Filled from Rates Quoted in Fixed Hourly Cost Detail											
No.	Productivity Level	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
1	Productivity at or Over 1.50>	\$ 55.21	\$ 57.56	\$ 59.94	\$ 62.49	\$ 62.28	\$ 65.14	\$ 68.05	\$ 74.40	\$ 77.48	\$ 83.28
	(Auto calculates increase of 2.05% to Mid-Range Rate)										
2	Mid-Range Rate Prod 1.45 to 1.49	\$ 54.10	\$ 56.40	\$ 58.74	\$ 61.23	\$ 61.03	\$ 63.83	\$ 66.68	\$ 72.91	\$ 75.92	\$ 81.61
3	Prod 1.44 to 1.40	\$ 52.99	\$ 55.24	\$ 57.54	\$ 59.97	\$ 59.78	\$ 62.52	\$ 65.31	\$ 71.42	\$ 74.36	\$ 79.94
	(Auto calculates decrease of 2.05% to Mid-Range Rate)										
4	Productivity at or Below 1.39	51.88	54.09	56.33	58.72	58.53	61.21	63.95	69.92	72.81	78.26
	(Auto calculates decrease of 4.1% to Mid-Range Rate)										
5	Estimated Annual Hours*	1,826,459	1,844,724	1,863,171	1,881,803	1,900,621	1,919,627	1,938,824	1,958,212	1,977,794	1,997,572
6	Estimated Proposed Annual Hours	657,525	664,101	670,742	677,449	684,224	691,066	697,976	704,956	712,006	719,126
7	TOTAL ANNUAL COST	\$35,572,124.67	\$37,455,277.44	\$39,399,365.72	\$41,480,207.61	\$41,758,164.97	\$44,110,730.90	\$46,541,071.15	\$51,398,359.22	\$54,055,480.26	\$58,687,861.19
* Estimated hours are provided for evaluative purposes only and do not represent a firm commitment to purchase. Estimated revenue hours are based on historical 2018 ridership.											
8	TOTAL FIXED MONTHLY COST	14,186,327.37	14,353,452.70	14,781,718.29	15,239,617.05	17,709,886.69	18,163,215.68	18,688,447.08	16,888,364.45	17,449,216.84	16,031,482.12
9	YEAR TOTALS	49,758,452.03	51,808,730.14	54,181,084.01	56,719,824.66	59,468,051.66	62,273,946.57	65,229,518.23	68,286,723.66	71,504,697.11	74,719,343.31
Authorized Representative:		Mark Foster			Date:	12/13/19					
Authorized Signature					Date:	12/13/19					

EXHIBIT A
REQUEST FOR PROPOSAL NO. 419292 **City of Chicago ADA Dedicated Paratransit Service**
PRICE PROPOSAL – FIXED HOURLY RATE COST DETAIL SHEET

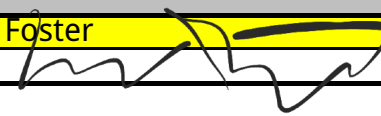
No.	Cost Line Item	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
1	Driver Wages	\$ 21,287,872.79	\$ 22,356,161.58	\$ 23,478,130.42	\$ 24,656,479.14	\$ 25,894,043.41	\$ 27,193,801.64	\$ 28,558,882.13	\$ 29,992,570.63	\$ 31,498,318.26	\$ 33,079,749.84
2	Driver Benefits	\$ 5,283,142.15	\$ 5,598,244.41	\$ 5,936,452.62	\$ 6,299,682.99	\$ 6,690,024.31	\$ 7,109,754.37	\$ 7,561,357.85	\$ 8,047,546.10	\$ 8,571,278.77	\$ 9,135,787.56
3	Driver Training	\$ 479,914.36	\$ 496,711.37	\$ 514,096.26	\$ 532,089.63	\$ 550,712.77	\$ 569,987.72	\$ 589,937.29	\$ 610,585.09	\$ 631,955.57	\$ 654,074.02
4	Driver D/A Testing & Physicals	\$ 46,346.00	\$ 47,968.11	\$ 49,646.99	\$ 51,384.64	\$ 53,183.10	\$ 55,044.51	\$ 56,971.07	\$ 58,965.05	\$ 61,028.83	\$ 63,164.84
5	Driver Uniform and Supplies	\$ 117,500.00	\$ 122,828.63	\$ 128,398.90	\$ 134,221.79	\$ 140,308.75	\$ 146,671.75	\$ 153,323.32	\$ 160,276.53	\$ 167,545.07	\$ 175,143.24
6	Dispatch Wages	\$ 1,385,313.42	\$ 1,433,799.39	\$ 1,483,982.36	\$ 1,535,921.75	\$ 1,589,679.01	\$ 1,645,317.77	\$ 1,702,903.90	\$ 1,762,505.53	\$ 1,824,193.23	\$ 1,888,039.99
7	Dispatch Benefits	\$ 327,054.56	\$ 345,836.98	\$ 366,050.49	\$ 387,814.42	\$ 411,258.53	\$ 436,523.88	\$ 463,763.83	\$ 493,145.19	\$ 524,849.36	\$ 559,073.62
8	Dispatch Training	\$ 29,994.65	\$ 31,044.46	\$ 32,131.02	\$ 33,255.60	\$ 34,419.55	\$ 35,624.23	\$ 36,871.08	\$ 38,161.57	\$ 39,497.22	\$ 40,879.63
9	Dispatch D/A Testing & Physicals	\$ 2,896.63	\$ 2,998.01	\$ 3,102.94	\$ 3,211.54	\$ 3,323.94	\$ 3,440.28	\$ 3,560.69	\$ 3,685.32	\$ 3,814.30	\$ 3,947.80
10	Dispatch Supplies & Miscellaneous	\$ 11,082.51	\$ 11,470.40	\$ 11,871.86	\$ 12,287.37	\$ 12,717.43	\$ 13,162.54	\$ 13,623.23	\$ 14,100.04	\$ 14,593.55	\$ 15,104.32
11	Scheduling Wages	\$ 243,603.76	\$ 252,129.90	\$ 260,954.44	\$ 270,087.85	\$ 279,540.92	\$ 289,324.85	\$ 299,451.22	\$ 309,932.02	\$ 320,779.64	\$ 332,006.92
12	Scheduling Benefits	\$ 87,238.98	\$ 93,110.03	\$ 99,463.87	\$ 106,342.29	\$ 113,790.78	\$ 121,858.86	\$ 130,600.44	\$ 140,074.22	\$ 150,344.10	\$ 161,479.67
13	Scheduling Training	\$ 32,994.11	\$ 34,148.91	\$ 35,344.12	\$ 36,581.16	\$ 37,861.50	\$ 39,186.66	\$ 40,558.19	\$ 41,977.73	\$ 43,446.95	\$ 44,967.59
14	Scheduling D/A Testing & Physicals	\$ 3,186.29	\$ 3,297.81	\$ 3,413.23	\$ 3,532.69	\$ 3,656.34	\$ 3,784.31	\$ 3,916.76	\$ 4,053.85	\$ 4,195.73	\$ 4,342.58
15	Scheduling Supplies & Miscellaneous	\$ 1,948.83	\$ 2,017.04	\$ 2,087.64	\$ 2,160.70	\$ 2,236.33	\$ 2,314.60	\$ 2,395.61	\$ 2,479.46	\$ 2,566.24	\$ 2,656.06
16	Vehicle Maintenance Parts	\$ 451,246.05	\$ 592,486.06	\$ 628,331.47	\$ 666,345.52	\$ 678,265.53	\$ 719,300.60	\$ 762,818.29	\$ 808,968.79	\$ 857,911.40	\$ 909,815.04
17	Vehicle - Tires	\$ 165,342.06	\$ 217,094.13	\$ 230,228.32	\$ 244,157.14	\$ 248,524.78	\$ 263,560.52	\$ 279,505.94	\$ 296,416.05	\$ 314,349.22	\$ 333,367.34
18	Vehicle Maintenance Washing Cost	\$ 72,337.15	\$ 94,978.68	\$ 100,724.89	\$ 106,818.75	\$ 108,729.59	\$ 115,307.73	\$ 122,283.85	\$ 129,682.02	\$ 137,527.78	\$ 145,848.21
19	Other Vehicle Maintenance Costs (1)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
20	Vehicle Insurance (if not in monthly cost)	\$ 294,000.00	\$ 304,290.00	\$ 314,940.15	\$ 325,963.06	\$ 337,371.76	\$ 349,179.77	\$ 361,401.07	\$ 374,050.10	\$ 387,141.86	\$ 400,691.82
21	Mobile Data Terminals/ Tablets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
22	MDT/Tablet Software	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
23	Vehicle Video Surveillance Equip.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
24	Vehicle Maintenance Tracking System	\$ 123,909.50	\$ 128,246.33	\$ 132,734.95	\$ 137,380.67	\$ 142,189.00	\$ 147,165.61	\$ 152,316.41	\$ 157,647.48	\$ 163,165.14	\$ 168,875.92
25	Vehicle other equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
26	Fuel -for Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
27	Misc/G&A, Employee Welfare, Travel	\$ 426,858.94	\$ 441,799.00	\$ 457,261.97	\$ 473,266.14	\$ 489,830.45	\$ 506,974.52	\$ 524,718.63	\$ 543,083.78	\$ 562,091.71	\$ 581,764.92
28	Corporate Overhead on Hourly Costs	\$ 1,550,455.87	\$ 1,598,548.31	\$ 1,692,805.65	\$ 1,801,232.47	\$ 1,298,028.04	\$ 1,433,410.54	\$ 1,557,788.59	\$ 2,445,434.50	\$ 2,566,296.01	\$ 3,295,178.64
29	Subtotal	\$ 32,424,238.61	\$ 34,209,209.52	\$ 35,962,154.56	\$ 37,820,217.31	\$ 39,119,695.83	\$ 41,200,697.27	\$ 43,378,949.38	\$ 46,435,341.05	\$ 48,846,889.93	\$ 51,995,959.59
30	Profit (2) % of Subtotal	\$ 3,147,895.24	\$ 3,245,537.47	\$ 3,436,908.44	\$ 3,657,047.74	\$ 2,635,390.26	\$ 2,910,257.77	\$ 3,162,782.90	\$ 4,964,973.07	\$ 5,210,358.56	\$ 6,690,211.18
31	TOTAL ANNUAL COST	\$ 35,572,133.85	\$ 37,454,746.99	\$ 39,399,063.00	\$ 41,477,265.04	\$ 41,755,086.09	\$ 44,110,955.04	\$ 46,541,732.28	\$ 51,400,314.13	\$ 54,057,248.49	\$ 58,686,170.76
32	Estimated Annual Hours*	1,826,459	1,844,724	1,863,171	1,881,803	1,900,621	1,919,627	1,938,824	1,958,212	1,977,794	1,997,572
33	Capacity Level to Evaluate Price Proposal	36%	36%	36%	36%	36%	36%	36%	36%	36%	36%
34	Estimated Proposed Annual Hours	657,525	664,101	670,742	677,449	684,224	691,066	697,976	704,956	712,006	719,126
35	FIXED HOURLY RATE Productivity - Mid Level 1.45 to 1.49 Rounded	\$ 54.10	\$ 56.40	\$ 58.74	\$ 61.23	\$ 61.03	\$ 63.83	\$ 66.68	\$ 72.91	\$ 75.92	\$ 81.61

1 Describe or Attach Detail of Other Costs * Estimated hours are provided for evaluative purposes only and do not represent a firm commitment to purchase. Estimated revenue hours are based on historical 2018 ridership.
2 Proposers may be required to submit additional detail on the calculation of Profit and General and Administrative costs

Authorized Representative:	Mark Foster 	Date:	12/13/19
Authorized Signature:		Date:	12/13/19

**EXHIBIT A
REQUEST FOR PROPOSAL NO. 419292
DETAILED START UP COST ~ CHICAGO ADA DEDICATED PARATRANSIT SERVICES**

Line No.	Cost Line Item Description	Number of Personnel	Total Hours for all Personnel	Rate	Total Payroll	Benefits	START UP COST
1	Staffing Cost List Positions Below						
2		0	0.0	\$ -	\$ -	\$ -	\$ -
3		0	0.0	\$ -	\$ -	\$ -	\$ -
4		0	0.0	\$ -	\$ -	\$ -	\$ -
5		0	0.0	\$ -	\$ -	\$ -	\$ -
6		0	0.0	\$ -	\$ -	\$ -	\$ -
7		0	0.0	\$ -	\$ -	\$ -	\$ -
8		0	0.0	\$ -	\$ -	\$ -	\$ -
9		0	0.0	\$ -	\$ -	\$ -	\$ -
10		0	0.0	\$ -	\$ -	\$ -	\$ -
11		0	0.0	\$ -	\$ -	\$ -	\$ -
12		0	0.0	\$ -	\$ -	\$ -	\$ -
13		0	0.0	\$ -	\$ -	\$ -	\$ -
14		0	0.0	\$ -	\$ -	\$ -	\$ -
15		0	0.0	\$ -	\$ -	\$ -	\$ -
16		0	0.0	\$ -	\$ -	\$ -	\$ -
17		0	0.0	\$ -	\$ -	\$ -	\$ -
18		0	0.0	\$ -	\$ -	\$ -	\$ -
19		0	0.0	\$ -	\$ -	\$ -	\$ -
20		0	0.0	\$ -	\$ -	\$ -	\$ -
21	Payroll Total	0	0.0	\$ -	\$ -	\$ -	\$ -
22	Recruiting						\$ 50,000
23	Training Expense						\$ 150,000
24	Communications - Voice Communication						\$ -
25	Communications - Data Lines						\$ -
26	General Office Supplies/Equip						\$ -
27	Facility Janitorial Services						\$ -
28	Facility- Improvements						\$ -
29	Facility - Utility Start Up Cost only						\$ -
30	Other (1) -						\$ -
31	Other (1) -						\$ -
32	Other (1) -						\$ -
33	Other (1) -						\$ -
34	TOTAL	0.0	0.0	\$ -	\$ -	\$ -	\$ 200,000

1 Describe Other	
Authorized Representative:	Mark Foster
Authorized Signature	
Date:	12/13/19
Date:	12/13/19



Billing Reconciliation

Prepared by:
Phone Number:

DATE

TO

SERVICE PERIOD	CONTRACT NUMBER	DUE DATE	
		<i>Due 30 days from a Reconciled Invoice</i>	
QUANTITY	EXPENSES	UNIT RATE	LINE TOTAL
1	FIXED MONTHLY COST	\$ -	\$ -
0.00	REVNEUE HOURS FOR MONTHLY ADA SERVICE	\$ -	\$ -
0.00	REVENUE HOURS FOR CITY RTA RECERT.	\$ -	\$ -
0.00	REVENUE HOURS FOR SUB. RTA RECERT.	\$ -	\$ -
0.00	OTHER-	\$ -	\$ -
0.00	PRODUCTIVITY		
0.00	TOTAL HOURS	GROSS EXPENSE	\$ -
QUANTITY	LIQUIDATED DAMAGES DAYS WAIVED:	UNIT RATE	LINE TOTAL
0	TRIPS UNDER THE 95% OTP PERFORMANCE GOAL	\$ -	\$ -
0	MISSED TRIPS REPORTED	\$ -	\$ -
0	MISSED TRIPS NOT REPORTED	\$ -	\$ -
0	FAILURE TO COMMUNICATE TRANSFER	\$ -	\$ -
0	UNAUTHORIZED SERVICE	\$ -	\$ -
0	FAILURE TO COORDINATE DISPATCH PROCEDURES	\$ -	\$ -
0	VEHICLE MAINTENANCE VIOLATIONS	\$ -	\$ -
0	REPORTING VIOLATION(S) OTHER	\$ -	\$ -
0	LATE COMPLAINTS	\$ -	\$ -
0	LATE A&I REPORTS	\$ -	\$ -
0	FAILURE TO COMPLY WITH PACE POLICY/ PROCEDURES	\$ -	\$ -
0	CHARGE BACK FOR PACE EQUIPMENT	\$ -	\$ -
0	ADJUSTMENTS-	\$ -	\$ -
TOTAL LIQUIDATED DAMAGES			\$ -
NET REIMBURSEMENT			\$ -
QUANTITY	REVENUE	UNIT PRICE	LINE TOTAL
0	ADA PASSENGER IMPUTED FARES	\$ 3.25	\$ -
0	ADA COMPANION IMPUTED FARES	\$ 3.25	\$ -
0	PACE SINGLE FARE CARDS (PINK)	\$ 3.25	\$ -
0	PACE SINGLE FARE CARDS (GREEN)	\$ 3.00	\$ -
0	TRANSFER TICKETS	\$ 3.25	\$ -
NET REVENUE			\$ -
REIMBURSEMENT FOR ADA SERVICE			\$ -
QUANTITY			
0	<i>Verizon Data Cost</i>		\$ -
NET REIMBURSEMENT			\$ -



Billing Reconciliation

Prepared by:
Phone Number:

DATE

TO

SERVICE PERIOD	CONTRACT NUMBER	DUE DATE

QUANTITY	EXPENSES	UNIT PRICE	LINE TOTAL
	REVNEUE HOURS FOR MONTHLY ADA SERVICE		\$0.00
	REVENUE HOURS FOR CITY RTA RECERT.		\$0.00
	REVENUE HOURS FOR SUB. RTA RECERT.		\$0.00
	OTHER		\$0.00
	OTHER		\$0.00
0.00	TOTAL HOURS	GROSS EXPENSE	\$0.00
QUANTITY	LIQUIDATED DAMAGES DAYS	UNIT PRICE	LINE TOTAL
0			\$0.00
0			\$0.00
0			\$0.00
0			\$0.00
0			\$0.00
0			\$0.00
0			\$0.00
0			\$0.00
0			\$0.00
0			\$0.00
0			\$0.00
TOTAL LIQUIDATED DAMAGES			\$0.00
NET REIMBURSEMENT			\$0.00

QUANTITY	REVENUE	UNIT PRICE	LINE TOTAL
0	ADA PASSENGER FARES		\$0.00
0	ADA COMPANION FARES		\$0.00
0	PACE SINGLE FARE CARDS (PINK)		\$0.00
0	PACE SINGLE FARE CARDS (GREEN)		\$0.00
0	TRANSFER TICKETS		\$0.00
0	OTHER		\$0.00
NET REVENUE			\$0.00

	Total Reconciled Payment	\$	-
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**REQUEST FOR PROPOSAL (RFP) NO. 419292
CHICAGO ADA DEDICATED PARATRANSIT SERVICES
REQUEST FOR PROPOSAL PROCESS**

Following the issuance of this Request for Proposal, and until the Notice of Award, Offerors and Offeror's sub-consultants shall communicate only with Pace's Chief Procurement Officer or authorized representatives for the Procurement Department, 550 W. Algonquin Road, Arlington Heights, IL 60005, as prescribed in these instructions. The authorized representative regarding this Request for Proposal is Opal Walls, 847-228-3594, opal.walls@pacebus.com. During this period, any other communications regarding this Request for Proposal with members of Pace's Board of Directors, Pace staff, or Pace consultants/sub-consultants shall result in disqualification of the involved Proposers and proposed sub-consultants.

I. EVALUATION CRITERIA

The Evaluation Committee will score each proposal in accordance with the general evaluation criteria and scoring system described below. **Technical proposals will be weighted at 45% and price will be weighted at 55% of the evaluation.** Evaluation of price is kept separate from the technical scoring of the proposal. **Do not include any pricing information in your technical proposal.**

A. Technical Criteria

Technical proposals will be evaluated based on the following criteria, which are listed in descending order of importance.

1. **Experience** – Experience of the firm, qualifications and experience of the proposed project manager, qualifications and experience of other key staff persons, and the proposing company's effectiveness in addressing various service and operational issues encountered in the operation of paratransit services. Experience of any and all subcontractors. A subcontractor is defined as providing a significant part of the Scope of Work. Include the prior experience and qualification of key staff employed by the subcontractor.

Performance history for compatible services applied for this operation and how success is measured including:

- On Time Performance (indicate pick up window)
- Productivity (eligible trips per revenue hour; does not include PCA or Companions)
- Average Travel Time per Trip (provide average miles per trip)
- Average Number of Downed Mobile Data Terminals daily for year 2018 (provide total MDTs in service)
- Ratio of Service Complaints to Trips for 2018 (provide total complaints and trips)

2. **Service Plan** – Proposer shall provide detailed step-by-step scheduling/routing and dispatching procedures to be implemented by staff for service routing and monitoring; staffing plans to meet service demand; training plans and programs including topic checklist, modules, time on each topic, refresher training; safety programs; and emergency procedures in compliance with *Exhibit G* of this proposal. Proposer shall provide proposed fleet to be used in Pace service in compliance with *Exhibit I. Scope of Work, Section IV. Vehicles* and *Attachment 6. Revenue Vehicle Requirements*. The plan shall demonstrate understanding of the proposed project (including the concept of integration of service components as part of both manual and automated scheduling systems); understanding of Pace policies, procedures, and requirements; and start-up plans. This includes the role proposed for all major subcontractor(s). **Note: The Contractor shall not subcontract the direct delivery of Pace Paratransit services.**
 3. **Maintenance and Vehicle Specifications** – Provide proposed preventive maintenance plans/ procedures/maintenance management staff, proposed program and procedures for the safe housing of vehicles. Project site facility including suitability for housing vehicles, access to major streets, and number of entrances/exits for vehicles. Proposed plans/procedures/staffing to perform major repairs as required. ~~Describe the experience of the firm and personnel to be assigned to perform maintenance.~~ This includes the assessment of proposed maintenance plans provided by any and all subcontractor(s). ~~The specifications of the proposed fleet.~~ Please reference *Exhibit G* for minimum requirements.
- B. Price Criteria**
Pricing will be evaluated and scored based on the Grand Total included in *Exhibit A, Price Proposal*.

II. PROPOSAL CONTENT AND RFP SUBMISSION REQUIREMENTS

A. Contract Documents

Submit the original *Agreement Contract* with exhibits as specified in the Proposal Submittal Checklist in the Agreement Contract. To be a valid proposal, the agreement contract must be signed, dated and submitted on or before **July 25, 2019 at 2:00 p.m.**

All forms must be completed, dated, signed and/or notarized (when applicable). The contract and exhibits submitted shall be the originals provided with the solicitation package and shall not be altered or modified.

Any exceptions to the terms and conditions of the contract shall be clearly detailed in *Exhibit C. Request for Change to Terms and Conditions*.

B. Technical Proposals

Submit one (1) original and eight (8) copies of your Technical Proposal, and one (1) CD containing a copy of your Technical Proposal. Technical proposals shall provide a straight-forward, concise description of the Contractor's capabilities to satisfy the

requirements of this RFP and will be incorporated into the final contract. Pace shall not be liable for any expense incurred in the preparation of proposals. Pace shall be under no obligation to return any response to this RFP or other material submitted as a result of this RFP.

C. Price Proposal

Submit only one (1) copy of your original price proposal (*Exhibit A*) and one (1) CD containing your price proposal in an envelope clearly marked with the RFP number, title and due date. The price proposal is to be submitted separately, but concurrently with your contract documents and technical proposals.

D. Proposal Structure and Content

Structure the proposal and information per the outline below as listed in **Items III-VI**. Include information for subcontractors in each item, if applicable. If information is not provided per this outline, your proposal can not be properly evaluated.

III. PRIOR EXPERIENCE

A. Firm

1. List non-Pace service operated by firm and/or proposed major subcontractor (i.e., ADA, advance reservation, interactive, route deviation, taxi, multiple service components, etc.). Indicate size of the services (including number of vehicles, vehicle type(s), budget, number of staff, ridership, whether an automated scheduling system was used or any other technologies, etc.).
2. List Pace service operated by firm and/or proposed major subcontractor (describe service, including number of staff, number of vehicles and vehicle type(s), whether an automated scheduling system was used or any other technologies, etc.).
3. Provide organizational charts with key personnel identified by name and position for both the firm and for the local project site.
4. Provide an organizational chart with key personnel identified for any and all proposed major subcontractors.

B. Project Manager/General Manager

1. Name Project Manager/General Manager (attach resume including month/year for start and end dates for each previous position held).
2. List skills and experience of Project Manager/General Manager including management, planning, general and/or public transportation, paratransit, dispatching, etc.
3. List paratransit operation(s) the individual has been with (i.e., ADA, advance reservation, real time, route deviation, taxi, etc.). List size of operation(s) (i.e., number of buses, budget, ridership, whether coordination of multiple components of service was involved, whether an automated scheduling system was used and which one, etc.); experience with Trapeze scheduling and routing software.
4. Provide qualifications for the Project Manager/General Manager position.

C. Other Key Staff

Detail key individuals involved with the start-up and/or on-going operation. Describe functions, experience, etc. and attach resumes. All resumes shall include month/year for start and end dates for each previous position held. For individuals involved with the start-up, specify how long and to what degree they will be committed to the contract. Provide qualifications for all key staff positions including Operations Manager, Maintenance Manager, Safety Manager, Schedulers/Routers, and Dispatchers.

D. Company's Effectiveness in Addressing Paratransit Issues

Provide detailed procedures used in managing day-to-day Paratransit services. Describe examples of how the company deals with day-to-day paratransit operating and service issues. Provide background and experience in similar service described in this proposal. This includes experience with automated features for service monitoring, optimizing and service oversight. Provide experience with scheduling and routing software, if applicable. Include the version of Trapeze for which experience is noted, if applicable.

E. Performance Measures

Provide performance measures for existing Pace contracts and like contracts including:

1. On-Time Performance (indicate pick-up window).
2. Productivity (eligible trips per revenue hour; does not include PCA or companion)
3. Average Travel Time per Trip (provide average miles per trip).
4. Average Number of Downed Mobile Data Terminals daily for year 2018 (provide total MDTs in service).
5. Ratio of Service Complaints to Trips for 2018 (provide total complaints and trips).
6. Provide a completed *Attachment 1. Performance History for Service Areas Comparable to City of Chicago Paratransit Services*, included at the end of this *Exhibit B*.

IV. SERVICE PLAN

A. Scheduling/Routing and Dispatching

Provide detailed step by step process and procedures for service monitoring, routing and management oversight. This information includes how automated features will be used and incorporated in the proposed service plan. **A general overview is not sufficient to adequately evaluate proposed processes.**

1. Describe how you will handle ride requests. This information should include how the trip will be scheduled/routed, how the ride will be dispatched (driver and dispatcher procedures, from the beginning of the drivers shift), and plans for monitoring service delivery. Describe proposed procedures for coordinating trip requests with the central call center. Describe the proposed procedure should the automated scheduling and routing system, Trapeze, is non-functional. This includes the proposed process for backing up the daily trip manifest.
2. List number of personnel involved with, scheduling, and dispatching, including a breakdown by function by hours of the service day. For staff doing more than one function, list their primary function.

3. Attach copies of any forms that may be used in the scheduling and or dispatching.
4. Provide background and experience of anyone you intend to assign as schedulers, or dispatchers. If individuals are not yet identified, provide job descriptions in compliance with *Exhibit I. Attachment 10*.

B. Staffing Plans

All proposed key staff must comply with minimum qualifications described in *Exhibit I. Attachment 10*.

1. State the number of drivers. How many full-time? How many part-time? How many split-shift?
2. Indicate driver deployment. Show numbers available by time of the day or provide a staffing chart.
3. State the number of dispatchers/schedulers. How many full-time? How many part-time? How many split-shift? Provide the proposed staff scheduling plan to cover each day of the week.

C. Training

1. Provide a detailed description of proposed driver training program. Include subjects covered, training industry modules, the **number of hours** in the classroom and on the road, and the procedure and form certifying an individual is ready to drive in the service. Include materials: electronic media, printed materials, videos, etc.
2. Provide a detailed description of scheduler/route and dispatcher training programs. Include subjects, training industry modules, number of days in the classroom and on the road, and the procedure and form certifying an individual is ready to schedule/route or dispatch in the service. Include materials; electronic media formatted material, videos, etc.
3. Describe on-going training/retraining programs, including subjects covered and proposed schedule for such training.

D. Safety Program

1. Present safety program. Describe accident procedures, monitoring program, safety meetings (including frequency of meetings), awards programs, discipline steps, retraining programs, on the road monitoring, etc.
2. Describe how complaints will be handled with regard to investigation, discipline, and prevention.

E. Emergency Procedures

1. Describe procedures for vehicle breakdowns and provide examples.
2. Describe procedures for accidents/incidents and provide examples.
3. Describe procedures for facility utility incidents - electrical failure, flood and fire that may impact service.
 - Include type of generator, how fueled, time and process to cut over, and duration of time it may be used. Describe routine testing procedures and previous experience with the system.
4. Describe backup procedures for voice communication interruptions that may

impact service.

- Include type of system, time and process to cut over, and duration of time the system may be used. Describe routine testing procedures and previous experience with the system.

F. Understanding of the Project and Service To Be Provided – including integration of service components using both manual and automated scheduling

1. Identify the aspects of the project that you view as the most challenging to handle. What specific actions do you plan to take?
2. Explain the phone system you will utilize for this project. If an alternative phone system structure is being proposed, explain how requests for each service component will be identified. Be specific on the system's capabilities, number of lines, expansion capabilities, etc.
3. Explain the radio system for this project, including coverage area, channels available for voice communication, channels available for data communication (if any), and specifications of system. Indicate whether the system operated off a frequency assigned to or owned by the company or if a communications service or network is used.
4. Provide a detailed explanation of proposed plans to integrate service components.

G. Understanding of Pace Policies

1. Describe differences between Pace policies listed in Exhibit G and your current policies. How will you make changes to comply with Pace policies?
2. List individual(s) responsible for:
 - a. submittal of Monthly Reports
 - b. employee information
 - c. accident/incident information

H. Start-Up Plan

1. List steps involved in the start-up plan, dates associated with each step, and individuals or positions responsible for implementation. **BE SPECIFIC.**
2. List the individual(s) or position(s) responsible for the following during the start-up:
 - a. training of drivers
 - b. training of dispatchers
 - c. supervision of drivers/dispatchers/mechanics
 - d. submittal of employee information

I. Revenue Vehicles

1. Revenue vehicles proposed must at minimum comply with the requirements described in *Exhibit I, Section IV. Vehicles* and *Attachment 6. Revenue Vehicle Requirements*.
2. List fleet in Pace Revenue service on the form provided in *Exhibit I. Scope of Work, Attachment 7. Sample Fleet Vehicle Information Form*.
3. Provide vehicle specifications to be used for procurement of revenue vehicles in

Pace service.

4. Provide photos of proposed revenue vehicles for Pace service

V. MAINTENANCE PROGRAM AND FACILITY

A. Maintenance/Preventive Maintenance (PM)

1. Explain the PM program. Does it meet the Pace program in *Exhibit G*?
2. Explain preventive maintenance to be done in-house and that which will be contracted out.
3. List the number of mechanics (by grade) and mechanic's helpers. List shift(s), responsibilities, supervisors by shift, and the person responsible for scheduling PMs. Include experience of the individuals.
4. Describe plans for cleaning and washing the buses.
5. List other equipment, firm is responsible for maintaining and who will work on that equipment.
6. List any outside vendors to be used and describe their experience. Include towing firms to be used.
7. List software used to track maintenance and parts.

B. Facility

1. Describe the facility proposed to house the operation and vehicles, identifying the location or general area in which the facility will be located. Provide detail of the square footage by function (office, operations, storage, maintenance, and bus washing). Is the facility properly zoned? What remodeling is required? (NOTE: If no specific building is proposed by the date of the submittal, include the parameters, by location and function, of the building being sought.)
2. Indicate the location and number of vehicle entrances and exits to the yard and the facility.
3. If inside vehicle storage is proposed, describe plans to ensure the security of the building.
4. If outside storage is proposed, describe plans to ensure security of the property and plans for handling cold weather and snow removal. Who will do the snowplowing?

C. Other Vehicle Maintenance

1. Describe procedures to identify needed repairs.
2. Describe procedures to ensure identified repairs are completed in a timely manner.
3. Describe plans to ensure required repair parts are available either on-site or within a reasonable period after the needed part is identified.
4. What plans have been developed for getting required body work completed in a timely manner?
5. Describe any other plans or procedures relating to the repair of vehicles, such as which types of repairs are planned for in-house work, what types of work will be sent out to an outside vendor, additional maintenance staff which may be required, etc.

D. Experience

1. What prior experience does the firm and maintenance personnel have specific to the type of preventive and regular maintenance required?
2. What will be done to ensure that the personnel assigned to perform vehicle maintenance maintains the appropriate level of experience, specifically with regard to employee turnover and on-going education and training?

VI. SUBCONTRACTOR INFORMATION

- A. Submit a list any and all major subcontractor(s) proposed to be utilized in the provision of Pace Paratransit Services. A major subcontractor is a subcontractor providing a significant part of the Scope of Work of the underlying contract. **Note: The Contractor shall not subcontract the direct delivery of the Pace Paratransit services.**
- B. Submit the following for any and all major subcontract(s) proposed:
 1. Identification of the proposed subcontractor.
 2. A copy of the major subcontractor(s) agreement or contract that will be executed including the full detailed description of the services to be subcontracted. Do not include subcontracted price in your technical proposal.
 3. Documentation as required in *Exhibit I. Scope of Work, Section X. PROVISIONS FOR SUBCONTRACTING.*

VII. RFP PROCESS AND CONTRACT AWARD

Properly submitted proposals will be evaluated based on the criteria described in an earlier section. Successful proposals may be further evaluated through oral presentation and interview and additional negotiations (including the Best and Final Offer process). Award will be made to the vendors who represent the best overall value to Pace. Questions regarding this RFP shall be submitted in writing to Opal Walls, Senior Contract Buyer at opal.walls@pacebus.com or via fax at 847-228-2404 no later than **July 11, 2019 at 2:00 PM**. The RFP closing date is **July 25, 2019 at 2:00 PM**. Proposals submitted after this date and time will not be accepted.

Pace may (1) reject any or all offers if such action is in the public interest, (2) award to the highest rated offeror, and (3) waive informalities and minor irregularities in offers received.

Pace may disclose, via a debriefing, the following information post-award: (1) the overall evaluated price and technical rating of the successful proposer; (2) the overall ranking of all proposers, when any ranking was developed by PACE during evaluation, and; (3) the award recommendation.

VIII. INTERVIEWS

Initial interview of firms may be conducted and may include, but may not be limited to,

items A through M listed below.

- A. A presentation on the history of the firm and or subcontractor(s), including relevant experience with similar type and size projects, as well as experience with implementation of automated scheduling systems.
- B. An introduction of the key staff people assigned to the project and/or description of their background and experience. This may include principals in the company, proposed subcontractor(s) the project manager, the operations manager, the on-road supervisor, the maintenance manager, the dispatcher manager, and, if appropriate, one or more dispatchers. When present, each individual should be prepared to discuss, in detail, the background they bring to this project and their specific role in the project. If not present, a representative of the proposing company should be prepared to provide the necessary detailed information and answer questions concerning all relevant background and experience.
- C. Descriptions of any problems addressed in other services provided which are typical of those encountered in day-to-day operations of paratransit services.
- D. A presentation on the proposer's training and safety programs for administrative staff, drivers and dispatchers, on-going training and re-training programs, and the proposed on the road monitoring program. The interviewee may be required to provide details on training, walking the Committee through a typical training program for a driver and a dispatcher.
- E. A detailed description of dispatching procedures for all components of service. The interviewee may be required to give a hands-on demonstration of all dispatching and scheduling procedures which may be used in the proposed service.
- F. A detailed description of staffing plans for the project.
- G. A presentation on the proposer's emergency procedures.
- H. A presentation on the service plan at a level of detail which indicates and overall understanding of the service description and individual components, the concept of integration of service components, and how integration will be achieved in both manual and automated dispatching/scheduling systems.
- I. A presentation on start-up plans with a specific timetable of activities to be undertaken to put service on the street on April 1, 2020, including such items as occupancy of the proposed facility, hiring of necessary administrative and operations staff, and staff training. Include specific plans and timetable for vehicle acquisition.
- J. A tour of the proposed site(s) that the firm has designated to use for maintaining the equipment. This may include, if requested, a tour of any third-party maintenance firms the proposer intends to use.

- K. A tour of current and/or proposed facilities for housing and maintaining vehicles.
- L. Presentation/discussion and demonstration of proposed daily vehicle inspection and key preventive maintenance procedures.
- M. If requested by Pace, provide accident and loss history information for services currently operated.

IX. ILLINOIS FREEDOM OF INFORMATION ACT/CONFIDENTIALITY

Pace is subject to the Illinois Freedom of Information Act (5 ILCS 140/1 *et seq.* as amended); therefore, the contents of this Request for Proposal (RFP) and the Contractor's proposal submitted in response to this RFP may be subject to disclosure under the Illinois Freedom of Information Act.

EXHIBIT B – ATTACHMENT 1

**REQUEST FOR PROPOSAL NO. 419292
CHICAGO ADA DEDICATED PARATRANSIT SERVICES**

PERFORMANCE HISTORY FOR SERVICE AREAS COMPARABLE TO CHICAGO ADA PARATRANSIT SERVICES

#	Contracted Service	Start / End Date (MO/YR)	2018 Total Trips	2018 Average Miles per Trip	Pick up Window Beyond Scheduled Pick up Time	2018 Average Travel Time in Minutes	2018 # of Peak Time Vehicles	2018 # of Peak Time MDTs in Use	2018 Average Monthly Vehicle Miles
1.	Pace - Chicago	2014 - 2019	1,011,056	11.69 miles/trip	20 minutes	47.28	255	255	967,004
2.	MBTA - The Ride	1999-2019	519,875	12.41 miles/trip	15 minutes	37.8	218	218	537,591
3.	PVTA	2018 - 2023	120,276	9.2 miles/trip	20 minutes	27.49	135	135	261,823
4.									
5.									
6.									
7.									

PERFORMANCE MEASURES

#	Contracted Service	2018 ¹ Employee Turnover Rate	2018 ² Driver Turnover Rate	2018 ³ Productivity (Trips per Hour)	2018 On Time Performance %	2018 Average ⁴ Missed Trips	2018 ⁵ Ratio of Complaints to Trips	2017 / 2018 Average # of MDTs Down Daily	2017 / 2018 Preventable Accidents per 100,000 Miles
1.	Pace - Chicago	10.8%	21%	1.37	90.0%	42.8	7.1/1,000 trips	5	.0088/.0113
2.	MBTA - The Ride	11%	23%	1.35	90.18%	343.8 (total)	.06/1,000 trips	1	.0069/.0055
3.	PVTA	10.53%	20.74%	1.46	90.02%	340 (total)	.091/1,000 trips	6	NA/.0050
4.									
5.									
6.									
7.									

¹ Divide the total number of project site employees that left in 2018 by the total number of project site employees retained in 2018 (excluding drivers).

² Divide the total number of project site drivers/operators that left in 2018 by the total number of project site drivers/operators retained in 2018.

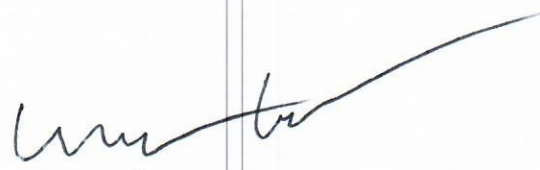
³ Productivity is calculated by dividing the number of eligible trips per revenue hour. Do not include PCAs, escorts or companion.

⁴ Missed Trips are defined as trips scheduled but not transported for any reason and trips picked up sixty (60) minutes or later than the scheduled pick-up time.

⁵ Ratio of Complaints to Trips is calculated by dividing the number of total complaints in 2018 by the total number of trips in 2018.

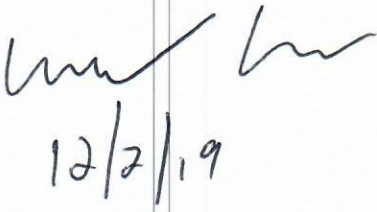
**REQUEST FOR PROPOSAL NO. 419292
CHICAGO ADA DEDICATED PARATRANSIT SERVICES
REQUEST FOR CHANGE TO TERMS AND CONDITIONS**

Pursuant to Exhibit D, Section A, Article 15, Proposers may use this form, or a reasonable facsimile, to request a consideration for a change, addition, or elimination to/of the standard terms and conditions included in this RFP. Attach additional forms as required. Completed forms must be submitted concurrently along with your proposal. Forms submitted after the proposal due date will not be considered. Pace will negotiate in good faith only items identified on this form, or a reasonable facsimile. Alternate contracts, manual modifications, supplemental statements, or other changes noted/imbedded in other RFP documents or in the technical and price proposal submitted by the Proposer will not be considered and shall not be official or binding on Pace. Additionally, such modifications or inclusions may result in a non-responsive determination against your proposal. Only changes initiated by this form, negotiated in good faith, and incorporated into the final contract shall be official and binding.

Proposer:	Cook DuPage Transportation, Inc.
Requesting:	<input type="checkbox"/> Modification <input type="checkbox"/> Elimination <input checked="" type="checkbox"/> Addition
To/of:	Exhibit ____, Page <u>2</u> , Section/Paragraph/Article: <u>Section 7</u>
<i>If requesting a modification to language or additional clause(s), specific language must be proposed below:</i>	
Cook DuPage Transportation respectfully requests that Pace add the following language to the 1st sentence of Section 7: <u>To the extent permitted by law</u> , the Contractor shall indemnify, keep and save harmless Pace, its agents, officials and employees against injuries, losses, claims, suits, costs and expenses which may accrue against Pace arising out of the services or products provided under this Contract, including any copyright or patent infringement or claim of such infringement arising from the intended use of goods or services furnished hereunder <u>except to the extent such injuries, losses, claims, suits, costs and expenses arise out of the negligence of Pace.</u>	
Pace Response:	<input checked="" type="checkbox"/> Change accepted as stated <input type="checkbox"/> Change accepted with further modification as stated below <input type="checkbox"/> Change rejected
 12/2/19	

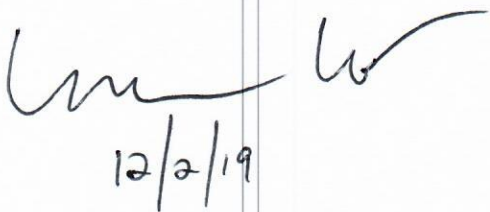
**REQUEST FOR PROPOSAL NO. 419292
CHICAGO ADA DEDICATED PARATRANSIT SERVICES
REQUEST FOR CHANGE TO TERMS AND CONDITIONS**

Pursuant to Exhibit D, Section A, Article 15, Proposers may use this form, or a reasonable facsimile, to request a consideration for a change, addition, or elimination to/of the standard terms and conditions included in this RFP. Attach additional forms as required. Completed forms must be submitted concurrently along with your proposal. Forms submitted after the proposal due date will not be considered. Pace will negotiate in good faith only items identified on this form, or a reasonable facsimile. Alternate contracts, manual modifications, supplemental statements, or other changes noted/imbedded in other RFP documents or in the technical and price proposal submitted by the Proposer will not be considered and shall not be official or binding on Pace. Additionally, such modifications or inclusions may result in a non-responsive determination against your proposal. Only changes initiated by this form, negotiated in good faith, and incorporated into the final contract shall be official and binding.

Proposer:	Cook DuPage Transportation, Inc.
Requesting:	<input checked="" type="checkbox"/> Modification <input type="checkbox"/> Elimination <input type="checkbox"/> Addition
To/of:	Exhibit ____, Page <u>3</u> , Section/Paragraph/Article: <u>Section 13</u>
<i>If requesting a modification to language or additional clause(s), specific language must be proposed below:</i>	
<p>Cook DuPage Transportation respectfully requests that Pace amend the 2nd sentence in Section 13 as follows:</p> <p>These records shall be maintained for a minimum period of five years after completion of the contract at which time the Contractor may dispose of the records <u>in accordance with Contractor's record retention policies.</u></p>	
Pace Response:	<input checked="" type="checkbox"/> Change accepted as stated <input type="checkbox"/> Change accepted with further modification as stated below <input type="checkbox"/> Change rejected
 <p>12/2/19</p>	


**REQUEST FOR PROPOSAL NO. 419292
CHICAGO ADA DEDICATED PARATRANSIT SERVICES
REQUEST FOR CHANGE TO TERMS AND CONDITIONS**

Pursuant to Exhibit D, Section A, Article 15, Proposers may use this form, or a reasonable facsimile, to request a consideration for a change, addition, or elimination to/of the standard terms and conditions included in this RFP. Attach additional forms as required. Completed forms must be submitted concurrently along with your proposal. Forms submitted after the proposal due date will not be considered. Pace will negotiate in good faith only items identified on this form, or a reasonable facsimile. Alternate contracts, manual modifications, supplemental statements, or other changes noted/imbedded in other RFP documents or in the technical and price proposal submitted by the Proposer will not be considered and shall not be official or binding on Pace. Additionally, such modifications or inclusions may result in a non-responsive determination against your proposal. Only changes initiated by this form, negotiated in good faith, and incorporated into the final contract shall be official and binding.

Proposer:	Cook DuPage Transportation, Inc.
Requesting:	<input checked="" type="checkbox"/> Modification <input type="checkbox"/> Elimination <input type="checkbox"/> Addition
To/of:	Exhibit ____, Page <u>3</u> , Section/Paragraph/Article: <u>Section 14</u>
<i>If requesting a modification to language or additional clause(s), specific language must be proposed below:</i>	
<p>Cook DuPage Transportation respectfully requests that Pace revise Section 14 as follows:</p> <p>Pace retains ownership of all plans, specifications, and related documents, and all other documents, including but not limited to those mentioned above, prepared by the Contractor specifically for Pace as a deliverable under the contract. Contractor will own its pre-existing materials, know-how, processes, methodologies, tools, techniques or other intellectual property. which Contractor may have discovered or created as a result of its services of the contract.</p>	
Pace Response:	<input type="checkbox"/> Change accepted as stated <input checked="" type="checkbox"/> Change accepted with further modification as stated <u>below/above.</u> <input type="checkbox"/> Change rejected
 <p>12/2/19</p>	

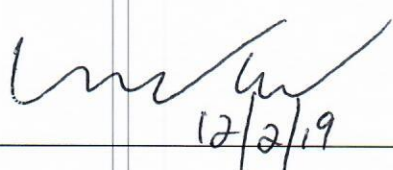
**REQUEST FOR PROPOSAL NO. 419292
CHICAGO ADA DEDICATED PARATRANSIT SERVICES
REQUEST FOR CHANGE TO TERMS AND CONDITIONS**

Pursuant to Exhibit D, Section A, Article 15, Proposers may use this form, or a reasonable facsimile, to request a consideration for a change, addition, or elimination to/of the standard terms and conditions included in this RFP. Attach additional forms as required. Completed forms must be submitted concurrently along with your proposal. Forms submitted after the proposal due date will not be considered. Pace will negotiate in good faith only items identified on this form, or a reasonable facsimile. Alternate contracts, manual modifications, supplemental statements, or other changes noted/imbedded in other RFP documents or in the technical and price proposal submitted by the Proposer will not be considered and shall not be official or binding on Pace. Additionally, such modifications or inclusions may result in a non-responsive determination against your proposal. Only changes initiated by this form, negotiated in good faith, and incorporated into the final contract shall be official and binding.

Proposer:	Cook DuPage Transportation, Inc.
Requesting:	<input type="checkbox"/> Modification <input type="checkbox"/> Elimination <input checked="" type="checkbox"/> Addition
To/of:	Exhibit ____, Page <u>3</u> , Section/Paragraph/Article: <u>Section 12</u>
<i>If requesting a modification to language or additional clause(s), specific language must be proposed below:</i>	
<p>Cook DuPage Transportation respectfully requests that Pace add the following language to the end of Section 12:</p> <p>An increase or decrease in service hours in excess of 20% of the existing service levels within a contract year will justify a rate adjustment. If the parties cannot reach an agreement, Contractor may, at its option, continue to operate the contract at the original rates or terminate the Agreement upon ninety (90) days written notice.</p>	
Pace Response:	<input type="checkbox"/> Change accepted as stated <input type="checkbox"/> Change accepted with further modification as stated below <input checked="" type="checkbox"/> Change rejected with further modification as stated below
<p>Pace is not amenable to the proposed language but is amenable to the addition of the following language to the Contract: <i>“A change in Contractor’s revenue hours may justify a rate adjustment to be negotiated by the parties if the change causes Contractor’s existing service levels to increase or decrease by more than 20% for six (6) consecutive months. Contractor shall provide Pace with cost detail for each budgeted line item modified by an increase in the service level.”</i></p> <p align="center">  12/2/19 </p>	

**REQUEST FOR PROPOSAL NO. 419292
CHICAGO ADA DEDICATED PARATRANSIT SERVICES
REQUEST FOR CHANGE TO TERMS AND CONDITIONS**

Pursuant to Exhibit D, Section A, Article 15, Proposers may use this form, or a reasonable facsimile, to request a consideration for a change, addition, or elimination to/of the standard terms and conditions included in this RFP. Attach additional forms as required. Completed forms must be submitted concurrently along with your proposal. Forms submitted after the proposal due date will not be considered. Pace will negotiate in good faith only items identified on this form, or a reasonable facsimile. Alternate contracts, manual modifications, supplemental statements, or other changes noted/imbedded in other RFP documents or in the technical and price proposal submitted by the Proposer will not be considered and shall not be official or binding on Pace. Additionally, such modifications or inclusions may result in a non-responsive determination against your proposal. Only changes initiated by this form, negotiated in good faith, and incorporated into the final contract shall be official and binding.

Proposer:	Cook DuPage Transportation, Inc.
Requesting:	<input type="checkbox"/> Modification <input type="checkbox"/> Elimination <input checked="" type="checkbox"/> Addition
To/of:	Exhibit ____, Page ____, Section/Paragraph/Article: <u>Agreement</u>
<i>If requesting a modification to language or additional clause(s), specific language must be proposed below:</i>	
Cook DuPage Transportation respectfully requests that Pace add the following provisions to the contract:	
<p>19. Liquidated Damages Pace must notify Contractor in writing within three (3) days of an occurrence giving rise to a deduction for substandard performance or liquidated damages. Notice must provide specifics regarding the occurrence, including a reference to the contract provision at issue as well as all information necessary for Contractor to review the claim.</p> <p>20. Force Majeure Contractor shall be excused from performance hereunder, and Pace shall not be allowed to levy any damages or penalties, liquidated or otherwise during the time and to the extent that Contractor is prevented from performing in the customary manner by an act of God, fire, flood, war, riot, civil disturbance, state of emergency, terrorism, epidemic, quarantine, strike, lockout, labor dispute, oil or fuel shortage, freight embargo, rationing or unavailability of materials or products, loss of transportation facilities, commandeering of equipment, materials, products, plants, or facilities by the government, or any other occurrence which is beyond the control of Contractor.</p>	
Pace Response:	<input type="checkbox"/> Change accepted as stated <input type="checkbox"/> Change accepted with further modification as stated below <input checked="" type="checkbox"/> Change rejected
	

PACE SUBURBAN BUS SERVICE
GENERAL CONTRACT PROVISIONS
SERVICE CONTRACTS
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PACE SUBURBAN BUS SERVICE
INSTRUCTIONS TO CONTRACTORS & GENERAL CONTRACT CONDITIONS

The following instructions, terms and conditions shall apply to Pace solicitations and Contracts. All Bidders or Proposers shall be referred to as "Contractors" and all bids or offers as "Bids" or "Bid Quotations" in this section of the Contract.

SECTION A - INSTRUCTIONS TO CONTRACTORS & GENERAL TERMS AND CONDITIONS

1. Conditions of Acceptance of Bid: This Invitation for Bid expressly limits acceptance to the terms and conditions stated herein and any supplementary or additional terms and conditions annexed hereto or incorporated herein by reference. Any additional or different terms and conditions proposed by the Contractor are objected to and hereby rejected unless accepted by Pace prior to the time and date of bid opening. The Contractor further understands and agrees that if this bid is accepted, the Contractor is to furnish any and all of the services upon which prices are quoted, at the price and delivery time stated, subject to all terms, conditions, and requirements set forth in the bid and in the resulting Contract. Pace reserves the right to extend the bid quotation opening date and to reject any or all bid quotations or any part thereof. Pace further reserves the right to excuse informalities in the bid quotations and bidding when, in the judgment of Pace, the best interests of Pace will be served and the spirit of competition will be maintained.

2. Authorities and Limitations

2.1 The articles, sections, paragraphs or other headings shown are for convenience and reference only and in no way define, limit or describe the scope or intent of this Contract or its Exhibits.

2.2 This Contract constitutes the entire agreement between the parties and supersedes any prior written or oral understandings, agreements, or representations between the parties that may have related in any way to the subject matter of this Contract.

Contractor represents and warrants that: (a) Contractor has conducted such independent review, investigation, and analysis and obtained such independent legal advice as desired by Contractor to evaluate this Contract and the transaction(s) contemplated by this Contract and (b) Contractor has relied only upon such representations and/or warranties by Pace that are specifically and expressly set forth in this Contract and has not relied upon any other representations or warranties (whether oral or written or express or implied), omissions, or silences by Pace. Without limiting any representations and/or warranties made by Pace that are specifically and expressly set forth in this Contract, Contractor acknowledges that Pace will not have or be subject to any liability to Contractor resulting from the distribution to Contractor or Contractor's use of any information, including any information provided or made available to Contractor or any other document or information in any form provided or made available to Contractor, in connection with this Contract and the transaction(s) contemplated by this Contract.

2.3 All services/work shall be performed under the direction of the Chief Procurement Officer who alone shall have the authority to bind Pace and to exercise the rights, responsibilities, authorities and functions vested within the Contract documents, except that the Chief Procurement Officer shall have the right to designate authorized representatives to act on their behalf. Wherever any provision in this Contract specifies an individual (such as, but not limited to, Engineer, Resident Engineer, Inspector, Site Manager or Architect) or organization, whether Pace or private, to perform any act on behalf of or in the interests of Pace, that individual or organization shall be deemed to be Pace Chief Procurement Officer authorized representative under this Contract but only to the extent so specified.

Pace's Chief Procurement Officer may, at any time during the performance of this Contract, vest in any such authorized representatives, additional power and authority to act on their behalf or designate additional representatives, specifying the extent of their authority to act or designate additional representatives to the extent deemed necessary.

2.4 The Contractor shall perform the Contract in accordance with any order (including but not limited to instruction, direction, interpretation or determination) issued by an authorized representative in accordance with the authority to act for the Pace Chief Procurement Officer, but the Contractor assumes all the risk and consequences of performing the Contract in accordance with any order (including but not limited to instruction, direction, interpretation, or determination) of anyone not authorized to issue such order.

3. Withdrawal of Bids: Once submitted, bids may only be withdrawn with Pace's consent prior to bid opening and may be superseded by a subsequent timely bid. Any bid received after the time and date specified for opening, or any postponement thereof, will not be considered. Bids shall be irrevocable for a period of ninety (90) days after the opening thereof by Pace.

4. Errors in Bids: The Contractor is cautioned to verify any Bids made before submission. No bid may be withdrawn or changed after it has been opened unless Pace has determined:
 - a. That an obvious mistake of a mechanical or clerical nature was actually made; not just an error in judgment, such as underestimating material or service costs.
 - b. That the "mistaken" Contractor was not guilty of culpable negligence in making the error, or in delay in communicating the fact to Pace on discovery.
5. Irregular Bids: The Contractor understands that the bid must show the unit prices for all services which are proposed to be furnished, and that extensions must be shown and that if not so shown, their bid may be rejected as irregular.
6. Performance: It is understood and agreed that time of performance is of the essence of this Contract. If the Contractor is delayed in the performance of the services purchased under the Contract by a cause beyond his control, he must immediately upon receiving knowledge of such delay, give written notice to Pace and request an extension of time for completion of the Contract. Pace shall examine the request and determine if the Contractor is entitled to an extension. Pace shall notify the Contractor of the decision in writing.
7. Assignments: The Contractor agrees that neither this Contract nor any part of it or any of the monies due from this Contract may be assigned without the prior written consent of Pace. Any successor or assign under this Contract will be required to accede to all of the terms, conditions and requirements of this Contract as a condition precedent of such succession or assignment. Assignment of any portion of the work by subcontract must be approved in advance by Pace, in writing.
8. Waiver: Pace's failure to promptly enforce any of the conditions of this Contract shall not constitute a waiver of any of Pace's other rights.
9. Termination: Pace may terminate this Contract at any time hereafter, with or without cause, by giving written notice to the Contractor at the address specified above. Termination shall be effective upon receipt of such notice by the Contractor. If Pace terminates this Contract other than for breach thereof by the Contractor, Pace agrees to pay the Contractor, and Contractor agrees to accept as its sole remedy, cancellation charges equal to the remaining unpaid costs accrued and obligated to date of cancellation. In the event of breach or violation by the Contractor of any provision of the Contract, Pace may allow the Contractor a reasonable opportunity to cure the breach prior to termination under this provision. Upon termination of this Contract for breach by the Contractor, the Contractor assumes liability for all excess costs incurred by Pace to complete the Scope of Services specified in the Contract.
10. Price Warranty: The Contractor warrants that the unit price(s)/hourly rates(s) charged herein do not exceed the unit prices/hourly rates charged by the Contractor to any other customers in substantially similar transactions. The Contractor agrees to make any price rebate which this warranty may require.
11. Payment: Payments will be made in accordance with the terms in the Contract, or the Contractor's invoice, whichever are more favorable to Pace. The payment date shall be calculated from the receipt of invoice or final acceptance of the goods or services, whichever is later in accordance with the Local Government Prompt Payment Act. Under the Act, Pace will pay the Contractor within thirty (30) days of its approval of Contractor's invoice. Contractor agrees that it shall pay all subcontractors who have completed satisfactory work under the subcontract no later than thirty (30) days from receipt of payment by Pace. The Contractor further agrees to return any retainage payments withheld from subcontractor within thirty (30) days after the subcontractor's work is satisfactorily completed. This requirement is also applicable to all sub-tier subcontractors and suppliers and shall be made a part of all subcontracts and agreements. Pace is exempt from local, state, and federal taxes.
12. Warranties: The following warranty will apply unless otherwise provided for in the Contract documents. The Contractor warrants that articles or work products delivered hereunder shall be free from defects of material and workmanship and that all products furnished will conform to samples, specifications and/or drawings submitted as may be applicable and are fit for the purpose for which purchased. The warranty period shall be for one (1) year from the date of delivery or date of final acceptance whichever is later. Pace may return any nonconforming or defective items or work products to the Contractor or require correction or replacement of the item at the time the defect is discovered, all at the Contractor's risk and expense. Acceptance of items or work products by Pace or payment therefore, shall not relieve the Contractor of his responsibilities hereunder.

13. Additional Charges: The price quoted for each service is the full purchase price, including delivery charges, and includes all premiums on bonds, material or service costs, patent royalties and all other overhead charges of every kind and nature. The Contractor warrants that prices include all charges for packing, crating and transportation to F.O.B. points.
14. Contractors Record and Qualifications: The Contractor, within forty-eight hours after being requested in writing by Pace, shall furnish evidence satisfactory to Pace of the Contractor's ability and responsibility, financial and otherwise, to furnish the service specified in the manner and at the time prescribed and in accordance with the specifications of Pace.
15. Modifications to Solicitation or Contract:
 - a. For Invitation for Bids (IFBs), request for any change in the Contract bid documents must be submitted and received in writing no later than ten (10) business days prior to the bid opening date.
 - b. For Request for Proposals (RFPs), requests for any change in the Contract proposal documents must be submitted as Contract exceptions along with the technical and price proposals on the RFP due date.
 - c. No changes, amendments, or modifications to this Contract shall be valid unless in writing and signed by the duly authorized signatory of each party. Oral change orders are not permitted. Contractor shall be liable for correcting, to Pace's satisfaction, Contractor's actions which violate this section (c) and/or paying all costs resulting from such actions.
16. Cash Discounts: The Contractor offering the lowest bid shall be determined by comparing the gross individual unit prices, or the gross bid total, as applicable. Cash (early payment) discounts are not taken into consideration when determining the lowest bid.
17. Indemnification: The Contractor shall indemnify, keep and save harmless Pace, its agents, officials and employees against all injuries, losses, claims, suits, costs and expenses which may accrue against Pace arising out of the services or products provided under this Contract, including any copyright or patent infringement or claim of such infringement arising from the intended use of goods or services furnished hereunder. The Contractor agrees to indemnify and hold harmless Pace, its employees and Officers, from any and all claims by persons or entities that may arise out of and in the course of its performance of this Contract, and from any and all claims by its subcontractors, employees or independent contractors which may arise out of and in the course of performance of this Contract. Any and all claims for unemployment benefits and worker's compensation benefits are expressly waived by the Contractor, its subcontractors, employees, and independent contractors, who agree to maintain separate policies of insurance as hereinafter are provided in this agreement. The Contractor shall retain independent counsel and at its expense shall assume and defend all claims, demands and suits covered in this indemnification section.
18. Processing Data Between Years and Centuries: Hardware, software and firmware delivered under this Contract shall be able to accurately process data between years and centuries.
19. Regulatory Compliance: All services furnished hereunder by the Contractor shall comply with all Federal, State and local laws, rules and regulations as applicable, including, but not limited to:
 - a. Surface Transportation Assistance Act of 1982, Section 165a of Public Law 100-17 (Buy America).
 - b. The Occupational Safety and Health Act of 1970, and the Illinois Toxic Substance Act, with respect to the design, construction or use for their intended purpose of said goods or services and the labeling of all goods and containers for the protection and safety of persons and property.
20. Disclosures: The Contractor shall not use or disclose any data, designs or other information belonging to or supplied by or on behalf of Pace, unless expressly authorized in writing by Pace. Upon Pace's request, such data, designs or other information and any copies thereof shall be returned to Pace. Where Pace's data, designs or other information are furnished to the Contractor's suppliers for procurement of services by the Contractor for use in the performance of Pace Contracts, the Contractor shall insert the substance of this provision in its Contract.
21. Non-Collusion: In submitting a signed bid proposal to Pace, the Contractor warrants and represents that it has not paid and agrees not to pay any bonus, commission, fee or gratuity to any employee or official of Pace or to any other Contractor for the purpose of obtaining this Contract.

22. **Conflict of Interest:** Members of the Board, officers and employees of Pace, their spouses, their children, their parents, their brothers and sisters and their children, are prohibited from having or acquiring any Contract or any direct pecuniary interest in any Contract which will be wholly or partially performed by the payment of funds or the transfer of property of Pace in accordance with Section 4.03 of the Pace Regulations Governing Public Bidding (Ordinance SBD 18-14).
23. **Conflict In Provisions:** In the event of a conflict between any of the terms and conditions contained in the base Contract and its referenced exhibits, the base Contract provisions shall apply unless otherwise provided for.
24. **Approximate Quantities:** Where approximate or estimated quantities are stated, the unit prices quoted in the bid will apply regardless of whether the actual quantities are greater or lesser than the assumed quantities, the stated total notwithstanding.
25. **Equal Employment Opportunity:** In connection with the execution of this Contract, the Contractor shall not discriminate against any employee or applicant for employment because of race, religion, color, sex, age, national origin, ancestry, marital status, physical or mental handicap or unfavorable discharge from military service. The Contractor shall take affirmative actions to ensure that applicants are employed, and that employees are treated during their employment, without regard to their race, religion, color, sex, age, national origin, ancestry, marital status, physical or mental handicap or unfavorable discharge from military service. Such action shall include but not be limited to, the following: employment, upgrading, demotion, transfer, recruitment, advertising, layoff, termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship. If the Contractor is required to file an Affirmative Action Plan with any federal, state or local agency, the Contractor assures Pace that it is in full compliance with such filing requirements.

The Contractor agrees to comply with all provisions of the "Illinois Human Rights Act", 775 ILCS Title 5, as now or hereafter amended and with all rules, regulations, and guidelines on discrimination in employment as now or hereafter promulgated thereunder. All such provisions, rules, resolutions and guidelines, including but not limited to; Article VI "Equal Opportunity Clause" of the Rules and Regulations of the Department of Human Rights are hereby incorporated into the Contract by reference.

26. **Disadvantaged Business Enterprise Compliance Requirements:** Pursuant to Federal regulations for Disadvantaged Business Enterprise (DBE) programs, Contractor agrees to the following DBE assurances, and agrees to include this clause in all subcontracts:

The Contractor shall not discriminate on the basis of race, color, national origin, or sex in the performance of this contract. The Contractor shall carry out applicable requirements of 49 CFR Part 26 in the award and administration of DOT-assisted contracts. Failure by the Contractor to carry out these requirements is a material breach of this contract, which may result in the termination of this contract or such other remedy as Pace deems appropriate.

PACE HAS SET A GOAL OF 0 % DBE PARTICIPATION FOR THIS CONTRACT

DBE RESPONSIVENESS REQUIREMENTS

In order to be considered responsive, a bidder must make good faith efforts to meet the goal for Disadvantaged Business Enterprise (DBE) participation in this contract. The bidder must comply with Paragraphs A and B below and submit all documentation with submittal of the bid. If the bidder fails to do so, its bid may be deemed non-responsive and may be rejected.

- A. Properly completing and signing Schedule A (Summary of DBE Participation). Schedule A is a list of all DBE subcontractors, their scope of work to be performed and dollar amount of participation of each DBE subcontractor.

ANY DBE(S) LISTED ON SCHEDULE A MUST BE DBE CERTIFIED BY THE ILLINOIS UNIFIED CERTIFICATION PROGRAM (IL UCP) AT THE TIME OF THE BID OPENING.

- B. Properly complete Schedule B (Confirmation of Proposed DBE Participation) of this Exhibit. Schedule B must list the name of the DBE subcontractor, a detailed description of DBE's scope of work, and dollar amount of participation of each, and only each, DBE that will participate in this contract. If the bidder is itself a DBE, the DBE bidder must indicate on Schedule B what scope of work its forces will actually perform outside of the work of any subcontractor, and the dollar amount of that work. If this amount does not satisfy the DBE goal, the DBE bidder must list the additional DBE subcontractor(s) that will satisfy the DBE goal, along with their scope of work and agreed upon subcontract amount(s).

DBE RESPONSIBILITY REQUIREMENTS

A. DBE Joint Ventures

If the bidder is a DBE joint venture, a two-party signed joint venture agreement (Schedule C) must be submitted to Pace for Pace's approval along with your bid. This agreement must address the administrative, financial, and field responsibilities of each partner. The DBE participation must meet the criteria as set forth in the definitions in the following section "Calculating DBE Participation."

B. Substitutions

The bidder cannot substitute any DBEs listed on Schedule A or C (if a joint venture) without prior written approval from Pace.

CALCULATING DBE PARTICIPATION

Pace will only count those DBEs that are certified by the IL UCP at the time of bid opening towards a Pace Contract goal.

A. Definitions

"Disadvantaged Business Enterprise" or "DBE" means a for-profit small business concern that meets all of the following criteria:

1. Is at least fifty-one percent (51%) owned by one or more individuals who are both socially and economically disadvantaged or, in the case of a corporation, in which fifty-one percent (51%) of the stock is owned by one or more such individuals
2. Whose management structure and daily business operations are controlled by one or more of the socially and economically disadvantaged individuals who own it
3. Is certified by the IL UCP at the time of bid opening

"Good Faith Efforts" means efforts to achieve a DBE goal which, by their scope, intensity, and appropriateness to the objective, can reasonably be expected to fulfill the program requirement. This definition is not intended to relieve the bidder of any of the responsiveness (or responsibility) requirements listed in SECTION B, *Disadvantaged Business Enterprise Compliance Requirements* of this Exhibit.

"Joint Venture" means an association of a DBE firm and one or more other firms to carry out a single, for-profit business enterprise, for which the parties combine their property, capital, efforts, skills and knowledge, and in which the DBE is responsible for a distinct, clearly defined portion of the work of the contract and whose share in the capital contribution, control, management, risks, and profits of the joint venture are commensurate with its ownership interest.

"Small Business concern" means with respect to firms seeking to participate as DBEs in DOT-assisted contracts, a small business concern as defined pursuant to Section 3 of the Small Business Act and Small Business Administration regulations implementing it (13 CFR Part 121) that also does not exceed the cap on average annual gross receipts specified in 49 CFR Part 26.65(b).

"Socially and Economically Disadvantaged" individual means any individual who is a citizen (or lawfully admitted permanent resident) of the United States and who is:

1. Any individual who Pace finds to be a socially and economically disadvantaged individual on a case-by-case basis.
2. Any individual in the following groups, members of which are presumed to be socially and economically disadvantaged:
 - a. "*Black Americans*," which includes persons having origins in any of the Black racial groups of Africa;
 - b. "*Hispanic Americans*," which includes persons of Mexican, Puerto Rican, Cuban, Dominican, Central or South American, or other Spanish or Portuguese culture or origin, regardless of race;
 - c. "*Native American*," which includes persons who are American Indians, Eskimos, Aleuts, or Native Hawaiians;
 - d. "*Asian Pacific American*," which includes persons whose origins are from Japan, China, Taiwan, Korea, Burma (Myanmar), Vietnam, Laos, Cambodia (Kampuchea), Thailand, Malaysia, Indonesia, the Philippines, Brunei, Samoa, Guam, the U.S. Trust

Territories of the Pacific Islands (Republic of Palau), the Commonwealth of the Northern Marianas Island, Macao, Fiji, Tonga, Kiribati, Juvalu, Nauru, Federated States of Micronesia, or Hong Kong;

e. “*Subcontinent Asian American*,” which includes persons whose origins are from India, Pakistan, Bangladesh, Bhutan, the Maldives Island, Nepal or Sri Lanka;

f. “*Women*”;

g. Any additional groups whose members are designated as socially and economically disadvantaged by the United States Small Business Administration (SBA), at such time as SBA designation becomes effective.

B. General Conditions/DBE Calculations

Pace will use the certification standards of Subpart D of *49 CFR Part 26* and the certification procedures of Subpart E of *49 CFR Part 26* to determine the eligibility of firms to participate as DBEs in DOT-assisted contracts. To be certified as a DBE, a firm must meet all certification eligibility standards. Pace will make its certification decision based on the facts as a whole.

As a partner in the IL UCP, Pace can provide, upon request, a directory of IL UCP DBE firms. The directory will also be available electronically at www.pacebus.com.

As required by 49 CFR Part 26.55, Pace counts DBE participation toward overall and contract goals as follows:

1. When a DBE participates in a contract, Pace counts only the value of the work actually performed by the DBE toward the DBE goal. Participation will only be credited in the DBE’s area of specialization. Credit for work in other areas requires additional support documentation for each of those areas.
2. Pace counts the entire amount of that portion of a contract that is performed by the DBE’s own forces. This includes the cost of supplies and materials obtained by the DBE for the work of the contract, including supplies purchased or equipment leased by the DBE (except supplies and equipment the DBE subcontractor purchases or leases from the Contractor or its affiliate).
3. Pace counts the entire amount of fees or commissions charged by a DBE firm for providing a bona fide service, such as professional, technical, consultant, or managerial services, or for providing bonds or insurance specifically required for the performance of a DOT-assisted contract, toward DBE goals, provided Pace determines the fee to be reasonable and not *excessive as compared with fees customarily allowed for similar services*.
4. When a DBE subcontracts part of the work of its contract to another firm, the value of the subcontracted work may be counted toward DBE goals only if the DBE’s subcontractor is itself a DBE. Work that a DBE subcontracts to a non-DBE firm does not count toward DBE goals.
5. When a DBE performs as a participant in a joint venture, Pace counts a portion of the total dollar value of the contract equal to the distinct, clearly defined portion of the work of the contract that the DBE performs with its own forces toward DBE goals.
6. Pace counts expenditures to a DBE toward DBE goals only if the DBE is performing a commercially useful function on this contract.
 - a. A DBE performs a commercially useful function when it is responsible for execution of the work of the contract and is carrying out its responsibilities by actually performing, managing, and supervising the work involved. To perform a commercially useful function, the DBE must also be responsible, with respect to materials and supplies used on the contract, for negotiating price, determining quality and quantity, ordering the material, and installing (where applicable) and paying for the material itself. To determine whether a DBE is performing a commercially useful function, Pace must evaluate the amount of work subcontracted, industry practices, whether the amount the firm is to be paid under the contract is commensurate with the work it is actually performing and the DBE credit claimed for its performance of work, and other relevant factors.
 - b. A DBE does not perform a commercially useful function if its role is limited to that of an extra participant in a transaction, contract, or project through which funds are passed in order to obtain the appearance of DBE participation. In determining whether a DBE is such an extra participant, Pace must examine similar transactions particularly those in which DBEs do not participate.

- c. If a DBE firm acting as a Contractor and/or as a subcontractor under this contract does not perform or exercise responsibility for at least thirty percent (30%) of the total cost of its contract with its own work force, or the DBE subcontracts a greater portion of the work of a contract than would be expected on the basis of normal industry practice for the type of work involved, Pace must presume that it is not performing a commercially useful function.
 - d. Pace uses the following factors in determining whether a DBE trucking company is performing a commercially useful function:
 - i. The DBE must be responsible for the management and supervision of the entire trucking operation for which it is responsible on a particular contract, and there cannot be a contrived arrangement for the purpose of meeting DBE goals;
 - ii. The DBE must itself own and operate at least one fully licensed, insured, and operational truck used on the contract;
 - iii. The DBE receives credit for the total value of the transportation services it provides on the contract using trucks it owns, insures, and operates using drivers it employs;
 - iv. The DBE may lease trucks from another DBE firm, including an owner-operator who is certified as a DBE. The DBE who leases trucks from another DBE receives credit for the total value of the transportation services the lessee DBE provides on the contract;
 - v. The DBE may also lease trucks from a non-DBE firm, including an owner-operator. The DBE who leases trucks from a non-DBE is entitled to credit only for the fee or commission it receives as a result of the lease agreement. The DBE does not receive credit for the total value of the transportation services provided by the lessee, since these services are not provided by a DBE; and
 - vi. For purposes of this subparagraph (d), a lease must indicate that the DBE has exclusive use of and control over the truck. This does not preclude the leased truck from working for others during the term of the lease with the consent of the DBE, so long as the lease gives the DBE absolute priority for use of the leased truck. Leased trucks must display the name and identification number of the DBE.
 - e. If a DBE is presumed not to be performing a commercially useful function as provided in these requirements, the DBE may present evidence to rebut this presumption. Pace may determine that the firm is performing a commercially useful function given the type of work involved and normal industry practices.
 - f. Pace's decisions on commercially useful function matters are subject to review by the Federal Transit Administration but are not administratively appealable to United States Department of Transportation.
7. Pace counts expenditures with DBEs for materials or supplies toward DBE goals as provided in the following:
- a. If the materials or supplies are obtained from a DBE manufacturer, Pace counts 100 percent (100%) of the cost of the materials or supplies toward DBE goals;
 - b. For purposes of these requirements, a manufacturer is a firm that operates or maintains a factory or establishment that produces, on the premises, the materials, supplies, articles, or equipment required under the contract and of the general character described by the specifications;
 - c. If materials or supplies are purchased from a DBE regular dealer, Pace counts sixty percent (60%) of the cost of the materials or supplies toward DBE goals;
 - d. For purposes of these requirements, a regular dealer is a firm that owns, operates, or maintains a store, warehouse, or other establishment in which the materials, supplies, articles or equipment of the general character described by the specifications and required under the contract are bought, kept in stock, and regularly sold or leased to the public in the usual course of business.
 - i. To be a regular dealer, the firm must be an established, regular business that engages, as its principal business and under its own name, in the purchase and sale or lease of the products in question;

- ii. A person may be a regular dealer in such bulk items as petroleum products, steel, cement, gravel, stone, or asphalt without owning, operating, or maintaining a place of business as provided in this paragraph if the person both owns and operates distribution equipment for the products. Any supplementing of regular dealer's own distribution equipment shall be by a long-term lease agreement and not on an ad hoc or contract-by-contract basis;
 - iii. Packagers, brokers, manufacturers' representatives, or other persons who arrange or expedite transactions are not regular dealers within the meaning of this paragraph;
 - iv. With respect to materials or supplies purchased from a DBE which is neither a manufacturer nor a regular dealer, Pace counts the entire amount of fees or commissions charged for assistance in the procurement of the materials and supplies, or fees or transportation charges for the delivery of materials or supplies required on a job site, toward DBE goals, provided Pace determines the fees to be reasonable and not excessive as compared with fees customarily allowed for similar service. Pace will not count any portion of the cost of the materials and supplies themselves toward DBE goals, however;
8. Pace will not count toward its overall goal the dollar value of work performed under a contract by a firm after it has ceased to be certified.
9. Pace will not count the participation of a DBE subcontractor toward the Contractor's DBE achievements or Pace's overall goal until the amount being counted toward the goal has been paid to the DBE.

GOOD FAITH EFFORTS

In order to be responsive, a bidder must make good faith efforts to meet Pace's DBE goal in either of two ways. The bidder must either 1) document how it will meet the full goal by completing and signing Schedule A or C (if a joint venture); or 2) document its attempt to meet the goal through detailed, corroborating evidence, i.e. demonstrate that it took *all necessary and reasonable steps* which, by their scope, intensity, and appropriateness to the objective, could reasonably be expected to obtain sufficient DBE participation, even if the bidder was not fully successful. Pace will make a fair and reasonable judgment whether a bidder that did not meet the goal made adequate good faith efforts. Pace will consider the quality, quantity, and intensity of the different kinds of efforts that the bidder/proposer made. The efforts employed by the bidder should be those that one would reasonably expect a bidder to take if the bidder were actively and aggressively trying to obtain DBE participation sufficient to meet the DBE contract goal. Mere *pro forma* efforts are not good faith efforts to meet the DBE contract requirements.

The following is a list of types of action that Pace will consider as part of the evaluation of the bidder's good faith efforts to obtain DBE participation. It is not intended to be a mandatory check list, or to be exclusive or exhaustive. Other factors or types of efforts may be relevant in appropriate cases:

- A. Soliciting through all reasonable and available means (e.g. attendance at pre-bid meetings, if applicable, advertising, and/or written notices) the interest of all certified DBEs who have the ability to perform the work of the contract. The bidder must solicit this interest within sufficient time to allow the DBEs to respond to the solicitation. The bidder must determine with certainty if the DBEs are interested by taking appropriate steps to follow up initial solicitations.
- B. Selecting portions of the work to be performed by DBEs in order to increase the likelihood that the DBE goals will be achieved. This includes, where appropriate, breaking out contract work items into economically feasible units to facilitate DBE participation, even when the bidder might otherwise prefer to perform these work items with its own forces.
- C. Providing interested DBEs with adequate information about the plans, specifications, and requirements of the contract in a timely manner to assist them in responding to a solicitation.
- D. Negotiating in Good Faith with interested DBEs
 - 1. It is the bidder's responsibility to make a portion of the work available to DBE subcontractors and suppliers and to select those portions of the work or material needs consistent with the available DBE subcontractors and suppliers, so as to facilitate DBE participation. Evidence of such negotiation includes:
 - a. the names, addresses, and telephone numbers of DBEs that were considered
 - b. a description of the information provided regarding the plans and specifications for the work selected for subcontracting
 - c. evidence as to why additional agreements could not be reached for DBEs to perform the work

2. A bidder using good business judgment would consider a number of factors in negotiating with subcontractors, including DBE subcontractors, and would take into consideration a firm's price and capabilities, as well as contract goals. The fact that there may be some additional costs involved in finding and using DBEs, however, is not in itself sufficient reason for a bidder's failure to meet the contract DBE goal, as long as such costs are reasonable. Also, the ability or desire of a bidder to perform the work of a contract with its own organization does not relieve the bidder of the responsibility to make good faith efforts. Bidders are not, however, required to accept high quotes from DBEs if the price difference is excessive or unreasonable.
- E. Not rejecting DBEs as being unqualified without sound reasons based on a thorough investigation of their capabilities. The bidder's standing within the industry, membership in specific groups, organizations, or associations and political or social affiliations (for example, union vs. non-union employee status) are not legitimate causes for the rejection or non-solicitation of bids in the bidder's efforts to meet the project goal.
- F. Making efforts to assist interested DBEs in obtaining bonding, lines of credit, or insurance as required by Pace or the bidder.
- G. Making efforts to assist interested DBEs in obtaining necessary equipment, supplies, materials, or related assistance or services.
- H. Effectively using the services of available minority/women community organizations; minority/women contractors' groups; local, state, and federal minority/women business assistance offices, and other organizations as allowed on a case-by-case basis to provide assistance in the recruitment and placement of DBEs.

Pace will also take into account the performance of other bidders in meeting the contract goal. For example, when the apparent successful bidder fails to commit to the contract goal, but others commit to the goal, Pace will raise the question of whether, with additional reasonable efforts, the apparent successful bidder could have committed to the goal. If the apparent successful bidder fails to commit to the goal but meets or exceeds the average DBE participation obtained by other bidders, Pace may view this, in conjunction with other factors, as evidence that the apparent successful bidder made good faith efforts.

The DBE Liaison Officer for Pace is responsible for determining whether a bidder has properly committed to meet the DBE goal and whether a bidder who has not committed to meeting the goal has documented good faith efforts in order to be responsive. Pace must be satisfied that all information is complete and accurate, and adequately documents the bidder's good faith efforts before Pace commits to the performance of the contract by the successful bidder.

RECONSIDERATION

In accordance with 49 CFR §26.53(d), if Pace determines that a bidder is not responsive because it has not committed to meeting the contract goal or has not documented sufficient good faith efforts, it will notify the bidder in writing, and the bidder will have five (5) business days after receipt of this notification to request administrative reconsideration. The bidder must make this request in writing to the following Pace Reconsideration Official:

General Counsel
Pace Suburban Bus
550 W. Algonquin Road
Arlington Heights, IL 60005

The Reconsideration Official will not have played any role in the original determination that the bidder did not document sufficient good faith efforts.

As part of this Reconsideration, the bidder shall have the opportunity to provide written documentation or argument concerning the issue of whether it committed to meeting the contract goal or made adequate good faith efforts to do so. The bidder can also request in writing to meet in person with Pace's Reconsideration Official to discuss these issues; this request for a meeting must be submitted within five (5) business days after receipt of notification of non-compliance. Pace will send the bidder a written decision within ten (10) business days after its reconsideration request was received by Pace, explaining Pace's basis for the finding that the bidder did or did not meet the goal or did or did not make adequate good faith efforts to do so. The result of this reconsideration process is not administratively appealable to the United States Department of Transportation and Pace's decision shall be final.

DOCUMENTATION REQUIREMENTS

A. Documentation of Subcontracts and Subcontractor Agreements after Contract Award

Within thirty (30) days upon receipt of an executed purchase order and contract, the Contractor must submit to the DBE Liaison Officer at Pace copies of SIGNED contracts between the Contractor and the DBE company/companies listed on its original DBE Schedules A and B.

FAILURE TO PROVIDE THE SIGNED SUBCONTRACT(S) TO PACE WITHIN THE TIME FRAME REQUIRED SHALL CONSTITUTE A BREACH OF THIS CONTRACT, AND UPON SUCH BREACH, PACE MAY TERMINATE THIS CONTRACT AND/OR EXERCISE OTHER SANCTIONS, PENALTIES, OR REMEDIES AS ALLOWED BY LAW OR EQUITY, AND AS PACE DEEMS APPROPRIATE.

B. Documentation of Payments Made to DBE Firms

1. The Contractor must submit copies to the DBE’s monthly contract invoices including support documentation to the DBE Liaison Officer at the same time they are submitted to Pace Account Payable.
2. The Contractor must submit copies of the form illustrated below (including support documentation) to the DBE Liaison Officer on a quarterly basis. This form must be used in order to properly credit the Contractor’s progress in attaining the DBE goal.

SAMPLE ONLY – DO NOT COMPLETE

Subcontract or Name (Company)	Description of services/work/product performed	Committed Percentage (for this reporting quarter)	Committed Percentage (YTD)	Total paid to Sub (Current quarter)	YTD paid to Sub (From date of contract)
				\$	\$
				\$	\$
				\$	\$
				\$	\$
Total					\$

C. Pace may make on-site visits from time to time during the course of this contract to ensure compliance with the requirements set forth herein.

Pace may require verification of any commitment represented to us in connection with the Contractor’s use of DBE businesses in the performance of this contract. Pace reserves the right to review the certified payrolls for the Contractor and all contractors working on this contract.

Further, if problems should arise with respect to the Contractor’s subcontract with any DBEs, please contact Pace’s DBE Liaison Officer so that Pace may be apprised of all DBE issues.

D. Substitution or Termination of DBE Firms

The Contractor may not terminate a listed and approved DBE subcontractor or an approved substitute DBE firm without the prior written approval of Pace’s DBE Liaison Officer and Pace’s Project Manager. This includes, but is not limited to, instances in which a Contractor seeks to perform work originally designated for a DBE subcontractor with its own forces or those of an affiliate, a non-DBE firm, or with another DBE firm. The Contractor will have to show good cause in order to terminate the listed and approved DBE firm.

Good Cause includes the following circumstances:

1. The listed DBE subcontractor fails or refuses to execute a written contract;
2. The listed DBE subcontractor fails or refuses to perform work of its subcontract in a way consistent with normal industry standards. Provided, however, that good cause does not exist if the failure or refusal of the DBE subcontractor to perform its work on the subcontract results from the bad faith or discriminatory action of the Contractor;
3. The listed DBE subcontractor fails or refuses to meet the Contractor's reasonable, nondiscriminatory bond requirements;
4. The listed DBE subcontractor becomes bankrupt, insolvent, or exhibits credit unworthiness;
5. The listed DBE subcontractor is ineligible to work on public works projects because of suspension and debarment proceedings pursuant to 2 CFR Parts 180, 215, and 1200 or applicable state law;
6. Pace's DBE Liaison Office has determined that the listed DBE subcontractor is not a responsible Contractor;
7. The listed DBE subcontractor voluntarily withdraws from the project and provides to you written notice of its withdrawal;
8. The listed DBE is ineligible to receive DBE credit for the type of work required;
9. A DBE owner dies or becomes disabled with the result that the listed DBE contractor is unable to complete its work on the contract.
10. Other documented good cause that Pace's DBE Liaison Office determines compels the termination of the DBE subcontractor. Provided that good cause does not exist if;
 - The Contractor seeks to terminate a DBE it relied upon to obtain the contract so that the Contractor can self-perform the work for which the DBE subcontractor was engaged; or
 - So that the Contractor can substitute another DBE or non-DBE subcontractor after contract award.

Before the Contractor seeks to terminate and/or substitute a DBE subcontractor, the Contractor must give notice in writing to the DBE subcontractor, with a copy to Pace's Project Manager and Pace's DBE Liaison Officer, of its intent to request to terminate and/or substitute, and the reason for the request. The DBE firm will have five (5) working days (or less if required by public necessity) to respond to the Contractor's notice and advise the DBE Liaison Officer and the Contractor of the reasons, if any, why it objects to the proposed termination of its subcontract and why Pace should not approve the Contractor's action.

In the situation where the DBE's work scope has been modified by Pace, the Contractor must immediately notify Pace's Project Manager and Pace's DBE Liaison Officer to discuss a revised "Commitment to DBE Participation".

These provisions apply to post-award terminations and pre-award deletions of, or substitutions for, DBE firms put forward by offerors in negotiated procurements.

E. Inspections and Records

1. Pace may, with or without notice, periodically conduct on-site visits of any contract performance site or the place of business of any Contractor or DBE subcontractor from time to time during the course of a contract to ensure compliance with the requirements set forth in Pace's contracts. The DBE department may be assisted by other Pace staff, and shall be entitled to reasonable access to facilities, personnel, and records related to the compliance plan.
2. Pace may require verification of any commitment represented to us in connection with the Contractor's use of DBE businesses in the performance of this contract.
3. Pace reserves the right to review the certified payrolls, performance/payment records concerning subcontractors' payroll records, tax returns and records, and books of accounts for the Contractor and all subcontractors working on any Pace contract. Full access shall be granted upon 48-hours' notice by Pace or any duly authorized representative thereof or any law enforcement authority.

F. Change Orders

The contract specific DBE goals applicable to a contract may also be applicable to change orders or contract modifications, when the proposed change order work relates to the services provided by the DBE subcontractor.

G. Non-Compliance and Sanctions

1. Determination of Non-Compliance

- a. It will be the responsibility of Pace's DBE Liaison Officer to monitor the compliance plan, as well as the fulfillment of any special conditions, work order goals, or other obligations of the contract as it pertains to the DBE program and DBE goals.
- b. Prior to contract closeout, the DBE Liaison Officer shall determine whether a Contractor has complied with the obligations under its compliance plan and other related requirements. The Contractor has the burden of proving compliance with all obligations and requirements
- c. If the Contractor fails to fulfill the requirements of the compliance plan or other compliance-related contractual obligation, Pace will notify the Contractor of the deficiencies. Following notification, the Contractor shall have sixty (60) days to cure the deficiencies. If the deficiencies are not cured, Pace shall make a determination of non-compliance and recommend the imposition of sanctions.

2. Sanctions for Non-Compliance

- a. Sanctions for non-compliance may include, but are not limited to, the following:
 - i. Withholding of payments under the contract;
 - ii. Recommendation not to exercise contract renewal option, if any;
 - iii. Termination of the contract
 - iv. Debarment from future business with Pace

DBE Schedule A Checklist

A completed and signed Schedule A consists of the following elements:

- 1. Contractor
- 2. Name of Project
- 3. Phone
- 4. Email
- 5. IFB/RFP Number
- 6. **TOTAL** Estimated Contract Amount
- 7. Projected DATES
- 8. Title of Affiant (Contractor Duly Authorized Representative)
- 9. Contractor Company Name
- 10. DBE Participant(s) Company Name(s)
- 11. Scope of Work / Description (In Detail) for Each DBE Participant
- 12. Dollar Amount of Each DBE Contract - **Total** from each DBE's Schedule B)
- 13. Net DBE Credit *60% credited for materials and supplies (see notation below if applicable)
- 14. TOTAL Dollar Amount for All DBE Contracts Listed
- 15. TOTAL Net DBE Credit (If applicable)
- 16. Printed or Typed Name of Contractor 's Affiant
- 17. Title of Affiant
- 18. Signature of Affiant
- 19. Date Signed

Note: This Checklist serves solely as a reference guide to assist the Bidder in adequately submitting all required documents
Instructions for NET DBE CREDIT

If the materials or supplies are obtained from a DBE manufacturer, count 100 percent (100%) of the cost of the materials or supplies toward DBE goals.

A **manufacturer** is a firm that operates or maintains a factory or establishment that produces, on the premises, the materials, supplies, articles, or equipment required under the contract and of the general character described by the specifications.

If the materials or supplies are purchased from a DBE regular dealer, count 60 percent (60%) of the cost of the materials or supplies toward DBE goals.

A regular **dealer** is a firm that owns, operates, or maintains a store, warehouse, or other establishment in which the materials, supplies, articles or equipment of the general character described by the specifications and required under the contract are bought, kept in stock, and regularly sold or leased to the public in the usual course of business.

Pace will not count the participation of a DBE subcontractor toward a contractor's final compliance with its DBE obligations on a contract until the amount being counted has actually been paid to the DBE.

SCHEDULE A

CONTRACTOR - SUMMARY OF DBE PARTICIPATION AS SUBCONTRACTOR, SUPPLIER AND/OR CONSULTANT

NAME OF CONTRACTOR: (1) _____ NAME OF PROJECT: (2) _____

PHONE # (3) _____ EMAIL: (4) _____ IFB/RFP NUMBER: (5) _____

TOTAL ESTIMATED CONTRACT AMOUNT: (6) \$ _____ PROJECTED BEGINNING/ENDING DATES OF WORK: (7) _____

In connection with the above captioned contract, I HEREBY DECLARE AND AFFIRM that I am the (8) _____ and duly authorized representative of (9) _____

(Title of Affiant)

(Name of Contractor)

and that I have personally reviewed the material and facts set forth in and submitted with the attached Disadvantaged Business Enterprises (DBE) Schedules for each DBE. Listed below is/are the agreement(s) that correspond(s) with the Schedule B submitted by **each** DBE and **listed separately** for **each** DBE participating on the above mentioned contract:

NAME OF DBE SUBCONTRACTOR (10)	SCOPE OF WORK TO BE PERFORMED (11)	AGREED SUBCONTRACT PRICE (12)	NET DBE CREDIT * (13)
NOTE: PRICES REPRESENTED ON THIS PAGE SHOULD ACCURATELY REFLECT AGREEMENT BETWEEN CONTRACTOR AND SUBCONTRACTOR. * ONLY 60% OF AGREED SUBCONTRACT PRICE MAY BE CREDITED FOR MATERIALS AND SUPPLIES LIST ONLY BONA FIDE DBE OWNED & CONTROLLED FIRMS THAT WILL PARTICIPATE IN THIS CONTRACT.		TOTAL DBE (14) CONTRACT AMOUNT \$	
		TOTAL NET (15) DBE CREDIT \$	

AFFIDAVIT OF CONTRACTOR – *failure to submit this form without a signature will result in the bid being rejected in its entirety*

The undersigned will enter into formal agreements with all listed DBE firms for work as indicated by this Schedule A and accompanying Schedules, and will enter into such agreements within thirty (30) calendar days after receipt of the contract executed by Pace. In the event the Contractor cannot meet said thirty (30) day schedule, it must provide a written explanation for the delay and an estimate date by which the written agreement will be completed.

I understand that if I knowingly provide incorrect information or false statements or fail to comply with contract DBE requirements that Pace has an obligation (49 CFR 29.17(B)) to inform the U.S. Department of Transportation who may then initiate actions which would prohibit the Contractor from participation in future government contracts and may result in conviction for a Class 2 felony, including a penalty for one and a half times the value of the contract. Any substitutions of the above-named subcontractors requires prior written approval from Pace.

I do solemnly declare and affirm under penalty of perjury that the contents of the foregoing document are true and correct, and no material facts have been omitted, and that I am authorized on behalf of the Contractor to make this affidavit.

(Name of Contractor's Affiant – Print or Type)

Title of Affiant

(Signature)

(Date)

DBE Schedule B Checklist

**Letter of Intent from DBE to Perform as Subcontractor, Supplier
and/or Consultant**

A completed and signed Schedule B consists of the following elements:

- 1. IFB/RFP Number
- 2. Name of Project
- 3. DBE Participant Company Name
- 4. Contractor Company Name
- 5. DBE Participant Address
- 6. DBE Participant Phone Number
- 7. DBE Participant Email Address
- 8. Date of IL UCP DBE Certification Letter
- 9. Description/Type of Work (In Detail)
- 10. Quantity/Unit Price, if Applicable
- 11. Dollar Amount of DBE Contract Total Sum Amount for Work or Extended Price for individual Quantity Items) **NOTE: Specify Total Value**
- 12. Grand Total of above Amount(s) and/or Extended Price(s)
- 13. Phase (if Applicable) in Which Above-Described Work Will Be Performed

Subcontracting Levels

- 14. % *___ of the dollar amount of the DBE's Subcontract will be sublet to DBE Contractors.
- 15. % *___ of the dollar amount of the DBE's Subcontract will be sublet to non-DBE Contractors.
 - * *This is to disclose the % of above-named DBE participant's work to be further subcontracted to others (DBE or non-DBE), not the DBE Participant's % of work on the Contractor's contract.*
 - * *% is to be filled in with a Zero (0) if the above-named DBE Participant will not be further subcontracting any of the work described in this Schedule B*
- 16. Explanation and Description of the Work To Be Sublet (if applicable)
- 17. Printed Name/Title of Owner, President or Authorized Agent of DBE Company
- 18. Signature of Owner, President or Authorized Agent of DBE Company
- 19. Date Signed

If proposing to perform as a DBE/non-DBE Joint Venture:

- 20. Completed SCHEDULE C must be attached

Note: This Checklist serves solely as a reference guide to assist the Bidder in adequately submitting all required documents.

SCHEDULE B
CONFIRMATION OF PROPOSED DBE PARTICIPATION

Proposer's failure to submit both pages of this form with its bid will result in the bid being rejected in its entirety

IFB/RFP NUMBER: (1) _____

NAME OF PROJECT: (2) _____

FROM: (3) _____
(Name of DBE firm)

TO: (4) _____ and Pace.
(Name of Contractor)

(5) _____
(Address of DBE Firm)

(6) _____
(Phone Number of *Authorized Agent* of DBE firm)

(7) _____
(Email Address of *Authorized Agent* DBE firm)

The DBE status of the undersigned is confirmed by the attached Letter of Certification from the IL UCP dated, (8) _____
(If proposing to perform as a DBE/non-DBE Joint Venture, the Letter of Certification from the DBE venturer is attached along with a completed Schedule B and joint venture agreement).

The undersigned is prepared to provide the following described services or supply the following described goods in connection with the above named project/contract:

Description/Type of Work (In Detail) (9)	Quantity (If Applicable) (10)	Dollar Amount of DBE Contract (11)
-------------------------------------------------	--------------------------------------	-------------------------------------------

TOTAL VALUE \$ _____ (12)

Multi-Phase Project(s). For those projects that are multi-phase, please indicate the phase in which the DBE will be performing work: (13)

SCHEDULE B
AFFIDAVIT OF DBE SUBCONTRACTOR

Subcontracting Levels

(14) % _____ of the dollar amount of the DBE's subcontract will be sublet to **DBE Subcontractors**.

(15) % _____ of the dollar amount of the DBE's subcontract will be sublet to **non-DBE Subcontractors**.

NOTICE: IF THE DBE WILL NOT BE SUBCONTRACTING ANY OF THE WORK DESCRIBED IN THIS SCHEDULE, A ZERO (0) MUST BE SHOWN IN EACH BLANK ABOVE.

IF **ANY** DOLLAR AMOUNT OF THE DBE's SCOPE OF WORK WILL BE SUBLET, A BRIEF EXPLANATION AND DESCRIPTION OF THE WORK TO BE SUBLET MUST BE LISTED BELOW: (16)

NOTICE: Any misrepresentation regarding the status of a person or an entity in order to qualify for DBE status may result in conviction for a Class 2 felony, including a penalty for one and a half times the value of the contract. Material misrepresentation on any matter will also be grounds for terminating any contract which may be awarded, and for initiating action under federal or state laws concerning false statements.

The undersigned will enter into a formal written agreement for the above work with the Contractor conditioned upon their execution of a contract with Pace, and will do so within thirty (30) calendar days of their receipt of a signed contract from Pace.

I further understand that any willful falsification, fraudulent statement, or misrepresentation will result in appropriate sanctions, which may include debarment and/or prosecution under applicable State and Federal laws.

(17) _____
Print - Name and Title

(18) _____
Signature of Owner, President or Authorized Agent of DBE

(19) _____
Date

Pursuant to 49 CFR §26.13(b), each subcontract the contractor signs with a subcontractor must include the following assurance:

{The contractor, sub recipient or subcontractor shall not discriminate on the basis of race, color, national origin, or sex in the performance of this contract. The contractor shall carry out applicable requirements of 49 CFR Part 26 in the award and administration of DOT-assisted contracts. Failure by the contractor to carry out these requirements is a material breach of this contract, which may result in the termination of this contract or such other remedy as Pace deems appropriate.}

Pursuant to 49 CFR §26.27, Pace encourages you to utilize financial institutions owned and controlled by socially and economically disadvantaged individuals within your community.

SCHEDULE C
AFFIDAVIT OF DBE/NON-DBE JOINT VENTURE

This Schedule C need not be submitted if all joint ventures are DBEs. In such a case, however, the written joint venture agreement and a copy of the current IL UCP Letter of Certification for each DBE must be submitted.

ALL INFORMATION REQUESTED BY THIS SCHEDULE MUST BE ANSWERED IN THE SPACES PROVIDED BY JOINT VENTURERS AT ANY TIER. ADDITIONAL SHEETS MAY BE ATTACHED.

I. Name of joint venture: _____

Address of joint venture: _____
Street City State Zip

Phone number of joint venture: _____

II. Identify each non-DBE venture(s): _____

Name of Firm: _____

Address: _____
Street City State Zip

Phone: _____

Contact person for matters concerning DBE compliance: _____

III. Identify each DBE venturer(s): _____

Name of Firm: _____

Address: _____
Street City State Zip

Phone: _____

Contact person for matters concerning DBE compliance: _____

IV. Describe the role(s) of the DBE venturer(s) in the joint venture:

V. Attach a copy of the joint venture agreement. In order to demonstrate the DBE venturer's share in the ownership, control management responsibilities, risks and profits of the joint venture, the proposed joint venture agreement must include specific details related to: (1) the contributions of capital and equipment; (2) work items to be performed by the DBE's own forces, (3) work items to be performed under the supervision of the DBE venturer; and (4) the commitment of management, supervisory and operative personnel employed by the DBE to be dedicated to the performance of the project.

VI. Attach a copy of the current IL UCP Letter of Certification for each DBE joint venturer.

VII. Ownership of the Joint Venture:

A. What is the percentage(s) of DBE ownership in the joint venture?

DBE ownership percentage(s): _____

Non-DBE ownership percentage(s): _____

SCHEDULE C
AFFIDAVIT OF DBE/NON-DBE JOINT VENTURE

VII. Ownership of the Joint Venture *(continued)*:

A. Specify DBE/non-DBE percentages for each of the following (provide narrative descriptions and other detail as applicable):

1. Sharing of profit and loss: _____

2. Capital contributions: _____

(a) Dollar amounts of initial contribution: _____

(b) Dollar amounts of anticipated on-going contributions: _____

3. Contributions of equipment *(specify types, quality and quantities of equipment to be provided by each venturer)*:

4. Other applicable ownership interests, including ownership options or other agreements, which restrict or limit ownership and/or control:

5. **Provide copies of all written agreements between venturers concerning this project.**

6. Identify each current Pace contract and each contract completed during the past two (2) years by either of the joint venture partners participating in this joint venture:

VIII. Control of and Participation in the Joint Venture. Identify by name and firm those individuals who are, or will be, responsible for and have the authority to engage in the following management functions and policy decisions. (Indicate any limitations to their authority such as dollar limits and co-signatory requirements.):

A. Joint venture check signing:

B. Authority to enter contracts on behalf of the joint venture:

SCHEDULE C
AFFIDAVIT OF DBE/NON-DBE JOINT VENTURE

C. Signing, co-signing and/or collateralizing loans:

D. Acquisition of lines of credit:

E. Acquisition and indemnification of payment and performance bonds:

F. Negotiating and signing labor agreements:

G. Management of contract performance. *(Identify by name and firm only):*

1. Supervision of field operations: _____

2. Major purchases: _____

3. Estimating: _____

4. Estimating: _____

IX. Financial Controls of Joint Venture:

A. Which firm and/or individual will be responsible for keeping the books of account?

B. Identify the "managing partner," if any, and describe the means and measure of their compensation:

SCHEDULE C
AFFIDAVIT OF DBE/NON-DBE JOINT VENTURE

C. What authority does each venturer have to commit or obligate the other to insurance and bonding companies, financing institutions, suppliers, subcontractors, and/or other parties participating in the performance of this contract or the work of this

X. State the approximate number of personnel (by trade) needed to perform the joint venture's work under this contract. Indicate whether they will be employees of the majority firm, DBE firm, or the joint venture.

Trade	Non-DBE Firm (number)	DBE (number)	Joint Venture (number)

Professional

Administrative/Clerical

Unskilled Labor

If **any** personnel proposed for this project will be employees of the joint venture:

A. Are any proposed joint venture employees currently employed by either venture? _____
Employed by non-DBE (number): _____ Employed by DBE: _____

B. Identify by name and firm the individual who will be responsible for joint venture hiring:

XI. Please state any material facts and additional information pertinent to the control and structure of this joint venture:

The undersigned affirm that the foregoing statements are correct and include all material information necessary to identify and explain the terms and operations of our joint venture and the intended participation of each venturer in the undertaking. Further, the undersigned covenant and agree, under which work is done for Pace by the venturers, to provide to Pace current, complete and accurate information regarding actual joint venture work and the payment therefore, and any proposed changes to any provision of the joint venture, or those of each venturer relevant to the joint venture by authorized representatives of Pace, its Inspector General or any of its funding agencies.

Any misrepresentation regarding the status of a person or an entity in order to qualify for DBE status may result in conviction for a Class 2 felony, including a penalty for one and a half times the value of the contract. Material misrepresentation on any matter will also be grounds for terminating any contract which may be awarded, and for initiating action under federal or state laws concerning false statements.

NOTE: *If, after filing this Schedule C and before the completion of the joint venture's work on the project, there is any change in the information submitted, the joint venture must inform the DBE Liaison Officer directly in writing or through the contractor if the joint venture is a subcontractor.*

Name of DBE Partner Firm

Name of Non-DBE Partner Firm

Signature of Affiant

Signature of Affiant

Name and Title of Affiant (Type of Print)

Name and Title of Affiant (Type of Print)

Date

Date

27. Retention of Records: Unless otherwise specified elsewhere in the Contract, the Contractor shall maintain all records produced under the Contract, including records to support actual time and costs incurred, for a minimum period of five (5) years after completion of the Contract. All records maintained under the Contract shall be subject to inspection and audit by Pace and/or its designated agent upon reasonable notice to the Contractor.

28. Bid Protest Procedures

SECTION I

A. Pace will hear and consider a bona fide bid protest regarding its procurement actions in accordance with the following procedures. Due to the significantly reduced role of FTA in bid protests, as described in Section II, it is anticipated that the majority of all protests will be evaluated and finally decided by Pace. Accordingly, Pace intends to provide a thorough review of all bona fide bid protests. Pace's primary concern, however, is the timely procurement of needed capital equipment, supplies or services. It does not intend to allow the filing of bid protests to unnecessarily delay the procurement process, especially if the protest involved is vexatious or frivolous in nature.

Notwithstanding the availability of these protest procedures, any interested party is encouraged to exhaust all methods described in the Contract Documents of resolving a procurement issue before filing a formal protest with Pace. In its consideration of a bid protest, Pace reserves the right to give due consideration to the good faith efforts of the protestor to resolve the issue involved through informal methods.

B. Definitions

For purposes of this section

1. The term "days" refers to working days of Pace
2. The term "interested party" means any person (a) who is an actual bidder/proposer or prospective bidder/proposer in the procurement involved, and (b) whose direct economic interest would be affected by the award of the Contract or by a failure to award the Contract

C. Submission of Protests

Any interested party may file a bid protest with Pace on the basis that Pace has failed to comply with applicable Federal or State law or with Pace's Procurement Regulations. The protest must be filed in accordance with the timing requirements set forth in subsection D of this section, and must include:

1. The name and address of the protestor
2. The number of the Contract solicitation
3. A statement of the grounds for the protest, and in particular the Federal or State law or Authority Regulation alleged to have been violated; this statement should be accompanied by any supporting documentation the protesting party desires Pace to consider in making its decision

Protests should be submitted to: Chief Procurement Officer
Pace
550 W. Algonquin Road
Arlington Heights, IL 60005

D. Types of Protests and Timing

The requirement for timely filing of a bid protest with Pace will depend upon the type of protests involved. Pace will consider the following three types of protests by interested parties.

1. Protests regarding solicitation

Any bid protest regarding the solicitation by Pace must be filed no later than **five (5) days** before the opening of bids/closing date of the Request for Proposal. Any protest filed after that date which raises issues regarding the solicitation will not be considered by Pace.

This type of protest would include any claim that the solicitation contained exclusionary or discriminatory specifications, any challenge to the basis of award, or any claim that the solicitation documents or the solicitation process violated applicable Federal or State law, or that Pace failed to follow its Procurement Regulations in the solicitation of bids/proposals.

2. Protests regarding bid evaluation (Invitation for Bids)

Any bid protest regarding the evaluation of bids, submitted in response to an Invitation for Bid (IFB) issued by Pace, must be filed with Pace no later than **fifteen (15) days** after the public opening of bids. Any protest filed after such date which raises issues regarding the IFB evaluation will not be considered by Pace.

This type of protest would include any challenge to determinations by Pace of the responsiveness of a bid or the responsibility of a bidder, or any claim that the evaluation of bids violated Federal or State law or Pace's Procurement Regulations.

3. Protests regarding proposal evaluation (Request for Proposals)

The Request for Proposal (RFP) evaluation process, and all evaluation materials associated with this process, shall be considered confidential until final award of the Contract is made. Therefore, any protest regarding the evaluation of proposals, submitted in response to an RFP issued by Pace, must be filed with Pace no later than **fifteen (15) days** after the date of Contract award. Any protest filed after such date which raises issues regarding the RFP evaluation will not be considered.

This type of protest would include any challenge to determinations by Pace of the responsiveness of a proposal or the responsibility of a proposer, or any claim that the evaluation of proposals violated Federal or State law or Pace's Procurement Regulations.

4. Protests Regarding Award of Contract

Any protest regarding the award of the Contract must be filed no later than **fifteen (15) days** after the date of award. Any protest regarding the award of the Contract filed after that date will not be considered by Pace.

This type of protest will only be entertained by Pace if the protestor is able to demonstrate that the party awarded the Contract fraudulently represented itself as a responsible bidder or that Pace violated Federal or State law or its Procurement Regulations in the award of the Contract.

E. Pace Response

1. Types of Protests

Pace will notify the protestor upon timely receipt of a bid protest and may, where appropriate, request additional information from the protestor. Pace may, in its discretion, meet with the protestor to review the matters raised by the protest. Pace's consideration of the particular types of protests will, except as otherwise provided in Paragraph 2 of this subsection, be in accordance with the following provisions:

a. Protests regarding solicitation

Upon receipt of a timely filed protest regarding the solicitation, Pace will postpone the opening of bids until resolution of the protest. No additional bids will be accepted during the period of postponement.

If the protest regarding the solicitation involves a claim of unduly restrictive or exclusionary specifications, Pace will, in evaluating the protest, consider both the specific need of Pace for the feature or item challenged and whether competition is negatively impacted by including the specification regarding that feature or item. If Pace determines that such feature or item was included in the specification in order to meet justified and valid transit needs of Pace and was not unduly restrictive of competition or designed to exclude a particular competitor, then Pace will have grounds to deny the protest.

b. Protest regarding bid evaluation (Invitation for Bids)

Upon receipt of a timely filed protest regarding the evaluation of bids, submitted in response to an Invitation for Bid (IFB) issued by Pace, Pace will suspend its evaluation, or award, of any or all bids submitted until resolution of the protest if Pace determines that the protestor has established that there is substantial evidence that there are doubts regarding the responsiveness of a bid or the responsibility of a bidder or regarding Pace's compliance with Federal or State law or its Procurement Regulations.

c. Protest regarding proposal evaluation (Request for Proposals)

Upon receipt of a timely filed protest regarding the evaluation of proposals, submitted in response to an RFP issued by Pace, Pace will issue a stop work order, if necessary, until the resolution of the protest if Pace determines that the protestor has established that there is substantial evidence that there are doubts regarding the responsiveness of a proposal or the responsibility of a proposer or regarding Pace's compliance with Federal or State law or its Procurement Regulations.

d. Protests after award

Upon receipt of a timely filed protest regarding the award of a Contract, Pace will issue a stop work order, if necessary, until the resolution of the protest if Pace determines that the protestor has established a **Prima facie** case that the Contract was awarded fraudulently or in violation of Federal or State law or Pace's Procurement Regulations.

2. Decisions by Pace

As indicated above, in most instances Pace will suspend the procurement process upon receipt of a bona fide bid protest. However, Pace reserves the right, notwithstanding the pendency of a protest, to proceed with the appropriate action in the procurement process or under the Contract in the following cases:

- a. where the item to be procured is urgently required
- b. where Pace determines that the protest was vexatious or frivolous
- c. where delivery or performance will be unduly delayed, or other undue harm will occur, by failure to make the award promptly

After review of a bid protest submitted under this section, Pace will issue a written decision on the basis of the information provided by the protestor, the results of any meetings with the protestor, and Pace's own investigation. If the protest is upheld, Pace will take appropriate action to correct the procurement process and protect the rights of the protestor, including re-solicitation of bids/proposals, revised evaluation of bids/proposals or Pace determinations, or termination of the Contract. If the protest is denied, Pace will lift any suspension imposed and proceed with the procurement process or the Contract, as the case may be.

The availability of review of bid protests by FTA is described in Section II. As noted in that section, under FTA's revised procurement guidelines the role of the Federal government in bid protest review is quite limited.

SECTION II - FTA BID PROTEST PROCEDURE

Under Circular 4220.1F, FTA has substantially limited its review of bid protests recognizing that most protest issues are best resolved at the State or Local level. FTA will now only accept protests alleging that: Pace failed to have written protest procedures; or, Pace violated their own protest procedures.

If a protest is brought before FTA on either of these allegations, the only remedy recognized by FTA under Circular 4220.1F is to require Pace to follow its own protest procedures. FTA does not have the right to change Pace's substantive decision by substituting FTA's judgment for that of Pace.

Any protest to FTA must be filed in accordance with the requirements contained in FTA Circular 4220.1F and may only be made by an "interested party" which FTA has defined as "an actual or prospective bidder or offerer whose direct economic interest would be affected by the award of the Contract or by failure to award the Contract."

No protest may be filed with FTA later than five days after a final decision under Pace's procedure. As used in the preceding sentence, "filed" refers to the date of receipt by FTA and "days" refers to working days of the Federal Government.

Any alleged violation of a specified Federal requirement that provides an applicable complaint procedure shall be submitted and processed in accordance with the applicable Federal regulations instead of the requirements of FTA Circular 4220.1F. For example, see the Buy America Requirements, 40 C.F.R. Part 661 (Section 661.15); Participation of Minority Business Enterprises in Department of Transportation Program, 49 C.F.R. Section 26.107.

29. Illinois Freedom of Information Act (FOIA)

As a government agency, Pace is subject to the Illinois Freedom of Information Act (FOIA) or 5 ILCS 140/1, et. seq. as amended. Therefore, the contents of this Request for Proposals (RFP) or Invitation for Bids (IFB) and the Contractor's proposal or bid submitted in response to this RFP or IFB are subject to the Illinois FOIA statutes. However, there are various items that may be exempt, which include but are not limited to trade secrets or commercial/financial information that are proprietary, privileged, or confidential, or where disclosure of the same would result in competitive harm (refer to Section 4002 of the Technology Advancement and Development Act and to Section 7 of the Illinois Freedom of Information Act). If any such proprietary, privileged, or confidential information or data is included in the Contractor's proposal or bid, each page that contains this information or data should be marked as such (e.g., "Proprietary and Competition Sensitive") in order to indicate your claim to an exemption provided in the Illinois FOIA. It is Pace's sole right and responsibility, however, to make the determination whether these items are exempt or not exempt under the Illinois FOIA statutes.

30. Dispute Resolution, Governing Law, Jurisdiction, and Venue:

Either party may initiate a dispute arising out of or related to this Contract by sending a notice of dispute to the other party. Once the dispute is initiated, the parties shall attempt to promptly resolve it through good-faith negotiations. Unless otherwise notified by Pace's Chief Procurement Officer, Contractor shall continue performance under this Contract while the parties attempt to resolve the dispute. If the dispute is not resolved within 14 days after the non-initiating party's receipt of the notice of dispute, either party may submit the dispute to an Illinois court of competent jurisdiction as provided in this section. This Contract shall be governed by and construed in accordance with the laws of the State of Illinois without regard to principles of conflicts of law. Any action arising out of or related to the dispute shall be brought exclusively in the state courts of Illinois and the parties submit to the personal jurisdiction and venue of such courts.

31. Waiver of Jury Trial:

TO THE EXTENT ALLOWED BY APPLICABLE LAW, EACH PARTY IRREVOCABLY WAIVES THE RIGHT TO TRIAL BY JURY IN CONNECTION WITH ANY ACTION CONCERNING A DISPUTE ARISING OUT OF OR RELATED TO THIS CONTRACT.

SECTION B – FTA/IDOT/RTA REQUIREMENTS

U.S. DEPARTMENT OF TRANSPORTATION (DOT)
FEDERAL TRANSIT ADMINISTRATION (FTA)
ILLINOIS DEPARTMENT OF TRANSPORTATION (IDOT)
AND THE REGIONAL TRANSPORTATION AUTHORITY (RTA)

The following terms and conditions are incorporated herein by reference and made a part of any contract(s) issued as a result of a Pace Request for Quotation, Invitation for Bid or Request for Proposal.

FTA Requirements

1. **Fly America Requirements:** The Fly America requirements apply to all contracts greater than \$3,000 which include the transportation of persons or property, by air, between a place in the U.S. and a place outside the U.S., or between places outside the U.S. The Contractor agrees to comply with 49 U.S.C. 40118 (the “Fly America” Act) in accordance with the General Services Administration’s regulations at 41 CFR Part 301-10, which provide that recipients and sub-recipients of Federal funds and their contractors are required to use U.S. Flag air carriers for U.S. Government-financed international air travel and transportation of their personal effects or property, to the extent such service is available, unless travel by foreign air carrier is a matter of necessity, as defined by the Fly America Act. The Contractor shall submit, if a foreign air carrier was used, an appropriate certification or memorandum adequately explaining why service by a U.S. flag air carrier was not available or why it was necessary to use a foreign air carrier and shall, in any event, provide a certificate of compliance with the Fly America requirements. The Contractor agrees to include the requirements of this section in all subcontracts that may involve international air transportation.

2. **Surface Transportation Assistance Act/Buy America:** The Buy America requirements apply to the following types of contracts: Construction Contracts and Acquisition of Goods or Rolling Stock (valued at more than \$150,000). The Buy America requirements flow down from FTA recipients and sub-recipients to first tier contractors, who are responsible for ensuring that lower tier contractors and subcontractors are in compliance. The \$150,000 threshold applies only to the grantee’s (Pace’s) contracts, subcontracts under that amount are subject to Buy America.
 - A. Pursuant to Section 165.a and 165.b of the Surface Transportation Assistance Act of 1982, the Contractor acknowledges that federal funds shall not be appropriated or utilized for any contract awarded pursuant to this bid unless steel, cement and manufactured products used in such projects are produced in the United States; provided however, that the foregoing provision shall not apply where the Secretary of Transportation has made one of the following determinations:
 - (1) That the application of the foregoing provision would be inconsistent with the public interest
 - (2) That such materials and products are not produced in the United States in sufficient and reasonably available quantities and of a satisfactory quality
 - (3) In the case of the procurement of bus and other rolling stock (including train control, communication, and traction power equipment), that (a) the cost of components which are produced in the United States is more than 60% of the vehicle or equipment described in this paragraph, and (b) final assembly of the vehicle or equipment described in this paragraph has taken place in the United States
 - (4) That inclusion of domestic material will increase the cost of the overall project contract by more than 25%

 - B. For purposes of this section, in calculating components' costs, labor costs involved in final assembly shall not be included in the calculation.

 - C. Likewise, the Contractor agrees as a condition of responsiveness to and in order to induce the acceptance of this Bid Proposal, that it will submit with its Bid Proposal, a completed Buy America Certification as set forth herein.

3. **Charter Service Operations:** The Charter Bus requirements apply to the following type of contract: Operational Service Contracts greater than \$3,000. The contractor agrees to comply with 49 U.S.C. 5323(d) and 49 CFR Part 604, which provides that recipients and sub-recipients of FTA assistance are prohibited from providing charter service using federally funded equipment or facilities if there is at least one private charter operator willing and able to provide the service, except under one of the exceptions at 49 CFR 604.9. Any charter service provided under one of the exceptions must be "incidental," i.e., it must not interfere with or detract from the provision of mass transportation.
4. **School Bus Operations:** The School Bus requirements apply to the following type of contract: Operational Service Contracts greater than \$3,000. Pursuant to 69 U.S.C. 5323(f) and 49 CFR Part 605, recipients and sub-recipients of FTA assistance may not engage in school bus operations exclusively for the transportation of students and school personnel in competition with private school bus operators unless qualified under specified exemptions. When operating exclusive school bus service under an allowable exemption, recipients and sub-recipients may not use federally funded equipment, vehicles, or facilities.
5. **Cargo Preference – Use of United States Flag Vessels:** The Cargo Preference requirements apply to all contracts greater than \$3,000 which involving equipment, materials, or commodities which may be transported by ocean vessels. The Contractor agrees:
 - A. To utilize privately owned United States flag commercial vessels to ship at least 50% of the gross tonnage (computed separately for dry bulk carriers, dry cargo lines, and tankers) involved, whenever shipping any equipment, materials, or commodities pursuant to this contract, to the extent such vessels are available at fair and reasonable rates for United States flag commercial vessels.
 - B. To furnish within 20 days following the date of loading, for shipment originating within the United States or within 30 working days following the date of loading for shipments originating outside the United States, a legible copy of a rated, "on board" commercial ocean bill-of-lading in English for each shipment of cargo described in the preceding paragraph to Pace (through the prime contractor in the case of subcontractor bills-of-lading) and to the Division of National Cargo, Office of Market Development, Maritime Administration 400 Seventh Street, S.W., Washington, D.C. 20590, marked with appropriate identification of the project.
 - C. To insert the substance of the provisions of this clause in all subcontracts issued pursuant to this contract.
6. **Seismic Safety:** The Seismic Safety requirements apply only to contracts for the construction of new buildings or additions to existing buildings which are greater than \$3,000.00. The Contractor agrees that any new building or addition to an existing building will be designed and constructed in accordance with the standards for Seismic Safety required in Department of Transportation Seismic Safety Regulations 49 CFR Part 41 and will certify to compliance to the extent required by the regulation. The Contractor also agrees to ensure that all work performed under this contract including work performed by a subcontractor is in compliance with the standards required by the Seismic Safety Regulations and the certification of compliance issued on the project.
7. **Energy Conservation Requirements:** The Energy Conservation requirements are applicable to all contracts which are greater than \$3,000. The Contractor agrees to comply with mandatory standards and policies relating to energy efficiency which are contained in the state energy conservation plan issued in compliance with the Energy Policy and Conservation Act.
8. **Clean Water Requirements:** The Clean Water requirements apply to each contract and subcontract which exceeds \$100,000. (1) The Contractor agrees to comply with all applicable standards, orders or regulations issued pursuant to the Federal Water Pollution Control Act, as amended, 33 U.S.C. 1251 et seq. The Contractor agrees to report each violation to Pace and understands and agrees that Pace will, in turn, report each violation as required to assure notification to FTA and the appropriate EPA Regional Office. (2) The Contractor also agrees to include these requirements in each subcontract exceeding \$100,000 financed in whole or in part with Federal assistance provided by FTA.
9. **Byrd Anti Lobbying Amendment:** Byrd Anti-Lobbying Amendment, 31 U.S.C. 1352, as amended by the Lobbying Disclosure Act of 1995, P.L. 104-65 [to be codified at 2 U.S.C. § 1601, et seq.] - Contractors who apply or bid for an award of \$100,000 or more shall file the certification required by 49 CFR part 20, "New Restrictions on Lobbying." Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 U.S.C. 1352. Each tier shall also disclose the name of any registrant under the Lobbying Disclosure Act of 1995 who has made lobbying contacts on its behalf with non-Federal

funds with respect to that Federal contract, grant or award covered by 31 U.S.C. 1352. Such disclosures are forwarded from tier to tier up to the recipient. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions. The Standard Form-LLL shall be submitted to the Pace Legal Department, Attn: General Counsel who, pursuant to federal regulations, will submit the form(s) to the Federal Transit Administration.

10. **Audit:** Applicable to all contracts greater than \$3,000. The Contractor shall permit the authorized representatives of Pace, IDOT, FTA, RTA and the Comptroller General of the United States to inspect and audit all work, materials, data and records of the Contractor relating to performance under the contract.
11. **Federal Changes:** The Federal Changes requirement applies to all contracts greater than \$3,000. The Contractor shall at all times comply with all applicable FTA regulations, policies, procedures and directives, including without limitation those listed directly or by reference in the FTA Master Agreement (available from the FTA website) between Pace and FTA, as they may be amended or promulgated from time to time during the term of this contract. The Contractor's failure to so comply shall constitute a material breach of this contract.
12. **Clean Air Requirements:** The Clean Air requirements apply to all contracts exceeding \$100,000 including indefinite quantities where the amount is expected to exceed \$100,000 in any year. The Clean Air requirements flow down to all subcontracts which exceed \$100,000. (1) The Contractor agrees to comply with all applicable standards, order or regulations issued pursuant to the Clean Air Act, as amended, 42 U.S.C. § 7401 et seq. The Contractor agrees to report each violation to Pace and understands and agrees that Pace will, in turn, report each violation as required to assure notification to FTA and the appropriate EPA Regional Office. (2) The Contractor also agrees to include these requirements in each subcontract exceeding \$100,000 financed in whole or in part with Federal assistance provided by FTA.
13. **Recovered Materials:** The Contractor agrees to comply with all the requirements of Section 6002 of the Resource Conservation and Recovery Act (RCRA), as amended (42 U.S.C. 6962), including but not limited to the regulatory provisions of 40 CFR Part 247, and Executive Order 12873, as they apply to the procurement of the items designated in Subpart B of 40 CFR Part 247.
14. **Davis-Bacon and Copeland Anti-Kickback Acts:** The Davis-Bacon and Related Acts apply to contractors and subcontractors performing on federally funded or assisted contracts in excess of \$2,000 for the construction, alteration, or repair (including painting and decorating) of public buildings or public works.

(1) Minimum Wages

- (i) All laborers and mechanics employed or working upon the site of the work (or under the United States Housing Act of 1937 or under the Housing Act of 1949 in the construction or development of the project), will be paid unconditionally and not less often than once a week, and without subsequent deduction or rebate on any account (except such payroll deductions as are permitted by regulations issued by the Secretary of Labor under the Copeland Act (29 CFR part 3)), the full amount of wages and bona fide fringe benefits (or cash equivalents thereof) due at time of payment computed at rates not less than those contained in the wage determination of the Secretary of Labor which is attached hereto and made a part hereof, regardless of any contractual relationship which may be alleged to exist between the Contractor and such laborers and mechanics.

Contributions made or costs reasonably anticipated for bona fide fringe benefits under section 1(b)(2) of the Davis-Bacon Act on behalf of laborers or mechanics are considered wages paid to such laborers or mechanics, subject to the provisions of paragraph (1)(iv) of this section; also, regular contributions made or costs incurred for more than a weekly period (but not less often than quarterly) under plans, funds, or programs which cover the particular weekly period, are deemed to be constructively made or incurred during such weekly period. Such laborers and mechanics shall be paid the appropriate wage rate and fringe benefits on the wage determination for the classification of work actually performed, without regard to skill, except as provided in 29 CFR Part 5.5(a)(4). Laborers or mechanics performing work in more than one classification may be compensated at the rate specified for each classification for the time actually worked therein: Provided, that the employer's payroll records accurately set forth the time spent in each classification in which work is performed. The wage determination (including any additional classifications and wage rates conformed under paragraph (1)(ii) of this section) and the Davis-Bacon poster (WH-

1321) shall be posted at all times by the Contractor and its subcontractors at the site of the work in a prominent and accessible place where it can be easily seen by the workers.

- (ii)(A) The contracting officer shall require that any class of laborers or mechanics, including helpers, which is not listed in the wage determination and which is to be employed under the contract shall be classified in conformance with the wage determination. The contracting officer shall approve an additional classification and wage rate and fringe benefits therefore only when the following criteria have been met:
- (1) Except with respect to helpers as defined as 29 CFR 5.2(n)(4), the work to be performed by the classification requested is not performed by a classification in the wage determination; and
 - (2) The classification is utilized in the area by the construction industry; and
 - (3) The proposed wage rate, including any bona fide fringe benefits, bears a reasonable relationship to the wage rates contained in the wage determination; and
 - (4) With respect to helpers as defined in 29 CFR 5.2(n)(4), such a classification prevails in the area in which the work is performed.
- (B) If the Contractor and the laborers and mechanics to be employed in the classification (if known), or their representatives, and the contracting officer agree on the classification and wage rate (including the amount designated for fringe benefits where appropriate), a report of the action taken shall be sent by the contracting officer to the Administrator of the Wage and Hour Division, Employment Standards Administration, U.S. Department of Labor, Washington, DC 20210. The Administrator, or an authorized representative, will approve, modify, or disapprove every additional classification action within 30 days of receipt and so advise the contracting officer or will notify the contracting officer within the 30-day period that additional time is necessary.
- (C) In the event the Contractor, the laborers or mechanics to be employed in the classification or their representatives, and the contracting officer do not agree on the proposed classification and wage rate (including the amount designated for fringe benefits, where appropriate), the contracting officer shall refer the questions, including the views of all interested parties and the recommendation of the contracting officer, to the Administrator for determination. The Administrator, or an authorized representative, will issue a determination within 30 days of receipt and so advise the contracting officer or will notify the contracting officer within the 30-day period that additional time is necessary.
- (D) The wage rate (including fringe benefits where appropriate) determined pursuant to paragraphs (a)(1)(ii) (B) or (C) of this section, shall be paid to all workers performing work in the classification under this contract from the first day on which work is performed in the classification.
- (iii) Whenever the minimum wage rate prescribed in the contract for a class of laborers or mechanics includes a fringe benefit which is not expressed as an hourly rate, the Contractor shall either pay the benefit as stated in the wage determination or shall pay another bona fide fringe benefit or an hourly cash equivalent thereof.
- (iv) If the Contractor does not make payments to a trustee or other third person, the Contractor may consider as part of the wages of any laborer or mechanic the amount of any costs reasonably anticipated in providing bona fide fringe benefits under a plan or program, Provided, That the Secretary of Labor has found, upon the written request of the Contractor, that the applicable standards of the Davis-Bacon Act have been met. The Secretary of Labor may require the Contractor to set aside in a separate account, assets for the meeting of obligations under the plan or program.
- (v)(A) The contracting officer shall require that any class of laborers or mechanics which is not listed in the wage determination and which is to be employed under the contract shall be classified in conformance with the wage determination. The contracting officer shall approve an additional classification and wage rate and fringe benefits therefore only when the following criteria have been met:

- (1) The work to be performed by the classification requested is not performed by a classification in the wage determination; and
 - (2) The classification is utilized in the area by the construction industry; and
 - (3) The proposed wage rate, including any bona fide fringe benefits, bears a reasonable relationship to the wage rates contained in the wage determination.
- (B) If the Contractor and the laborers and mechanics to be employed in the classification (if known), or their representatives, and the contracting officer agree on the classification and wage rate (including the amount designated for fringe benefits where appropriate), a report of the action taken shall be sent by the contracting officer to the Administrator of the Wage and Hour Division, Employment Standards Administration, Washington, DC 20210. The Administrator, or an authorized representative, will approve, modify, or disapprove every additional classification action within 30 days of receipt and so advise the contracting officer or will notify the contracting officer within the 30-day period that additional time is necessary.
- (C) In the event the Contractor, the laborers or mechanics to be employed in the classification or their representatives, and the contracting officer do not agree on the proposed classification and wage rate (including the amount designated for fringe benefits, where appropriate), the contracting officer shall refer the questions, including the views of all interested parties and the recommendation of the contracting officer, to the Administrator for determination. The Administrator, or an authorized representative, will issue a determination with 30 days of receipt and so advise the contracting officer or will notify the contracting officer within the 30-day period that additional time is necessary.
- (D) The wage rate (including fringe benefits where appropriate) determined pursuant to paragraphs (a)(1)(v) (B) or (C) of this section, shall be paid to all workers performing work in the classification under this contract from the first day on which work is performed in the classification.
- (2) **Withholding** – The Suburban Bus Division of the Regional Transportation Authority (Pace) shall upon its own action or upon written request of an authorized representative of the Department of Labor withhold or cause to be withheld from the Contractor under this contract or any other Federal contract with the same prime Contractor, or any other federally-assisted contract subject to Davis-Bacon prevailing wage requirements, which is held by the same prime Contractor, so much of the accrued payments or advances as may be considered necessary to pay laborers and mechanics, including apprentices, trainees, and helpers, employed by the Contractor or any subcontractor the full amount of wages required by the contract. In the event of failure to pay any laborer or mechanic, including any apprentice, trainee, or helper, employed or working on the site of the work (or under the United States Housing Act of 1937 or under the Housing Act of 1949 in the construction or development of the project), all or part of the wages required by the contract, the Suburban Bus Division of the Regional Transportation Authority (Pace) may, after written notice to the Contractor, sponsor, applicant, or owner, take such action as may be necessary to cause the suspension of any further payment, advance, or guarantee of funds until such violations have ceased.
- (3) **Payrolls and basic records**
- (i) Payrolls and basic records relating thereto shall be maintained by the Contractor during the course of the work and preserved for a period of three years thereafter for all laborers and mechanics working at the site of the work (or under the United States Housing Act of 1937, or under the Housing Act of 1949, in the construction or development of the project). Such records shall contain the name, address, and social security number of each such worker, his or her correct classification, hourly rates of wages paid (including rates of contributions or costs anticipated for bona fide fringe benefits or cash equivalents thereof of the types described in section 1(b)(2)(B) of the Davis-Bacon Act), daily and weekly number of hours worked, deductions made and actual wages paid. Whenever the Secretary of Labor has found under 29 CFR 5.5(a)(1)(iv) that the wages of any laborer or mechanic include the amount of any costs reasonably anticipated in providing benefits under a plan or program described in section 1(b)(2)(B) of the Davis-Bacon Act, the Contractor shall maintain records which show that the commitment to provide such benefits is enforceable, that the plan or program is financially responsible, and that the plan or program has been communicated in writing to the laborers or mechanics affected, and records which show the costs anticipated or the actual cost incurred in providing such benefits. Contractors employing apprentices or trainees under approved programs shall maintain written evidence of the registration of apprenticeship programs and certification of trainee programs, the registration of the apprentices and trainees, and the ratios and wage rates prescribed in the applicable programs.

- (ii)(A) The Contractor shall submit weekly for each week in which any contract work is performed a copy of all payrolls to the Suburban Bus Division of the Regional Transportation Authority (Pace) for transmission to the Federal Transit Administration. The payrolls submitted shall set out accurately and completely all of the information required to be maintained under section 5.5(a)(3)(i) of Regulations, 29 CFR part 5. This information may be submitted in any form desired. Optional Form WH-347 is available for this purpose and may be purchased from the Superintendent of Documents (Federal Stock Number 029-005-00014-1), U.S. Government Printing Office, Washington DC 20402. The prime Contractor is responsible for the submission of copies of payrolls by all subcontractors.
- (B) Each payroll submitted shall be accompanied by a "Statement of Compliance," signed by the Contractor or subcontractor or his or her agent who pays or supervises the payment of the persons employed under the contract and shall certify the following:
 - (1) That the payroll for the payroll period contains the information required to be maintained under section 5.5(a)(3)(i) of Regulations, 29 CFR part 5 and that such information is correct and complete;
 - (2) That each laborer or mechanic (including each helper, apprentice, and trainee) employed on the contract during the payroll period has been paid the full weekly wages earned, without rebate, either directly or indirectly, and that no deductions have been made either directly or indirectly from the full wages earned, other than permissible deductions as set forth in Regulations, 29 CFR part 3;
 - (3) That each laborer or mechanic has been paid not less than the applicable wage rates and fringe benefits or cash equivalents for the classification of work performed, as specified in the applicable wage determination incorporated into the contract.
- (C) The weekly submission of a properly executed certification set forth on the reverse side of Optional Form WH-347 shall satisfy the requirement for submission of the "Statement of Compliance" required by paragraph (a)(3)(ii)(B) of this section.
- (D) The falsification of any of the above certifications may subject the Contractor or subcontractor to civil or criminal prosecution under section 1001 of title 18 and section 231 of title 31 of the United States Code.
- (iii) The Contractor or subcontractor shall make the records required under paragraph (a)(3)(i) of this section available for inspection, copying, or transcription by authorized representatives of the Federal Transit Administration or the Department of Labor, and shall permit such representatives to interview employees during working hours on the job. If the Contractor or subcontractor fails to submit the required records or to make them available, the Federal agency may, after written notice to the Contractor, sponsor, applicant, or owner, take such action as may be necessary to cause the suspension of any further payment, advance, or guarantee of funds. Furthermore, failure to submit the required records upon request or to make such records available may be grounds for debarment action pursuant to 29 CFR 5.12.

(4) Apprentices and trainees

- (i) Apprentices – Apprentices will be permitted to work at less than the predetermined rate for the work they performed when they are employed pursuant to and individually registered in a bona fide apprenticeship program registered with the U.S. Department of Labor, Employment and Training Administration, Bureau of Apprenticeship and Training, or with a State Apprenticeship Agency recognized by the Bureau, or if a person is employed in his or her first 90 days of probationary employment as an apprentice in such an apprenticeship program, who is not individually registered in the program, but who has been certified by the Bureau of Apprenticeship and Training or a State Apprenticeship Agency (where appropriate) to be eligible for probationary employment as an apprentice. The allowable ratio of apprentices to journeymen on the job site in any craft classification shall not be greater than the ratio permitted to the Contractor as to the entire work force under the registered program. Any worker listed on a payroll at an apprentice wage rate, who is not registered or otherwise employed as stated above, shall be paid not less than the applicable wage rate on the wage determination for the classification of work actually performed. In addition, any apprentice performing work on the job site in excess of the ratio permitted under the registered program shall be paid not less than the applicable wage rate on the wage determination for the work actually performed. Where a Contractor is performing construction on a project in a locality other than that in which its program is registered, the ratios and wage rates (expressed in percentages of the journeyman's hourly rate) specified in the Contractor's or subcontractor's registered program shall be

observed. Every apprentice must be paid at not less than the rate specified in the registered program for the apprentice's level of progress, expressed as a percentage of the journeymen hourly rate specified in the applicable wage determination. Apprentices shall be paid fringe benefits in accordance with the provisions of the apprenticeship program. If the apprenticeship program does not specify fringe benefits, apprentices must be paid the full amount of fringe benefits listed on the wage determination for the applicable classification. If the Administrator of the Wage and Hour Division of the U.S. Department of Labor determines that a different practice prevails for the applicable apprentice classification, fringes shall be paid in accordance with that determination. In the event the Bureau of Apprenticeship and Training, or a State Apprenticeship Agency recognized by the Bureau, withdraws approval of an apprenticeship program, the Contractor will no longer be permitted to utilize apprentices at less than the applicable predetermined rate for the work performed until an acceptable program is approved.

- (ii) **Trainees** – Except as provided in 29 CFR 5.16, trainees will not be permitted to work at less than the predetermined rate for the work performed unless they are employed pursuant to and individually registered in a program which has received prior approval, evidenced by formal certification by the U.S. Department of Labor, Employment and Training Administration. The ratio of trainees to journeymen on the job site shall not be greater than permitted under the plan approved by the Employment and Training Administration. Every trainee must be paid at not less than the rate specified in the approved program for the trainee's level of progress, expressed as a percentage of the journeyman hourly rate specified in the applicable wage determination. Trainees shall be paid fringe benefits in accordance with the provisions of the trainee program. If the trainee program does not mention fringe benefits, trainees shall be paid the full amount of fringe benefits listed on the wage determination unless the Administrator of the Wage and Hour Division determines that there is an apprenticeship program associated with the corresponding journeyman wage rate on the wage determination which provides for less than full fringe benefits for apprentices. Any employee listed on the payroll at a trainee rate who is not registered and participating in a training plan approved by the Employment and Training Administration shall be paid not less than the applicable wage rate on the wage determination for the classification of work actually performed. In addition, any trainee performing work on the job site in excess of the ratio permitted under the registered program shall be paid not less than the applicable wage rate on the wage determination for the work actually performed. In the event the Employment and Training Administration withdraws approval of a training program, the Contractor will no longer be permitted to utilize trainees at less than the applicable predetermined rate for the work performed until an acceptable program is approved.
 - (iii) **Equal employment opportunity** – The utilization of apprentices, trainees and journeymen under this part shall be in conformity with the equal employment opportunity requirements of Executive Order 11246, as amended, and 29 CFR part 30.
- (5) **Compliance with Copeland Act requirements** – The Contractor shall comply with the requirements of 29 CFR Part 3, which are incorporated by reference in this contract.
 - (6) **Subcontracts** – The Contractor or subcontractor shall insert in any subcontracts the clauses contained in 29 CFR 5.5(a)(1) through (10) and such other clauses as the Federal Transit Administration may by appropriate instructions require, and also a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The prime Contractor shall be responsible for the compliance by any subcontractor or lower tier subcontractor with all the contract clauses in 29 CFR 5.5.
 - (7) **Contract termination: debarment** - A breach of the contract clauses in 29 CFR 5.5 may be grounds for termination of the contract, and for debarment as a Contractor and a subcontractor as provided in 29 CFR 5.12.
 - (8) **Compliance with Davis-Bacon and Related Act requirements** – All rulings and interpretations of the Davis-Bacon and Related Acts contained in 29 CFR parts 1, 3, and 5 are herein incorporated by reference in this contract.
 - (9) **Disputes concerning labor standards** – Disputes arising out of the labor standards provisions of this contract shall not be subject to the general disputes clause of this contract. Such disputes shall be resolved in accordance with the procedures of the Department of Labor set forth in 29 CFR parts 5, 6, and 7. Disputes within the meaning of this clause include disputes between the Contractor (or any of its subcontractors) and the contracting agency, the U.S. Department of Labor, or the employees or their representatives.
 - (10) **Certification of eligibility** –
 - (i) By entering into this contract, the Contractor certifies that neither it (nor he or she) nor any person or firm who has an interest in the Contractor's firm is a person or firm ineligible to be awarded Government contracts by virtue of section 3(a) of the Davis-Bacon Act or 29 CFR 5.12(a)(1).

(ii) No part of this contract shall be subcontracted to any person or firm ineligible for award of a Government contract by virtue of section 3(a) of the Davis-Bacon Act or 29 CFR 5.12(a)(1).

(iii) The penalty for making false statements is prescribed in the U.S. Criminal Code, 18 U.S.C. 1001

15. **Contract Work Hours and Safety Standards:** This Act applies to construction contracts greater than \$100,000 and, in very limited circumstances, non-construction projects greater than \$100,000.00 that employ laborers or mechanics on public work.

(1) **Overtime requirements** – No Contractor or subcontractor contracting for any part of the contract work which may require or involve the employment of laborers or mechanics shall require or permit any such laborer or mechanic in any workweek in which he or she is employed on such work to work in excess of forty hours in such workweek unless such laborer or mechanic receives compensation at a rate not less than one and one-half times the basic rate of pay for all hours worked in excess of forty hours in such workweek.

(2) **Violation; liability for unpaid wages; liquidated damages** – In the event of any violation of the clause set forth in paragraph (1) of this section the Contractor and any subcontractor responsible therefore shall be liable for the unpaid wages. In addition, such Contractor and subcontractor shall be liable to the United States for liquidated damages. Such liquidated damages shall be computed with respect to each individual laborer or mechanic, including watchmen and guards, employed in violation of the clause set forth in paragraph (1) of this section, in the sum of \$10 for each calendar day on which such individual was required or permitted to work in excess of the standard workweek of forty hours without payment of the overtime wages required by the clause set forth in paragraph (1) of this section.

(3) **Withholding for unpaid wages and liquidated damages** – Pace shall upon its own action or upon written request of an authorized representative of the Department of Labor withhold or cause to be withheld, from any moneys payable on account of work performed by the Contractor or subcontractor under any such contract or any other Federal contract with the same prime Contractor, or any other federally-assisted contract subject to the Contract Work Hours and Safety Standards Act, which is held by the same prime Contractor, such sums as may be determined to be necessary to satisfy any liabilities of such Contractor or subcontractor for unpaid wages and liquidated damages as provided in the clause set forth in paragraph (2) of this section.

(4) **Subcontracts** – The Contractor or subcontractor shall insert in any subcontracts the clauses set forth in paragraphs (1) through (4) of this section and also a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The prime Contractor shall be responsible for compliance by any subcontractor or lower tier subcontractor with the clauses set forth in paragraphs (1) through (4) of this section.

16. **No Obligation by the Federal Government:** Applicable to all contracts greater than \$3,000. (1) Pace and the Contractor acknowledge and agree that, notwithstanding any concurrence by the Federal Government in or approval of the solicitation or award of the underlying contract, absent the express written consent by the Federal Government, the Federal Government is not a party to this contract and shall not be subject to any obligations or liabilities to the Pace, the Contractor, or any other party (whether or not a party to that contract) pertaining to any matter resulting from the underlying contract. (2) The Contractor agrees to include the above clause in each subcontract financed in whole or in part with Federal assistance provided by FTA. It is further agreed that the clause shall not be modified, except to identify the subcontractor who will be subject to its provisions.

17. **Program Fraud and False or Fraudulent Statements or Related Acts:** These requirements are applicable to all contracts greater than \$3,000.

(1) The Contractor acknowledges that the provisions of the Program Fraud Civil Remedies Act of 1986, as amended, 31 U.S.C. § § 3801 et seq. and U.S. DOT regulations, "Program Fraud Civil Remedies," 49 C.F.R. Part 31, apply to its actions pertaining to this Project. Upon execution of the underlying contract, the Contractor certifies or affirms the truthfulness and accuracy of any statement it has made, it makes, it may make, or causes to be made, pertaining to the underlying contract or the FTA assisted project for which this contract work is being performed. In addition to other penalties that may be applicable, the Contractor further acknowledges that if it makes, or causes to be made, a false, fictitious, or fraudulent claim, statement, submission, or certification, the Federal Government reserves the right to impose the penalties of the Program Fraud Civil Remedies Act of 1986 on the Contractor to the extent the Federal Government deems appropriate.

- (2) The Contractor also acknowledges that if it makes, or causes to be made, a false, fictitious, or fraudulent claim, statement, submission, or certification to the Federal Government under a contract connected with a project that is financed in whole or in part with Federal assistance originally awarded by FTA under the authority of 49 U.S.C. § 5307, the Government reserves the right to impose the penalties of 18 U.S.C. § 1001 and 49 U.S.C. § 5307(n)(1) on the Contractor, to the extent the Federal Government deems appropriate.
- (3) The Contractor agrees to include the above two clauses in each subcontract financed in whole or in part with Federal assistance provided by FTA. It is further agreed that the clauses shall not be modified, except to identify the subcontractor who will be subject to the provisions.
18. **Ineligible Contractors and Subcontractors**: Applicable to all contracts of any value. Any name appearing upon the Comptroller General of the United States' list of ineligible Contractors for federally financed and assisted projects shall not be eligible to act as a subcontractor for the Contractor pursuant to this contract. In the event the Contractor is on the Comptroller General's list of ineligible Contractors for federally financed or assisted projects, this contract may be canceled, terminated or suspended by Pace.
19. **Contracts Involving Federal Privacy Act Requirements**: When a grantee maintains files on drug and alcohol enforcement activities for FTA, and those files are organized so that information could be retrieved by personal identifier, the Privacy Act requirements apply to all contracts greater than \$3,000. The following requirements apply to the Contractor and its employees that administer any system of records on behalf of the Federal Government under any contract: (1) The Contractor agrees to comply with, and assures the compliance of its employees with, the information restrictions and other applicable requirements of the Privacy Act of 1974, 5 U.S.C. § 552a. Among other things, the Contractor agrees to obtain the express consent of the Federal Government before the Contractor or its employees operate a system of records on behalf of the Federal Government. The Contractor understands that the requirements of the Privacy Act, including the civil and criminal penalties for violation of that Act, apply to those individuals involved, and that failure to comply with the terms of the Privacy Act may result in termination of the underlying contract. (2) The Contractor also agrees to include these requirements in each subcontract to administer any system of records on behalf of the Federal Government financed in whole or in part with Federal assistance provided by FTA.
20. **Civil Rights**: Applicable to all contracts greater than \$3,000. The Contractor, for itself, its assignees and successors in interests, agrees that it will comply with the following regulations:
- 1) **Construction Contracts** – For any contract for construction, the Contractor shall comply with the equal opportunity requirements of 41 CFR, Subsection 60-1.4(b)(1) and Subsection 60-1.4(c); the provisions of Executive Order 11246 Subsection 202 and as set forth in the most current FTA Master Agreement available from the FTA website. The Contractor shall include a citation to said requirements in all subcontracts.
 - 2) **Nondiscrimination** – In accordance with Title VI of the Civil Rights Act, as amended, 42 U.S.C. § 2000d, section 303 of the Age Discrimination Act of 1975, as amended, 42 U.S.C. § 6102, section 202 of the Americans with Disabilities Act of 1990, 42 U.S.C. § 12132, and Federal transit law at 49 U.S.C. § 5332, the Contractor agrees that it will not discriminate against any employee or applicant for employment because of race, color, creed, national origin, sex, age, or disability. In addition, the Contractor agrees to comply with applicable Federal implementing regulations and other implementing requirements FTA may issue.
 - 3) **Equal Employment Opportunity** – The following equal employment opportunity requirements apply to the underlying contract:
 - (a) **Race, Color, Creed, National Origin, Sex** – In accordance with Title VII of the Civil Rights Act, as amended, 42 U.S.C. § 2000e, and Federal transit laws at 49 U.S.C. § 5332, the Contractor agrees to comply with all applicable equal employment opportunity requirements of U.S. Department of Labor (U.S. DOL) regulations, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor," 41 C.F.R. Parts 60 et seq., (which implement Executive Order No. 11246, "Equal Employment Opportunity," as amended by Executive Order No. 11375, "Amending Executive Order 11246 Relating to Equal Employment Opportunity," 42 U.S.C. § 2000e note), and with any applicable Federal statutes, executive orders, regulations, and Federal policies that may in the future affect construction activities undertaken in the course of the Project. The Contractor agrees to take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, creed, national origin, sex, or age. Such action shall include,

but not be limited to, the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. In addition, the Contractor agrees to comply with any implementing requirements FTA may issue.

- (b) Age – In accordance with section 4 of the Age Discrimination in Employment Act of 1967, as amended, 29 U.S.C. § § 623 and Federal transit law at 49 U.S.C. § 5332, the Contractor agrees to refrain from discrimination against present and prospective employees for reason of age. In addition, the Contractor agrees to comply with any implementing requirements FTA may issue.
 - (c) Disabilities – In accordance with section 102 of the Americans with Disabilities Act, as amended, 42 U.S.C. § 12112, the Contractor agrees that it will comply with the requirements of U.S. Equal Employment Opportunity Commission, "Regulations to Implement the Equal Employment Provisions of the Americans with Disabilities Act," 29 C.F.R. Part 1630, pertaining to employment of persons with disabilities. In addition, the Contractor agrees to comply with any implementing requirements FTA may issue.
- 4) The Contractor also agrees to include these requirements in each subcontract financed in whole or in part with Federal assistance provided by FTA, modified only if necessary to identify the affected parties.
21. **Patent Rights:** Patent and rights in data requirements for federally assisted projects ONLY apply to research projects in which FTA finances the purpose of the grant is to finance the development of a product or information on contracts greater than \$3,000. These patent and data rights requirements do not apply to capital projects or operating projects, even though a small portion of the sales price may cover the cost of product development or writing the user's manual. This Agreement shall be subject to the FTA's policy on any invention, improvement, or discovery conceived or first actually reduced to practice in conjunction with planning, research development or demonstration projects as stated in the most current FTA Master Agreement available from the FTA website.
22. **Copyright and Rights in Data:** Patent and rights in data requirements for federally assisted projects ONLY apply to research projects in which FTA finances the purpose of the grant is to finance the development of a product or information on contracts greater than \$3,000. These patent and data rights requirements do not apply to capital projects or operating projects, even though a small portion of the sales price may cover the cost of product development or writing the user's manual. This Agreement shall be subject to the FTA's policy on copyrights and rights in data with respect to reports and other technical materials developed with in conjunction with planning, research development or demonstration projects. That policy as set forth in the most current FTA Master Agreement available from the FTA website permits the author or grantee to copyright the work, but FTA reserves a royalty-free nonexclusive and irrevocable license to reproduce, publish or otherwise use, and to authorize others to use, the work for Government purposes.
23. **Transit Employee Protective Provisions:** The Transit Employee Protective Provisions apply to each contract greater than \$3,000 for transit operations performed by employees of a Contractor recognized by FTA to be a transit operator.
- (1) The Contractor agrees to comply with applicable transit employee protective requirements as follows:
 - (a) General Transit Employee Protective Requirements – To the extent that FTA determines that transit operations are involved, the Contractor agrees to carry out the transit operations work on the underlying contract in compliance with terms and conditions determined by the U.S. Secretary of Labor to be fair and equitable to protect the interests of employees employed under this contract and to meet the employee protective requirements of 49 U.S.C. A 5333(b), and U.S. DOL guidelines at 29 C.F.R. Part 215, and any amendments thereto. These terms and conditions are identified in the letter of certification from the U.S. DOL to FTA applicable to the FTA Recipient's project from which Federal assistance is provided to support work on the underlying contract. The Contractor agrees to carry out that work in compliance with the conditions stated in that U.S. DOL letter. The requirements of this subsection (1), however, do not apply to any contract financed with Federal assistance provided by FTA either for projects for elderly individuals and individuals with disabilities authorized by 49 U.S.C. § 5310(a)(2), or for projects for non-urbanized areas authorized by 49 U.S.C. § 5311. Alternate provisions for those projects are set forth in subsections (b) and (c) of this clause.
 - (b) Transit Employee Protective Requirements for Projects Authorized by 49 U.S.C. § 5310(a)(2) for Elderly Individuals and Individuals with Disabilities – If the contract involves transit operations financed in whole or in part with Federal assistance authorized by 49 U.S.C. § 5310(a)(2), and if the U.S. Secretary of Transportation has determined or determines in the future

that the employee protective requirements of 49 U.S.C. § 5333(b) are necessary or appropriate for the state and the public body sub-recipient for which work is performed on the underlying contract, the Contractor agrees to carry out the Project in compliance with the terms and conditions determined by the U.S. Secretary of Labor to meet the requirements of 49 U.S.C. § 5333(b), U.S. DOL guidelines at 29 C.F.R. Part 215, and any amendments thereto. These terms and conditions are identified in the U.S. DOL's letter of certification to FTA, the date of which is set forth Grant Agreement or Cooperative Agreement with the state. The Contractor agrees to perform transit operations in connection with the underlying contract in compliance with the conditions stated in that U.S. DOL letter.

- (c) Transit Employee Protective Requirements for Projects Authorized by 49 U.S.C. § 5311 in Non-urbanized Areas – If the contract involves transit operations financed in whole or in part with Federal assistance authorized by 49 U.S.C. § 5311, the Contractor agrees to comply with the terms and conditions of the Special Warranty for the Non-urbanized Area Program agreed to by the U.S. Secretaries of Transportation and Labor, dated May 31, 1979, and the procedures implemented by U.S. DOL or any revision thereto.
- (2) The Contractor also agrees to include any applicable requirements in each subcontract involving transit operations financed in whole or in part with Federal assistance provided by FTA.
- 24. **Drug and Alcohol Testing**: This provision applies to all Operational Service Contracts greater than \$3,000. The Contractor agrees to participate in Pace's drug and alcohol program established in compliance with 49 CFR 655 which if applicable shall be attached as a separate exhibit to this contract.
- 25. **Incorporation of Federal Transit Administration (FTA) Terms**: The incorporation of FTA terms applies to all contracts greater than \$3,000. The preceding provisions include, in part, certain Standard Terms and Conditions required by DOT, whether or not expressly set forth in the preceding contract provisions. All contractual provisions required by DOT, as set forth in FTA Circular 4220.1F or most recent version are hereby incorporated by reference. Anything to the contrary herein notwithstanding, all FTA mandated terms shall be deemed to control in the event of a conflict with other provisions contained in this Agreement. The Contractor shall not perform any act, fail to perform any act, or refuse to comply with any Suburban Bus Division of the Regional Transportation Authority (Pace) requests which would cause the Suburban Bus Division of the Regional Transportation Authority (Pace) to be in violation of the FTA terms and conditions.
- 26. **Veterans Employment**: Recipients and subrecipients of Federal financial assistance under this chapter shall ensure that contractors working on a capital project funded using such assistance give a hiring preference, to the extent practicable, to veterans (as defined in section 2108 of title 5) who have the requisite skills and abilities to perform the construction work required under the contract. This subsection shall not be understood, construed or enforced in any manner that would require an employer to give preference to any veteran over any equally qualified applicant who is a member of any racial or ethnic minority, female, an individual with a disability, or former employee.

IDOT/RTA/State Requirements

- 27. **Illinois Prevailing Wage Act (820 ILCS 130)**: It is the policy of the State of Illinois that a wage of no less than the general prevailing hourly rate as paid for work of a similar character in the locality in which the work is performed, shall be paid to all laborers, workers and mechanics employed by or on behalf of any and all public bodies engaged in public works. This Act applies to the wages of laborers, mechanics and other workers employed in any public works, as stated in the Illinois Prevailing Wage Act (820 ILCS 130), by any public body and to anyone under Contract for public works. This includes any maintenance, repair, assembly, or disassembly work performed on equipment whether owned, leased, or rented. Public works is defined as all fixed construction work performed by or on behalf of any public body, paid in whole or in part with public funds.

Only such laborers, workers and mechanics as are directly employed by contractors or subcontractors in actual construction work on the site of the building or construction job, and laborers, workers and mechanics engaged in the transportation of materials and equipment to or from the site, but not including the transportation by the sellers and suppliers or the manufacturer or processing of materials or equipment, in the execution of any contract or contracts for public works with any public body shall be deemed to be employed upon public works. The wage for a tradesman performing maintenance is equivalent to that of a tradesman engaged in construction or demolition.

28. **Bid Evaluation Requirements:** In the event a single bid is received, it may be necessary for Pace to conduct a price and or cost analysis of the bid price with the Contractor's full cooperation. The Contractor shall provide all documents requested by Pace to perform the analysis.
29. **The Americans with Disabilities Act:** Applicable to all contracts greater than \$3,000. The Contractor agrees to comply with, and assure that any subcontractor complies with all applicable requirements of 42 USC 12101 et seq.
30. **Use of Metric Units of Measure and English Language:** All Contract documents, conferences, letters, technical information and drawings provided by the Contractor shall be conducted or offered solely in the English language and using both the U.S. customary system of weights and measures and the Metric units system of weights and measures.
31. **Interest of Members of Congress:** No member of or delegate to the Congress of the United States shall be admitted to any share or part of this contract or to any benefit arising therefrom.
32. **Financial Assistance Contract:** This contract is subject to the provisions of the financial assistance contracts between Pace and other sponsoring agencies which are identified in the Invitation for Bids as FTA, IDOT, and RTA.
33. **State of Illinois Non-Collusion:** The bidder shall certify that the bid/proposal submitted was not made in the interest of or on behalf of any undisclosed person, partnership, company, organization or corporation; that such bid is genuine and not collusive or sham, and that said bidder has not been a party to any agreement or collusion among bidders or prospective bidders in restraint of freedom of competition by agreement to bid a fixed price, or otherwise, or to refrain from bidding and has not, directly or indirectly, by agreement, communication or conference with anyone attempted to induce action prejudicial to the interest of the Suburban Bus Division of the Regional Transportation Authority (Pace) or any bidder or anyone else interested in the proposed contract
34. **State of Illinois Ineligible Contractors and Subcontractors:** The Contractor shall certify that it is not barred from contracting with any unit of State or local government as a result of a violation of either Section 33E-3 or 33E-4 of the Illinois Criminal Code (Ill. Rev. Stat. Chap.38,33E-1,ET.SEQ.)

CERTIFICATION OF RESTRICTIONS ON LOBBYING

This Certification is required to be completed and returned with the solicitation if the offer **EXCEEDS \$100,000**. Failure to return this Certification with the solicitation may result in a determination that the offer is non-responsive or unacceptable. The undersigned certifies, to the best of his or her knowledge or belief, that:

- (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal Contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal Contract, grant, loan, or cooperative agreement.
- (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal Contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions. The Standard Form-LLL shall be submitted to the Pace Legal Department, Attn: General Counsel who, pursuant to federal regulations, will submit the form(s) to the Federal Transit Administration.
- (3) The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including sub-contracts, sub-grants, and Contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each failure.

Executed this 24th day of July, 2019.

By: 
(Signature of authorized official)

Mark Foster
(printed/typed name)

Chief Operations Officer
(Title of authorized official)

CERTIFICATION REGARDING SUSPENSION AND DEBARMENT

This Contract is a covered transaction for purposes of 49 CFR Part 29. As such, the Contractor is required to verify that none of the Contractor, its principals, as defined at 49 CFR 29.995, or affiliates, as defined at 49 CFR 29.905, are excluded or disqualified as defined at 49 CFR 29.940 and 29.945.

The Contractor is required to comply with 49 CFR 29, Subpart C and must include the requirement to comply with 49 CFR 29, Subpart C in any lower tier covered transaction it enters into. By signing and submitting its bid or proposal, the bidder or proposer certifies as follows:

The certification in this clause is a material representation of fact relied upon by the Suburban Bus Division of the Regional Transportation Authority (Pace). If it is later determined that the bidder or proposer knowingly rendered an erroneous certification, in addition to remedies available to the Suburban Bus Division of the Regional Transportation Authority (Pace), the Federal Government may pursue available remedies, including but not limited to, suspension and/or debarment. The bidder or proposer agrees to comply with the requirements of 49 CFR 29, Subpart C while this offer is valid and throughout the period of any Contract that may arise from this offer. The bidder or proposer further agrees to include a provision requiring such compliance in its lower tier covered transactions.



**Mark Foster
Chief Operations Officer
Cook DuPage Transportation, Inc.**

(Signature and Title of Authorized Official)

NON-COLLUSION AFFIDAVIT

IMPORTANT: This affidavit must be properly completed and submitted with all bids

STATE OF Illinois

COUNTY OF DuPage

Mark Foster

(Enter name of person making affidavit)

being first duly sworn, deposes and says that he/she is

Chief Operations Officer

(Enter "Sole owner", "A Partner", "President", or other proper title)

Cook DuPage Transportation, Inc.
of _____

(Enter name of firm)

the bidder submitting this proposal; that such bid was not made in the interest of or on behalf of any undisclosed person, partnership, company, organization or corporation; that such bid is genuine and not collusive or sham, and that said bidder has not been a party to any agreement or collusion among bidders or prospective bidders in restraint of freedom of competition by agreement to bid a fixed price, or otherwise, or to refrain from bidding and has not, directly or indirectly, by agreement, communication or conference with anyone attempted to induce action prejudicial to the interest of the Suburban Bus Division or any bidder or anyone else interested in the proposed Contract. The bidder further certifies that it is not barred from contracting with any State or unit of local government as a result of a violation of either Section 33E-3 or Section 33E-4 of Article 33E of the Illinois Criminal Code (III. Rev. Stat. Chap.38,33E-1,ET.SEQ.)

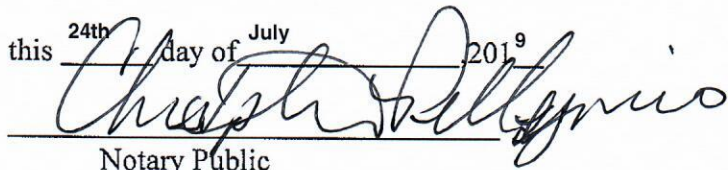


(Signature of person making affidavit)

Mark Foster, Chief Operations Officer

SUBSCRIBED AND SWORN TO BEFORE ME

this 24th day of July, 2019



Notary Public

(NOTARY SEAL)

CONFLICT OF INTEREST

The Contractor is prohibited from performing any work or services for Pace which would result in an Organizational Conflict of Interest (“OCI”). An OCI occurs when, because of activities or relationships with other persons, companies, and/or contracting entities, a person is unable or potentially unable to render impartial assistance or advice to Pace, or a person's objectivity in performing services to Pace is or might become impaired, or a person has an unfair competitive advantage. In general, OCIs fall into three categories: (1) a person has access to non-public information as part of its performance of services to Pace and that information might provide that person with a competitive advantage in a future procurement; (2) a person, as part of its performance of contract responsibilities to Pace, has set the ground rules for the performance of a future contract by, for example, writing the statement of work or defining the specifications; and (3) a person's work under one contract with Pace could entail evaluating its own work or that of a competitor, either through an assessment of performance under another contract or through an evaluation of submittals.

The Contractor has sole responsibility for compliance with this provision and, in the event of an OCI, Contractor shall provide Pace with recommendations to avoid, neutralize, or mitigate the OCI.

Toward that end, offerors are being asked to submit a separate document to be labeled **Conflicts Mitigation Information** containing the following information:

1. Identify the name, title and role of personnel who will be responsible for formulating the proposer's mitigation plan.
2. Submit a preliminary plan detailing offeror's approach to mitigating current/potential conflict of interest issues for this contract. Proposer will be allowed to amend and update the preliminary plan prior to negotiation.
3. Submit a list of Pace projects in which your firm is currently or recently engaged and define your firm's role.
4. Complete, Sign and Date the *Conflicts of Interest Disclosure Statement*.

Pace's Chief Procurement Officer (CPO) or designee, in consultation with the Pace's General Counsel, shall make the final determination as to whether an OCI exists and whether the Contractor's recommendations to avoid, neutralize, or mitigate the OCI are sufficient. Any violation of this provision is a material breach of the Contract, which is cause for termination.

A Contractor that has participated in an existing Pace contract or was involved in writing the specifications or scope/requirements for a follow-on contract would be precluded from performing over that same project. At the time of negotiation, the proposer that is recommended for contract award will be required to submit details of any real or apparent conflict of interest issues as they currently or potentially exist. The proposer will also be required to submit a recommended plan to avoid, neutralize or mitigate its conflict of interest issue(s). The proposer's recommended plan must comply with all Organizational Conflict of Interest rules and regulations including, but not limited to, the requirements set forth in the most current Federal Transit Administration (FTA) Circular 4220.1F, and the Federal Common Grant Rules.

CONFLICT-OF-INTEREST DISCLOSURE STATEMENT

“In order to prevent real or apparent conflicts of interest, Pace prohibits Consultants that have participated in FTA-funded design or evaluation services from bidding on any resulting construction work, services, or capital equipment purchases. All specifications prepared by design Consultants must be written in such a manner that any reasonable, competent contractor could understand the requirement and perform the work.”

Cook DuPage Transportation, Inc., (“Contractor”) has been retained by Pace Suburban Bus to provide Chicago ADA Dedicated Paratransit Services

Contractor affirms that it does not have any financial or other interest in the outcome of this project. Contractor further affirms that it does not have any agreement, enforceable promise, or guarantee to provide any future work on this project. Contractor has no personal associations or professional or business relationships with anyone who has a financial interest in the outcome of this project, nor does anyone with a financial interest in the outcome of this project exercise any control over the Contractor’s preparation of this document.

Contractor further agrees to include a provision requiring compliance with this Conflict-of-Interest Disclosure Statement in all Subcontractor awards.

Cook DuPage Transportation, Inc.
For: _____
Contractor Firm Name

By:  _____
Authorized Officer **Mark Foster**
Chief Operations Officer

Date: **July 24, 2019**

DRUG AND ALCOHOL TESTING PROGRAM

Pace Suburban Bus Drug and Alcohol Policy and Testing Program

In accordance with the Omnibus Transportation Employee Testing Act of 1991 and United States Department of Transportation (DOT) Regulations, Pace adopted the Pace Suburban Bus Drug and Alcohol Policy and Testing Program. As a condition of providing contracted services for Pace, all contractors must have a program in place which complies with 49 CFR Part 655, as amended and 49 CFR Part 40, as amended. Copies of Parts 655 and 40 are available in the drug and alcohol program manager's office and can be found on the internet at the Federal Transit Administration (FTA) Drug and Alcohol Program website: <http://transit-safety.fta.dot.gov/DrugAndAlcohol/>.

A copy of the Pace policy is included in Attachment 1. It is essential that this document be understood in order to gain detailed information regarding Pace's drug and alcohol policy. **All safety sensitive employees of the Contractors providing service to Pace must receive a company adopted policy which explains the company's drug/alcohol testing program. The Federal Transit Administration has provided a Policy Builder Tool to assist in the creation of compliant policy. The link is:** <https://transit-safety.fta.dot.gov/DrugAndAlcohol/Tools/PolicyBuilder/CreatePolicy.aspx>

While the Contractor is responsible for complying with, 49 CFR Part 655, as amended, and 49 CFR Part 40, as amended, the following information includes some of the key elements contained in a compliant Drug and Alcohol Policy and Testing Program.

FTA requires testing for drivers and persons holding other safety sensitive positions in the following circumstances:

- Pre-employment (drug testing only)
- Post-accident
- Random
- Reasonable suspicion
- Return to Duty/Follow-Up

Drug Testing in Pre-employment Health Evaluation

All operators and employees in safety sensitive positions shall undergo Department of Transportation National Institute on Drug Abuse Panel 5 (NIDA-5) drug testing as a part of the pre-employment health evaluation. Employees who refuse to submit to pre-employment drug testing may not perform in a safety sensitive position.

Post-Accident Drug and Alcohol Testing

All safety sensitive employees involved in an accident or incident shall undergo **DOT NIDA-5** drug testing and **DOT** breath alcohol testing if:

- The accident or incident results in a fatality
- The accident or incident results in any injury that must be immediately treated away from the scene of the accident or incident
- The accident or incident results in any vehicle being transported away from the scene of the accident or incident by a tow truck or other vehicle due to disabling damage

In the case of all other accidents covered by this policy (i.e., those not involving a fatality), each safety-sensitive employee operating the Pace vehicle at the time of the accident will be tested unless management determines, using the best information available at the time of the decision, that the safety-sensitive employee's performance can be completely discounted as a contributing factor to the accident. Additionally, any other safety-sensitive employees whose performances could have contributed to the accident, as determined by management using the best information available at the time of the accident, will be tested.

If safety sensitive employees must be tested for drugs and alcohol, they may not operate, dispatch, or perform maintenance on any vehicle in contractor service until the results of the drug/alcohol test are received. Refusal to sign the necessary forms for drug/alcohol testing or refusal to be tested will result in the employee being prohibited from performing safety sensitive functions.

Note: The employee must be accompanied to the testing facility by a supervisor, trainer or other staff person.

Random Drug and Alcohol Testing

All safety sensitive employees are required to submit to random **NIDA-5** drug testing and **DOT** breath alcohol testing. Contractors are to ensure that at least fifty (50) percent of the total number of safety sensitive employees are randomly selected for drug testing and ten (10) percent are randomly selected for alcohol testing each year. In conducting these tests, the method for random selection must be unannounced, as well as random. For contractors participating in Pace's random drug and alcohol testing pool, the above percentages do not apply. The designated contact person will be notified when safety sensitive employees have been selected for random testing.

Drug and Alcohol Testing for Reasonable Suspicion

Safety sensitive employees will be required to submit to a **DOTNIDA-5** drug testing and/or **DOT** breath alcohol testing when observation of an employee indicates the possibility that the employee may be reporting for work or working under the influence of drugs or alcohol. Requests for employees to undergo reasonable suspicion tests will be based on specific contemporaneous, articulable observations concerning the appearance, behavior, speech, or body odor of the person to whom the request is directed. Supervisors who are in a position to make this determination must be trained in the facts, circumstances, physical evidence, physical signs and symptoms, and patterns of performance and/or behavior associated with drug use and alcohol misuse.

Safety sensitive employees who are tested for drugs and alcohol as a result of reasonable suspicion may not operate, dispatch, or perform maintenance on any vehicle in contractor service until the results of the drug/alcohol test are received. Refusal to sign the necessary forms for drug/alcohol testing or refusal to be tested will result in the employee being prohibited from performing safety sensitive functions.

Note: The employee must be accompanied to the testing facility by a supervisor, trainer or other staff person.

Drug and Alcohol Testing Guidelines

1. Contractors must make arrangements with a medical facility to have testing done.
2. Only tests which screen for the **five drugs (NIDA-5) and/or breath alcohol** are acceptable for pre-employment (drug only), post-accident, random, and reasonable suspicion testing. Any employee testing positive for drugs or alcohol may not operate, dispatch, or maintain a vehicle in Pace service, or operate a Pace owned vehicle.

3. Any employee testing positive for drugs may not operate or maintain a vehicle in Pace service or operate a Pace-owned vehicle.
4. Any employee testing positive for drugs may request that a split sampling analysis be conducted using samples obtained from the initial test. However, if the employee tests positive on the initial test and does not request a split sample test, Pace will require that the employee be removed from Pace service.

Reporting Requirements

In compliance with Federal Transit Administration (FTA) requirements regarding drug and alcohol testing, several reports must be submitted to the FTA by Pace on a recurring basis. In order for Pace to accurately complete these reports, certain information regarding the number of tests conducted and the reasons for testing must be provided to Pace by each contractor. Therefore, **contractors must track the number and type of all drug and alcohol tests, as well as the reasons for testing (e.g., post-accident, random, etc.)**. Pace will provide the contractor with specific forms and instructions for reporting this information.

Certification of Compliance to the DOT Drug/Alcohol Policy

The Certification Statement contained in Attachment 2 must be signed by the contractor and submitted along with the bid document.

PACE SUBURBAN BUS DIVISION

DRUG AND ALCOHOL POLICY

AND TESTING PROGRAM

Effective: January 1, 1995

Revised: May 1, 2007

August 25, 2008

August 31, 2009

October 1, 2010

December 1, 2011

September 1, 2015

May 1, 2018

January 1, 2019

(Pursuant to Resolution of the
Pace Suburban Bus Division Board of Directors)

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I. Overview

Under the Drug-Free Workplace Act of 1988, the U.S. Congress required recipients of federal funds to take certain steps to provide for drug-free workplaces for their employees. Additionally, under the Omnibus Transportation Employee Testing Act of 1991, the U.S. Congress directed the Federal Transit Administration ("FTA") to issue regulations on drug and alcohol testing for mass transit workers in safety-sensitive positions. In response, the FTA has published regulations prohibiting drug use and alcohol misuse by transit employees and requiring transit agencies to test for prohibited drug use and alcohol misuse. These regulations are 49 CFR Part 655, "Prevention of Prohibited Drug Use and Alcohol Misuse in Transit Operations." In addition, the Department of Transportation ("DOT") has issued 49 CFR Part 40, "Procedures for Transportation Workplace Drug and Alcohol Testing Programs," and amendments which prescribes the testing methods to be followed.

This document sets forth the drug and alcohol policy and testing program of Pace Suburban Bus Division ("Pace") and has been adopted by the Pace Board of Directors pursuant to resolution. It was developed to comply with the requirements identified in the foregoing laws and FTA and DOT regulations. Where applicable, the document will identify those policies and procedures that are Pace-mandated drug and alcohol policies and testing programs not required by the DOT or the FTA. Additionally, in adopting this policy and program, Pace does not otherwise waive its right to enforce already established rules, policies, or programs, or the terms and provisions of any applicable collective bargaining agreement governing drug and alcohol use, possession and testing. Moreover, this document is intended to be read consistent with and subject to any otherwise applicable law or regulation presently in effect or which in the future may take effect. If any section or provision of this document should be held invalid by operation of law, none of the remainder shall be affected.

II. Introduction

A. Policy and Program Purposes

Pace performs a vital service for the public. To ensure that this service is delivered safely and effectively, each Pace employee has the responsibility to perform his/her duties in a safe, conscientious, and courteous manner.

The purpose of this policy is to establish guidelines to maintain a drug and alcohol-free workplace and to reduce the probability of accidents or incidents related to the use and/or misuse of alcohol and other drugs by employees so that transit services are delivered safely, efficiently, and effectively.

This policy outlines four principles as a means to achieve Pace's goal of providing a workplace free from the effects of drug and alcohol use and/or misuse for its employees. The first principle emphasizes deterrence from the use of drugs and alcohol in or affecting the workplace. Pace will make education and training available for all employees regarding the effects of substance abuse on individuals and on the workplace. Supervisors and managers will receive specialized training in detection, early intervention, and enforcement.

The second principle is treatment and rehabilitation. Pace maintains an Employee Assistance Program ("EAP") to assist employees with personal problems, including those surrounding the misuse of drugs and alcohol. Pace supports rehabilitation before an employee's job is in jeopardy. Although employees are encouraged to receive help for drug and alcohol problems, participation in Pace's EAP will not excuse an employee's failure to comply with Pace rules and regulations; nor will it preclude discipline for rule or policy violations.

The third principle is detection. Toward this end, Pace employs six (6) FTA mandated drug and/or alcohol tests in the following circumstances: pre-employment, reasonable suspicion, post-accident, random, return to duty, and follow-up. The foregoing drug and/or alcohol tests will apply to all full-time, part-time, seasonal and temporary employees of Pace engaged in the performance of safety-sensitive functions. It also applies to: applicants for positions of employment involving the performance of safety-sensitive functions for Pace and operators who are third party contractors.

The fourth principle is enforcement, which is essential if deterrence, rehabilitation, and detection are to be successful. All employees must be fit for duty as defined within this policy. Accordingly, the failure to properly report the dispensing, possession, or use of a controlled substance or narcotic contrary to the terms of this policy, and the use or possession of intoxicants contrary to the terms of this policy is prohibited and will result in disciplinary action up to and including discharge.

B. Employee and Management Responsibilities

All Pace employees covered by this policy are required to refrain from using drugs and alcohol contrary to the specific prohibitions identified herein. Ms. Melinda J. Metzger, General Manager and Chief Operating Officer (or a designated representative) will monitor Pace Department and Division practices to ensure compliance. Anyone with questions regarding this policy, its practices or procedures should contact the General Manager and Chief Operating Officer, 550 West Algonquin Road, Arlington Heights, Illinois 60005, or by phone (847) 228-2302.

Employees are responsible for ensuring adherence to this policy. Managers and supervisors will be held accountable for both the application of the policy and the consistency of its enforcement. To that end, Pace prohibits the discriminatory application, implementation, or enforcement of any provision of this policy on the basis of race, color, age, sex, religion, national origin and ancestry, sexual orientation, veteran status, or disability.

C. Confidentiality

Confidentiality will be maintained throughout the drug and alcohol screening process. Pace will maintain records in a manner so that disclosure of information to unauthorized persons does not occur. Additionally, the specimen collection site, testing laboratory, medical review officer ("MRO"), breath alcohol technician ("BAT"), and substance abuse professional ("SAP") will be held to strict confidentiality requirements consistent with the following:

- The testing laboratory: shall maintain employee test records in confidence as provided by DOT requirements; shall ensure the security of data transmission and limit access to any data transmission, storage, and retrieval system; will report individual drug test results only to the employee tested, the designated MRO, or the decision makers in a lawsuit, grievance, or other proceeding initiated by or on behalf of the employee and arising from a certified positive drug test; and shall retain all records pertaining to a given urine specimen for a minimum of two (2) years.
- The MRO, BAT, and SAP will report individual test results only to: the employee tested; Pace's EAP (if applicable); and the Pace management official empowered to recommend or take administrative action (or the official's designated agent).

Pace will release individual test results to the employee tested upon written request. Pace will not release individual test results to any other party absent a specific written consent of the employee tested authorizing such release to a specifically identified person(s) except as follows:

- To the decision maker in a lawsuit, grievance, or other proceeding initiated by or on behalf of the employee tested and arising from a test administered under this policy.
- To the National Transportation Safety Board ("NTSB") about any post-accident test performed for an accident under NTSB investigation.
- When requested by the DOT or any state or federal agency with regulatory authority over Pace or any of its employees.

EAP personnel will be expected to carry out all actions relative to this policy in a manner which respects the dignity and confidentiality of those involved. EAP records are regarded as confidential medical records and are not available for inspection by anyone except EAP staff absent a written release of information by the employee. EAP personnel will release information to Pace personnel only on a need-to-know basis subject to advance notice to the employee whenever feasible. In any case where the employee raises a claim against Pace involving his/her participation in the EAP, the employee shall be deemed to have waived his/her right to confidentiality and Pace shall have the right to explore thoroughly and evaluate the employee's participation in the EAP.

Any employee covered by this policy is entitled, upon written request, to obtain copies of any records pertaining to the employee's use of prohibited drugs or alcohol; including any records pertaining to his/her drug or alcohol tests. Pace shall provide promptly the records requested by the employee. Access by the employee to his/her records shall not be contingent upon payment for records other than those specifically requested.

III. Implementation Guidelines for Promoting a Drug and Alcohol-Free Workplace

A. Deterrence

1. Fitness for Duty

Pace has determined that an employee is fit for duty when he/she is unequivocally able to perform his/her duties, including when he/she is ready for work or working without the presence of any alcohol or the presence of any specified drugs or their metabolites as prescribed by this policy. Employees must understand that they are responsible for assuring that their job conduct is safe and appropriate.

2. Reporting the Use of Prescription Medication

Separate from any FTA requirements, safety-sensitive employees are required to report their use of prescription medication to Pace. Safety-sensitive employees who fail to report their use of prescription medication in accordance with this section, and subsequently have a positive drug or alcohol screen, are subject to progressive discipline up to and including discharge. Accordingly, all such employees are advised to inform their physicians and/or pharmacists of their employment requirements regarding fitness for duty prior to obtaining medication.

3. Education and Training

Pace recognizes that education and training of its workforce and supervisors are major components of a successful drug and alcohol program. To that extent:

- All employees subject to testing under this policy will be provided a copy.
- Pace will display and distribute informational material about the effect of drugs along with a community service hotline telephone number to assist employees who may be experiencing problems with prohibited drugs.
- Pace will provide educational materials that explain the requirements of the FTA's alcohol rule and the policies and procedures identified in this document.
- Pace will distribute informational material about the signs and symptoms of an alcohol problem and the effects of alcohol misuse on an individual's health, work and personal life.
- A minimum of sixty (60) minutes of training will be provided to all employees subject to testing under this policy on the manifestations and behavioral cues indicating drug use on personal health, safety, and the work environment.

- A minimum of an additional sixty (60) minutes of training for the alcohol program and sixty (60) minutes of training for the drug program will be provided to supervisors who will be determining when it is appropriate to administer "reasonable suspicion" drug or alcohol tests under this policy.

In addition to the foregoing, Pace will consider and implement such other education and training programs as will help promote safety goals, maintain the integrity of Pace's drug and alcohol testing program, and enhance the benefits of the program.

B. Treatment and Rehabilitation

1. Employee Assistance Program (EAP) Responsibilities

In order to promote a drug and alcohol-free environment, Pace will work to assist eligible employees with problems due to the use of drugs or misuse of alcohol.

Accordingly, separate from any programs regarding drug and alcohol testing mandated by the FTA and DOT, Pace has established and encourages the use of its Employee Assistance Program ("the EAP"). The EAP was established in part so that an employee who recognizes that he/she has a drug use or alcohol misuse problem may have the opportunity to receive treatment and rehabilitation.

Pace's EAP will assist eligible employees with drug use and alcohol misuse problems, and related concerns, through one or more of the following depending upon the circumstances of each particular case:

- Consultation with supervisors and/or other Pace officials
- Evaluation and referral
- Individual and group counseling
- Individual case management
- Crisis intervention
- Specialized education and training programs

2. EAP Referral

There are two ways to begin rehabilitation through Pace's EAP: voluntary self-referral and management referral.

Voluntary self-referral is preferred by Pace as a means to resolve drug and/or alcohol problems. Such an option is not available to an employee after he/she

has been notified to submit to a drug or alcohol test under this policy. Nor can an employee become a volunteer when subject to disciplinary action in order to avoid discipline.

Voluntary participation in the EAP will not adversely impact an employee's employment or promotional opportunities at Pace. However, employees who do not make a commitment to overcome their drug and/or alcohol problems may experience work performance problems as a result. Accordingly, an employee who exhibits poor or improper job performance as a result or tests positive for drugs and/or alcohol pursuant to a test administered under this policy will be subject to disciplinary action.

The second avenue for referral to the EAP is through management. Supervisors and managers of Pace may refer to the EAP for an evaluation for any employee who demonstrates performance problems such as excessive absenteeism, tardiness, or overall poor work performance. Based upon the reason for the referral and the assessment of the EAP counselor, employee referred to the EAP and determined to have a drug use or alcohol misuse problem may be removed from their position and suspended or assigned to alternative duty subject to the availability of such work, the need to accommodate other employees, and any federal and state statutory and regulatory requirements.

The managerial option to refer any employee to Pace's EAP shall not, however, restrict Pace's right to terminate or otherwise discipline an employee. In the event an employee requests admission into the EAP after commission of an act (including a violation of this policy) which subjects him/her to discharge, Pace may, in its discretion, convert the discharge to a suspension and allow the employee admission into the EAP. Such a determination will be based upon the following criteria: the type of rule violation and all circumstances attendant to the incident in question; the employee's length of service; and the employee's overall work record.

Employees are directed to any pertinent collective bargaining agreement for the terms and provisions of, and restrictions and benefits attendant to, EAP participation. Any questions regarding Pace's EAP should be referred to the Regional Manager (or a designated representative).

C. Effects of Alcohol

Alcohol is the most commonly abused chemical substance in the country and in the workplace. Of the two-thirds of all Americans who drink, there are an estimated thirteen million people with serious drinking problems. A problem drinker is anyone who frequently drinks to the state of intoxication. While intoxicated, he/she may exhibit behavior that would never occur while sober. Alcohol problems have a devastating impact on family life, health, and the workplace. The family may be subject to frequent episodes of violence, physical and emotional neglect, diabetes, ulcers, hypertension, and kidney problems. Emotional health is affected as well due to alcohol misuse, presenting symptoms such as depression, anxiety, hallucinations, and insomnia. Alcohol

abuse in the workplace costs corporate America millions of dollars each year through excessive absenteeism, lack of motivation, and a rise in the use of medical benefits associated with illness caused by alcoholism.

The most effective way to combat alcohol misuse is treatment. Alcohol detoxification rehabilitation is the only method of intervention used to interrupt alcoholism.

IV. Provisions for Drug and Alcohol Testing

A. General Conditions

1. Persons Subject to Testing

The following persons will be subject to alcohol testing just before, during or just after performing a safety-sensitive function and will be subject to drug testing any time while on duty pursuant to the terms of this policy:

- All full-time, part-time, seasonal, and temporary employees of Pace engaged in the performance of safety-sensitive functions;
- Applicants for positions of employment with Pace involving the performance of safety-sensitive functions;
- Employees of contractors engaged in the performance of safety-sensitive functions for Pace; and
- Employees of operators who are third party contractors engaged in the performance of safety-sensitive functions;

"Safety-sensitive functions" are performed by those persons who:

- Operate revenue service vehicles (including when not in revenue service).
- Operate non-revenue service vehicles required to be operated by a holder of a commercial driver's license.
- Dispatch or control revenue service vehicles.
- Maintain a revenue service vehicle or equipment used in revenue service.
- Carry a firearm for security purposes.

Included in the foregoing are supervisors who in fact perform safety-sensitive functions. Supervisors of covered employees who themselves do not perform safety-sensitive functions are excluded. Attached to this policy is a list of the position titles (*Appendix B*) identifying the persons subject to drug and alcohol testing.

2. Drug Rule

All persons covered by this policy are prohibited from using any of the following five substances: Marijuana; Cocaine; Opiates; Amphetamines; and Phencyclidine and the non-prescribed use of four (4) semi-synthetic Opioids (i.e., hydrocodone, oxycodone, hydromorphone, oxymorphone). Pursuant to FTA requirements, drug testing is administered in accordance with any of the following circumstances as described in detail in each case in *Section IV.B.1 a. through f.* of this policy: pre-employment; post-accident; reasonable suspicion; random; and return to duty/follow-up.

The unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance on Pace property by any person at any time also is prohibited.

Additionally, separate from any DOT or FTA requirements:

- The use of illegal drugs by Pace employees at any time is prohibited.
- The use or possession of a controlled substance or narcotic from the time an employee reports for work until the conclusion of the employee's workday or reporting for work in an impaired condition due to the use of the same is prohibited.
- An employee may not have a controlled substance or narcotic in his/her system from the time of reporting for work until the conclusion of the workday.
- An employee shall not knowingly accept relief from or permit an employee to work who is under the influence of a controlled substance or narcotic.

3. Alcohol Rule – Required Hours of Compliance

All persons covered by this policy are prohibited from consuming alcohol:

- While performing a safety-sensitive function;
- Within four (4) hours prior to performing a safety-sensitive function (including on-call safety-sensitive employees); and
- Up to eight (8) hours following an accident or until the employee undergoes a post-accident test.

Under FTA requirements, each person covered by this policy is subject to alcohol testing:

- While performing any safety-sensitive function;

- Immediately before performing any safety-sensitive function; and
- Immediately after performing any safety-sensitive function.

Additionally, separate from any DOT or FTA requirements:

- Pace prohibits the use or possession of intoxicants on its property at any time.
- Employees, while in a Pace uniform, shall not either enter an establishment of which the main business is the selling of intoxicants or partake of an intoxicant in a public place.
- An employee shall not knowingly accept relief from or permit an employee to work who is under the influence of an intoxicant.

B. Detection

1. Circumstances for Testing

a. Pre-Employment

No applicant for employment will be placed in a safety-sensitive position by Pace unless the applicant submits to a pre-employment drug test and a verified negative drug test is received. The test will be administered as part of the pre-placement physical examination. Additionally, no Pace employee will be transferred into a safety-sensitive position unless the employee submits to a drug test and a verified negative drug test is received. The test will be administered as part of the qualifying physical examination.

If an applicant or employee drug test is cancelled, the applicant or employee must submit to another drug test.

In addition, when a covered employee or applicant has not performed a safety-sensitive function for ninety (90) consecutive calendar days regardless of the reason, and the employee has not been in the Pace random selection pool during that time, Pace will ensure that the employee takes a pre-employment drug test with a verified negative result.

If a covered employee or applicant has previously failed or refused a DOT pre-employment drug test, the employee must provide the employer proof of having successfully completed a referral, evaluation and treatment plan as described in Section 655.62.

b. Reasonable Suspicion

All employees covered by this policy will be required to submit to a drug and alcohol test with Pace, as required under Section 655.43, through observations made by a supervisor, who has reasonable suspicion that the employee has used a prohibited drug or misused alcohol contrary to the terms of this policy. No employer shall permit an employee who refuses to submit to such a test to perform or continue to perform safety-sensitive functions. The request to undergo a reasonable suspicion test will be based on specific contemporaneous, articulable observations concerning the appearance, behavior, speech, or body odor of the person to whom the request is directed.

Supervisors who will be expected to make such a determination will be trained in the facts, circumstances, physical evidence, physical signs and symptoms, and patterns of performance and/or behavior associated with drug use and alcohol misuse.

Any supervisory person who orders an employee to undergo a reasonable suspicion test will complete a "Condition of Employee Report," a sample of which is attached as Appendix C.

c. Post-Accident

All employees covered by this policy who are involved in an accident will be required to submit to a drug and alcohol test, as required under Section 655.44. No employer shall permit an employee who refuses to submit to such a test to perform or continue to perform safety-sensitive functions. An "accident" is defined as an occurrence associated with the operation of a Pace vehicle in which:

- An individual dies;
- An individual suffers a bodily injury and immediately receives medical treatment away from the scene of the accident; or
- Any vehicle involved incurs disabling damage and is transported away from the scene by a tow truck or other vehicle.

In the case of any accident involving a fatality, each surviving safety-sensitive employee on duty in the Pace vehicle at the time of the accident will be tested.

Additionally, safety-sensitive employees not on the vehicle whose performance could have contributed to the accident, as determined by Pace using the best information available at the time of the accident, will be tested.

In the case of all other accidents covered by this policy (i.e., those not involving a fatality), each safety-sensitive employee operating the Pace vehicle at the time of the accident will be tested unless Pace determines, using the best

information available at the time of the decision, that the safety-sensitive employee's performance can be completely discounted as a contributing factor to the accident. Additionally, any other safety-sensitive employees whose performance could have contributed to the accident, as determined by Pace using the best information available at the time of the accident, will be tested.

Post-accident drug tests will be performed as soon as possible but no later than thirty-two (32) hours following the accident. Post-accident alcohol tests will be performed within two (2) hours but no later than eight (8) hours following the accident. If an alcohol test is not administered within two (2) hours following the accident, Pace will prepare and maintain a record stating the reason(s) the test was not so administered. If an alcohol test still is not administered within eight (8) hours following the accident, all attempts to administer the test will cease.

An employee subject to post-accident testing who fails to remain available for such testing, including notifying Pace of his/her location after leaving the scene of the accident, may be deemed to have refused to submit to testing.

Nothing in this section shall be construed to require the delay of necessary medical attention for the injured following an accident or to prohibit a covered employee from leaving the scene of an accident for the period necessary to obtain assistance in responding to the accident or to obtain necessary medical care.

d. Random Testing

All employees covered by this policy will be subject to random drug and alcohol testing, as required under Section 655.45. No employer shall permit an employee who refuses to submit to such a test to perform or continue to perform safety-sensitive functions. The random selection method will be a scientifically valid method, such as a random number table or a computer-based random number generator. Testing rates will meet or exceed the minimum annual percentage rate set each year by the FTA Administrator. In conducting such tests, the process will be unannounced as well as random. The dates for administering unannounced testing of randomly-selected covered employees shall be spread reasonably throughout the calendar year including all days and hours during which safety-sensitive functions are performed, so as to ensure that all covered employees have a reasonable expectation that they might be randomly tested for prohibited drug use anytime while on duty. Each covered employee shall have an equal chance of being tested each time selections are conducted. Once the employee has been notified of selection for testing, the employee will be required to report immediately to the designated collection site.

e. Return to Duty

Before any employee covered by this policy is allowed to return to duty to perform a safety-sensitive function following a verified positive drug test result, an alcohol test result of 0.04 or greater, or a refusal to submit to a test, the employee will be required to:

- Be evaluated by a substance abuse professional ("SAP") designated by Pace to determine whether the employee has followed the recommendations for action by the SAP, including participation in any rehabilitation program; and
- Pass drug and/or alcohol tests as determined by the SAP.

If a return to duty drug test is cancelled, the employee will be subject to and required to pass another drug test.

In addition to the foregoing and separate from any FTA requirements, Pace requires that all employees covered by this policy submit to a drug and alcohol test using non-DOT forms when:

- The employee is returning from a drug and/or alcohol rehabilitation program known to, or arranged by, Pace, or made known to Pace.
- The employee has signed a treatment plan, work resumption, or return to work agreement that requires the test.
- The employee is returning to work from an absence longer than thirty (30) consecutive calendar days.
- The employee is returning to duty to perform a safety-sensitive function following an alcohol test result of 0.02 or greater but less than 0.04.

f. Follow-Up

An employee who is allowed to return to duty to perform a safety-sensitive function following a verified positive drug test result, an alcohol test of 0.04 or greater, or a refusal to submit to a test will be subject to unannounced follow-up testing for at least twelve (12) but not more than sixty (60) months, as required under Section 655.47. No employer shall permit an employee who refuses to submit to such a test to perform or continue to perform safety-sensitive functions. The frequency and duration of the follow-up testing will be determined by the SAP, but subject to the conducting of a minimum of six (6) tests during the first twelve (12) months after the employee has returned to duty.

The foregoing is separate from and in addition to Pace's random testing program. Employees subject to follow-up testing also will remain in the standard random pool and will be tested whenever subject to random testing, even if as a result the employee is tested twice in the same month, week, or day.

In addition to the foregoing, and separate from any FTA requirements, Pace requires that any employee who participates as a volunteer in Pace's EAP comply with all drug and/or alcohol testing recommended by the EAP counselor.

2. Conduct that Constitutes a Refusal to Submit to a Test

The following conduct will be regarded by Pace as a refusal to submit to a drug and/or alcohol test and constitutes a positive test result:

- Fail to appear for any test (except a pre-employment test) within a reasonable time, as determined by Pace.
- Fail to remain at the testing site until the testing process is complete. Provided, that an employee who leaves the testing site before the testing process commences for a pre-employment test is not deemed to have refused to test.
- Fail to attempt to provide a urine or breath specimen. Provided that an employee who does not provide a urine specimen because he or she has left the testing site before the testing process commences for a pre-employment test is not deemed to have refused to test.
- In a case of a directly observed or monitored collection in your drug test, fail to permit the observation or monitoring of your provision of a specimen including the failure to follow the collector's instructions to raise and lower your clothing and to turn around to permit the observer to determine if there is evidence of a prosthetic or other device that could be used to interfere with the collection process.
- Fail to provide a sufficient amount of urine or breath when directed and it has been determined, through a required medical evaluation, that there was no adequate medical explanation for the failure.
- Fail or decline to take a second test Pace or collector has directed you to take.
- Fail to undergo a medical examination or evaluation, as directed by the MRO as part of the verification process.
- Fail to sign the certification at step 2 of the Alcohol Testing Form.

- Fail to cooperate with any part of the testing process, including refusal to wash hands after being directed to do so.
- Admitting to collection site personnel or Medical Review Officer that he/she has adulterated or substituted their specimen.
- The employee possesses or wears a prosthetic or other device that could be used to interfere with the collection process.
- As an employee, if the MRO reports that you have a verified adulterated or substituted test result, you have refused to take a drug test.

V. Methodology

All federally mandated drug and alcohol testing will be conducted in accordance with 49 CFR Part 40 and will include the procedures that will be used to test for the presence of illegal drugs, the non-prescribed use of semi-synthetic opioids or alcohol misuse, protect the employee and the integrity of the drug and alcohol testing process, safeguard the validity of the test results, and ensure the test results are attributed to the correct employee.

A. Drug Testing

1. Collection Procedures

When ordered to do so by Pace, an employee shall submit to drug testing through urine analysis. At the time specimens are collected, the employee will be given written instructions setting forth his/her responsibilities. The employee's identity will be verified through the use of a photo identification card or through a representative designated by Pace.

Forty-five (45) milliliters (mL) (about 1 ½ ounces) of urine will be collected. The collection site technician will pour fifteen (15) mL into one bottle to be used as a split specimen. The remainder (at least thirty (30) mL) will be retained in the collection bottle or poured into another bottle to be used as the primary specimen.

If the employee is unable to provide at least forty-five (45) mL of urine the specimen will be discarded. The collection site technician will instruct the employee, who must remain at the collection site, to drink up to forty (40) ounces of fluids, distributed reasonably through a period of up to three (3) hours, or until the employee has provided a new urine specimen, whichever occurs first. The employee will then provide a new sample using a fresh collection container. If the employee is still unable to provide an adequate specimen, testing will be discontinued and the employee will be directed to obtain, within 5 days after the attempted provision of urine, an evaluation from a licensed physician who is acceptable to the MRO concerning the employee's ability to procure an adequate amount of urine.

Within four (4) minutes of receiving the specimen, the temperature of the specimen will be recorded. Any specimen temperature out of the range of 32°C to 38°C/90°F to 100°F will require that an observed collection take place. The collection site technician also will examine the specimen visually for any unusual color or sediment, and note the results on the custody and control form.

Both bottles will be sealed and labeled in the presence of the employee. The donor will initial the labels verifying the specimen is his/hers. A custody and control form will be completed and signed by the collection site technician and the donor. Both the primary and split specimen will be sealed in a single shipping container, together with the appropriate pages of the custody and control form. The tape seal on the container will bear the initials of the collection person and the date of closure for shipment. The specimen will be placed in secure storage until dispatched to the laboratory.

Procedures for collecting urine specimens shall allow individual privacy. If, however, any of the following circumstances exist, a collection site person of the same gender as the individual providing the urine specimen shall obtain a specimen by direct observation.

Direct observation shall include the lifting of clothing to just above the navel or lowering to mid-thigh and turning towards the same sex collector to prove the individual is not concealing a prosthetic device to beat the test.

- The individual previously has been determined to have used a controlled substance without medical authorization and the test being conducted is a return to duty or follow-up test.
- The individual has provided a urine specimen that falls outside the normal temperature range (32°C to 38°C/90°F to 100°F)
- The collection site person observes conduct indicating an attempt to substitute or adulterate the specimen. In such event, the collection site person will prepare and maintain a written report concerning the observation.
- Individuals who have tested positive, adulterated or substituted and their split sample was not available for testing. (Splits not collected, missing or destroyed in transit.)
- Individuals providing a specimen resulting in a creatine level between 2 and 5.

2. Laboratory Testing

All drug testing will be completed in a laboratory certified by the Department of Health and Human Services (DHHS). Pace has contracted with Phamatech, Inc.

(15175 Innovation Dr. San Diego, CA 92128) to conduct all drug testing administered on its behalf under this policy. As of the revised date of this policy, the Federal Register has identified Phamatech, Inc. as DHHS-certified.

An immunoassay test will be performed initially on the specimen. If any prohibited drug registers above the cutoff level on the immunoassay screen, an aliquot of the same urine specimen will be confirmed by using gas chromatography/mass spectrometry (GC,MS). All FTA and Pace mandated tests will undergo validity testing which is designed to deter and detect attempts to adulterate or substitute specimens. Testing must conform with 49 CFR Part 40 as amended and effective January 18, 2001.

All FTA-mandated drug testing will be performed to detect for the presence of the following five (5) substances: Marijuana; Cocaine; Opioids; Phencyclidine; and Amphetamines. The following initial cutoff levels will be used when screening specimens to determine whether they are negative for the identified drugs:

Initial Test Analyte	Initial Test Cutoff ¹	Confirmatory Test Analyte	Confirmatory Test Cutoff Concentration
Marijuana metabolites (THCA) ²	50 ng/mL ³	THCA	15 ng/mL
Cocaine metabolites (Benzoylecgonine)	150 ng/mL ³	Benzoylecgonine	100 ng/mL
Codeine/Morphine	2000 ng/mL	Codeine Morphine	2000 ng/mL 2000 ng/mL
Hydrocodone/Hydromorphone	300 ng/mL	Hydrocodone Hydromorphone	100 ng/mL 100 ng/mL
Oxycodone/Oxymorphone	100 ng/mL	Oxycodone Oxymorphone	100 ng/mL 100 ng/mL
6-Acetylmorphine	10 ng/mL	6-Acetylmorphine	10 ng/mL
Phencyclidine	25 ng/mL	Phencyclidine	25 ng/mL
Amphetamine/Methamphetamine	500 ng/mL	Amphetamine Methamphetamine	250 ng/mL 250 ng/mL
MDMA ⁴ /MDA ⁵	500 ng/mL	MDMA MDA	250 ng/mL 250 ng/mL

¹ For grouped analytes (i.e., two or more analytes that are in the same drug class and have the same initial test cutoff):

Immunoassay: The test must be calibrated with one analyte from the group identified as the target analyte. The cross-reactivity of the immunoassay to the other analyte(s) within the group must be 80 percent or greater; if not, separate immunoassays must be used for the analytes within the group.

Alternate technology: Either one analyte or all analytes from the group must be used for calibration, depending on the technology. At least one analyte within the group must have a concentration equal to or greater than the initial test cutoff or, alternatively, the sum of the analytes present (i.e., equal to or greater than the laboratory's validated limit of quantification) must be equal to or greater than the initial test cutoff.

² An immunoassay must be calibrated with the target analyte, Δ-9-tetrahydrocannabinol-9-carboxylic acid (THCA).

³ *Alternate technology (THCA and Benzoyllecgonine):* When using an alternate technology initial test for the specific target analytes of THCA and Benzoyllecgonine, the laboratory must use the same cutoff for the initial and confirmatory tests (i.e., 15 ng/mL for THCA and 100 ng/mL for Benzoyllecgonine).

⁴ Methylenedioxymethamphetamine (MDMA).

⁵ Methylenedioxyamphetamine (MDA).

All Pace-mandated testing using non-DOT forms will be performed to detect for the presence of, in addition to the foregoing five (5) substances, the following five (5) substances: Barbiturates; Benzodiazepine metabolites; Methadone; Methaqualone; and Propoxyphene.

The following initial cutoff levels will be used when screening specimens to determine whether they are negative for the identified drugs:

<u>Drug</u>	<u>Cutoff Levels (ng/mL)</u>
Barbiturates	300
Benzodiazepine metabolites	300
Methadone	300
Methaqualone	300
Propoxyphene	300

The following confirmatory cutoff levels will be used:

<u>Drug</u>	<u>Cutoff Levels (ng/mL)</u>
Barbiturates	200
Benzodiazepine metabolites	200
Methadone	200
Methaqualone	200
Propoxyphene	200

Long-term frozen storage (-20 °C or less) ensures that positive urine specimens will be available for any necessary retest during administrative or disciplinary proceedings. All confirmed positive specimens will be retained by the laboratory in their original labeled specimen bottles for a minimum of one (1) year in properly secured long-term frozen storage.

Within this one (1) year period, Pace or any other person designated by DOT regulation may request the laboratory to retain the specimen for an additional period of time. If no such request is received, the laboratory may discard the specimen after the end of one (1) year, except the laboratory shall maintain any specimen known to be under legal challenge for an indefinite period.

3. Review by Medical Review Officer (MRO)

All drug testing laboratory results shall be reviewed by a qualified medical review officer ("MRO") designated by Pace to verify and validate the test results. As of the revised date of this policy, Pace has contracted with Dr. David Nahin, National Drug Screening Inc. to serve as its MRO. Dr. Nahin has offices located at 9501 Northfield BLVD, Denver, CO 80238. Phone (877) 295-3381.

The MRO will conduct an administrative review of the control and custody form to ensure its accuracy. The MRO will review and interpret an individual's confirmed positive test by: (1) reviewing the individual's medical history; (2) affording the individual an opportunity to discuss the test result; and (3) deciding whether there is a legitimate medical explanation for the result, including legally prescribed medication. In addition, to ensure fairness to employees, the MRO will review the test results when a laboratory indicates that an employee's specimen may have been adulterated or substituted. The foregoing applies to both FTA-mandated and Pace-mandated drug testing.

4. Notification and Split Sampling

The MRO will notify each employee who has a verified positive test that the employee has seventy-two (72) hours within which to request a test of the split specimen. If the employee requests an analysis of the split specimen, the MRO will direct the laboratory, in writing, to ship the split specimen to another DHHS laboratory for analysis. An employee may also request an analysis of the split specimen for any specimen deemed to have been adulterated or substituted.

If the analysis of the split specimen fails to confirm the presence of the drug(s), drug metabolite(s), or evidence of adulteration or substitution, found in the primary specimen, or if the split specimen is unavailable or inadequate for testing, the MRO will cancel the test and report the cancellation and the reasons for it to the DOT, the employer, and the employee.

If the employee has not contacted the MRO within seventy-two (72) hours of being notified of a verified positive drug test or evidence of adulteration or substitution, the employee may present to the MRO information documenting that serious illness, injury, inability to contact the MRO, lack of actual notice of the verified positive test or evidence of adulteration or substitution, or other unavoidable circumstances that prevented the employee from contacting the MRO in time. If the MRO concludes that there is a legitimate explanation for the employee's failure to contact the MRO, the MRO will direct that an analysis of the split sample be performed. If the MRO concludes that there is no legitimate explanation, the MRO is not required to direct the analysis of the split specimen.

If, after the MRO makes all reasonable efforts (and documents them), the MRO is unable to reach the individual directly, the MRO will contact a designated Pace representative who will direct the employee to contact the MRO as soon as possible. If, after making all reasonable efforts, the designated Pace

representative is unable to contact the employee, Pace may place the employee on temporary unqualified status or medical leave.

The MRO will report each verified test result to the person designated by Pace to receive the results. Reporting of a verified positive result or taking action required as a result of a positive drug test will not be delayed pending the split sampling analysis. The MRO will maintain all necessary records and send test result reports to Pace's General Manager and Chief Operating Officer (or a designated representative), Pace's drug and alcohol program manager.

The MRO will also report all negative drug tests which indicate the urine was diluted. It is Pace policy to ensure that the retesting of employees is consistent and therefore require the immediate retesting for all negative pre-employment reasonable suspicion, return to duty and follow-up testing where results have indicated a diluted urine sample. Such re-collections will not be collected under direct observation, unless there is another basis for use of direct observation.

B. Alcohol Testing

1. Breath Testing Procedures

When ordered to do so by Pace, an employee shall submit to breath alcohol testing through the use of an evidential breath testing device ("EBT"). Upon arrival at the collection site, the employee's identity will be verified through the use of a photo identification card or through a representative designated by Pace. The testing procedures will be explained to the employee after which the employee and a breath alcohol technician ("BAT") designated by Pace will complete, date and sign the alcohol testing form.

The BAT will inform the employee of the need to conduct a screening test. The BAT and the employee will read the sequential test number displayed by the EBT. The BAT will open an individually sealed, disposable mouthpiece in view of the employee and attach it to the EBT. The BAT will instruct the employee to blow forcefully into the mouthpiece for at least six seconds or until an adequate amount of breath has been obtained. Following the screening test, the BAT will show the employee the result displayed on the EBT or the printed result. If the result of the screening test is an alcohol concentration of less than 0.02, no further testing is required and the test will be reported to Pace as a negative test. The employee may then return to his/her safety-sensitive position. If the result of the screening test is an alcohol concentration of 0.02 or greater, a confirmation test will be performed. The confirmation test will be conducted at least fifteen (15) minutes, but not more than thirty (30) minutes, after the completion of the initial test. This delay prevents any accumulation of alcohol in the mouth from leading to an artificially high reading. The employee will be instructed not to eat, drink, or put any object or substance in his/her mouth. The BAT will instruct the employee not to belch to the extent possible while awaiting the confirmation test. The BAT will inform the employee that the test

will be conducted at the end of the waiting period, even if the employee has disregarded the instructions.

Before the confirmation test is administered, the BAT will conduct an air blank on the EBT. If the reading is greater than 0.00, the BAT will conduct one more air blank. If the second air blank is greater than 0.00, the EBT will not be used to conduct the test. The confirmation test will be conducted using the same procedure as the screening test. A new mouthpiece will be used.

If the initial and confirmatory test results are not identical, the confirmation test result will be deemed to be the final result. If the result displayed on the EBT is not the same as that on the printed form, the test will be cancelled and the EBT removed from service.

The BAT will sign and date the alcohol testing form. The employee will sign and date the certification statement, which includes a notice that the employee cannot perform safety-sensitive duties or operate a motor vehicle if the results are 0.02 or greater. The BAT will attach the alcohol test result printout directly onto the alcohol collection form with tamper proof tape (unless the results are printed directly on the form).

If a screening or confirmatory test cannot be completed, the BAT will, if practicable, begin a new alcohol testing form with a new sequential test number. Refusal by an employee to complete and sign the alcohol testing form, to provide breath, or otherwise to cooperate with the collection process will be noted on the form and the test will be terminated.

2. Notification

The BAT will transmit all non-negative results to a designated Pace representative immediately.

3. Positive Test Results at Designated Threshold Levels

In the event of a test result of 0.02 or greater but less than 0.04, the employee shall be removed from duty for at least eight (8) hours following the administration of the test. **Separate from any FTA requirements**, in no event will the employee be allowed to return to duty unless he/she passes an alcohol test showing an alcohol concentration of less than 0.02.

In the event of a federally mandated test result equal to or greater than 0.04, the employee shall be prohibited from performing any safety-sensitive duties until he/she has been evaluated by a substance abuse professional and has passed a return to duty test.

C. Substance Abuse Professional (SAP) Evaluation

Any individual who has a verified positive drug test result or a breath alcohol concentration of 0.04 or greater will be advised of the resources available to evaluate and resolve problems associated with drug abuse or alcohol misuse, including the names, addresses, and telephone numbers of substance abuse professionals and counseling and treatment programs. The employee also will be assessed by a substance abuse professional ("SAP") designated by Pace who will determine what assistance the employee needs in resolving problems associated with prohibited drug use or alcohol misuse.

As of the revised date of the policy, Pace has contracted with Morneau Shepell, (800) 272-2727 to serve as its SAP. Morneau Shepell, also manages Pace's EAP. As discussed in *Section III, B.* of this policy, the EAP is designed to assist Pace employees with personal problems, including problems associated with drug abuse or alcohol misuse.

The SAP will carry out the following responsibilities:

- A qualified SAP will recommend education and/or treatment during the return-to-duty process.
- Evaluate whether any employee who previously tested positive and desires to return to work has properly followed the SAP's recommendations for treatment.
- Recommend whether a returning employee who previously tested positive for drug use also should be subject to return to duty and/or follow-up testing for alcohol misuse.
- Document all contacts with referred employees and present regular periodic reports to Pace's drug and alcohol program manager or his/her designee.
- Recommend whether a returning employee who previously tested positive for alcohol misuse also should be subject to return to duty and/or follow-up testing for drug use.

The foregoing applies to FTA-mandated testing only.

VI. Enforcement of Policy Through Discipline

Separate from any FTA requirement Pace will under its own authority exercise the following discipline as a result of drug and or alcohol misuse.

A. Pre-Employment

Any applicant who tests positive for drugs and/or alcohol will be disqualified from consideration for a safety-sensitive position with Pace.

B. Reasonable Suspicion

Any employee who tests positive for drugs and/or alcohol pursuant to a reasonable suspicion test administered under this policy will be discharged.

C. Post-Accident

Any employee involved in an accident who tests positive for drugs and/or alcohol pursuant to a test administered under this policy will be discharged.

D. Random

Any employee who tests positive for drugs and/or alcohol pursuant to a random test administered under this policy will be discharged.

E. Return to Duty

Any employee who tests positive for drugs and/or alcohol pursuant to a return to duty test administered under this policy will be discharged.

F. Follow-Up

Any employee who tests positive for drugs and/or alcohol pursuant to a follow-up test administered under this policy will be discharged.

G. Refusal to Take Test and/or Non-Compliance with Testing Procedures

Any employee who refuses to submit to any drug or alcohol test administered under this policy, to complete and sign the requisite testing forms, or otherwise to cooperate with the testing process in a way that prevents the completion of the test will be discharged.

H. Inability to Provide Adequate Amount of Urine Specimen or Breath

Any applicant or employee who is unable to provide an adequate amount of urine specimen for drug testing will be directed to drink up to forty (40) ounces of fluid, distributed reasonably through a period of up to three (3) hours, or until the employee has provided a new urine specimen, whichever occurs first. If the employee refuses to provide a new specimen within the three (3) period, the collection site person shall terminate the collection.

In all cases involving an employee who cannot provide an adequate specimen within the three (3) hour period, a Pace designated MRO shall refer the employee for a medical evaluation to develop pertinent information concerning whether the employee's inability to provide a specimen is genuine or constitutes a refusal to provide a specimen. If the former, Pace will make whatever accommodation is reasonable in light of all circumstances relevant to the case. If the latter, the employee's failure to provide an adequate amount of urine will be regarded as a refusal to submit to take the test and the employee will be discharged. In pre-employment testing involving an applicant who

cannot provide an adequate specimen within the three (3) hour period, the applicant will be disqualified from consideration for employment with Pace (without resort to an MRO referral).

An employee who is unable to provide an adequate amount of breath for alcohol testing will be directed to obtain an evaluation from a licensed physician who is acceptable to Pace concerning the employee's medical ability to provide an adequate amount of breath. If the physician concludes that a medical condition has or could have precluded the employee from providing an adequate amount of breath, the employee's failure to do so will not be regarded as a refusal to take the test. If the physician is unable to make such a determination, the employee's failure to provide an adequate amount of breath will be regarded as a refusal to take the test and the employee will be discharged. An applicant who is unable to provide an adequate amount of breath for alcohol testing will be disqualified from consideration for employment with Pace (without referral to a physician).

I. Urine Specimen Alteration

In any case where it has been determined that an employee has altered or attempted to alter his/her urine specimen for a drug test administered under this policy, the employee will be discharged. In any case where it has been determined that an applicant has altered or attempted to alter his/her urine specimen for a drug test administered under this policy, the applicant will be disqualified from consideration for employment with Pace.

J. Unsatisfactory Employee Assistance Program Participation

An employee allowed entry into Pace's EAP who fails to participate in the recommended treatment program, fails to comply with the terms of his/her EAP plan, or refuses to take a drug and/or alcohol screen when ordered to do so will be discharged.

K. Conviction for a Violation of a Criminal Drug Statute

As a condition of employment with Pace, an employee must notify Pace in writing of his/her conviction for a violation of any criminal drug statute no later than five (5) calendar days after such conviction. Any employee convicted for such a violation occurring on Pace property will be discharged. In all other cases, discipline, up to and including discharge will be issued based upon all circumstances relevant to the case.

L. Applicability of Policy to Pace Contractors

All Pace contractor employees who are engaged in the performance of safety-sensitive functions for Pace are subject to the provisions of this policy pertaining to *Deterrence (Section IIIA)*, *Provisions for Drug and Alcohol Testing (Section IV)*, and *Methodology (Section V)*. Employees of third party contractors which operate transportation service for Pace contractors who are engaged in the performance of safety-sensitive functions also are subject to these provisions. Pace does not mandate the application of other

provisions of this policy relating to *Treatment and Rehabilitation (the Employee Assistance Program, Section IIIB)* and *Rehabilitation Policy Through Discipline (Section VI)* to contractor employees. These areas are left to the contractor's discretion. However, any contractor employee who violates Pace's policies on *Deterrence (Section IIIA)*, *Provisions for Drug and Alcohol Testing (Section IV)*, and *Methodology (Section V)* shall not be allowed to perform safety-sensitive functions in Pace-funded service.

Appendix A: Terms and Definitions

Adulterated Specimen	A specimen that has been altered, as evidenced by test results showing either a substance that is not a normal constituent for that type of specimen or showing an abnormal concentration of an endogenous substance.
Air Blank	In evidential breath testing devices (EBTs) using gas chromatography technology, a reading of the device's internal standard. In all other EBTs, a reading of ambient air containing no alcohol.
Alcohol	The intoxicating agent in beverage alcohol, ethyl alcohol, or other low molecular weight alcohols including methyl or isopropyl alcohol.
Alcohol Concentration	The alcohol in a volume of breath expressed in terms of grams of alcohol per 210 liters of breath as indicated by a breath test.
Alcohol Use	The drinking or swallowing of any beverage, liquid mixture, or preparation (including any medication), containing alcohol.
Aliquot	A fractional part of a specimen used for testing. It is taken as a sample representing the whole specimen.
Breath Alcohol Technician (BAT)	A person who instructs and assists employees in the alcohol testing process and operates an evidential breath testing device.
Cancelled or Invalid Test	In drug testing, a drug test that has been declared invalid by a Medical Review Officer. A cancelled test is neither a positive nor a negative test. A sample that has been rejected for testing by a laboratory is treated the same as a cancelled test. In alcohol testing, a test that is deemed to be invalid is neither a positive nor a negative test.
Collection Container	A container into which the employee urinates to provide the specimen for a drug test.
Collection Site	A place selected by Pace where employees present themselves for the purpose of providing a urine specimen for a drug test.
Collection Site Person	A person who instructs and assists individuals at a collection site and who receives and makes a screening examination of the urine specimen provided by those individuals.
Confirmation (or Confirmatory) Test	In drug testing, a second analytical procedure performed on a different aliquot of the original specimen to identify the presence of a specific drug or metabolite that is independent of the screening test and that uses a different technique and chemical principle from that of the screening test to ensure reliability and accuracy. (Gas chromatography/mass spectrometry [GC,MS] is the only authorized confirmation method for cocaine, marijuana, opiates, amphetamines, and phencyclidine.) In alcohol testing, a second test,

	following a screening test with a result of 0.02 or greater that provides quantitative data of alcohol concentration.
Contractor	A person or organization that provides a service for Pace consistent with a specific understanding or arrangement. The understanding can be a written contract or an informal arrangement that reflects an ongoing relationship between the parties.
Controlled Substance	The substances defined and included in the Schedules of Article II of the Illinois Controlled Substances Act, 720 ILES 570/201 <u>et seq.</u>
DOT	The Department of Transportation or any designee of the Secretary of the Department of Transportation.
Drug Metabolite	The specific substance produced when the human body metabolizes a given prohibited drug as it passes through the body and is excreted in urine.
Drug Test	The laboratory analysis of a urine specimen collected in accordance with regulations promulgated by the DOT and analyzed in a DHHS-approved laboratory.
Evidential Breath Testing Device (EBT)	A device that is approved by the National Highway Traffic Safety Administration (NHTSA) for the evidential testing of breath at the .02 and .04 alcohol concentrations, and appears on ODAPC's Web page for "Approved Evidential Breath Measurement Devices" because it conforms with the model specifications available from NHTSA.
FTA	Federal Transit Administration
HHS	The Department of Health and Human Services or any designee of the Secretary, Department of Health and Human Services.
Initial Drug Test	(Also known as a "Screening drug test"). The test used to differentiate a negative specimen from one that requires further testing for drugs or drug metabolites.
Initial Specimen Validity Test	The first test used to determine if a urine specimen is adulterated, diluted, substituted, or invalid.
Invalid Drug Test	The result reported by an HHS-certified laboratory in accordance with the criteria established by HHS Mandatory Guidelines when a positive, negative, adulterated, or substituted result cannot be established for a specific drug or specimen validity test.
Laboratory	Any U.S. laboratory certified by HHS under the National Laboratory Certification Program as meeting the minimum standards of Subpart C of the HHS Mandatory Guidelines for Federal Workplace Drug Testing Programs; or, in the case of foreign laboratories, a laboratory approved for participation by DOT under this part.

Limit of Detection (LOD)	The lowest concentration at which a measurand can be identified, but (for quantitative assays) the concentration cannot be accurately calculated.
Limit of Quantitation	For quantitative assays, the lowest concentration at which the identity and concentration of the measurand can be accurately established.
Medical Review Officer (MRO)	A person who is a licensed physician and who is responsible for receiving and reviewing laboratory results generated by an employer's drug testing program and evaluating medical explanations for certain drug test results.
Narcotic	The substance defined and included in Section 102 of the Illinois Controlled Substances Act, 720 ILES 570/102.
Negative Result	The result reported by an HHS-certified laboratory to an MRO when a specimen contains no drug or the concentration of the drug is less than the cutoff concentration for the drug or drug class and the specimen is a valid specimen.
Pass a Drug Test	An individual passes a drug test when a Medical Review Officer determines, in accordance with procedures established by the DOT, that the results of the test: <ul style="list-style-type: none"> • Showed no evidence or insufficient evidence of a prohibited drug or drug metabolite • Showed evidence of a prohibited drug or drug metabolite for which there was a legitimate medical explanation • Were scientifically insufficient to warrant further action
Performing a Safety-Sensitive Function	A covered employee is considered to be performing a safety-sensitive function and includes any period in which he or she is actually performing, ready to perform, or immediately available to perform such functions.
Positive Result	The result reported by an HHS-certified laboratory when a specimen contains a drug or drug metabolite equal to or greater than the cutoff concentrations.
Prescribed Drug	Any controlled substance or narcotic prescribed by a qualified, licensed health provider.
Prohibited Drug	Marijuana, Cocaine, Opiates, Amphetamines, or Phencyclidine
Reconfirmed	The result reported for a split specimen when the second laboratory is able to corroborate the original result reported for the primary specimen.

Rejected for Testing	The result reported by an HHS-certified laboratory when no tests are performed for a specimen because of a fatal flaw or a correctable flaw that is not corrected.
Safety-Sensitive Position	A duty, position, or job category that requires the performance of a safety-sensitive function(s).
Screening Test (or Initial Test)	See "Initial Drug Test" definition.
Shipping Container	A container that is used for transporting and protecting urine specimen bottles and associated documents from the collection site to the laboratory.
Specimen Bottle	The bottle that, after being sealed and labeled according to procedures in 49 CFR Part 40,, is used to hold the urine specimen during transportation to the laboratory.
Split Specimen	In drug testing, a part of the urine specimen that is sent to a first laboratory and retained unopened, and which is transported to a second laboratory in the event that the employee requests that it be tested following a verified positive test of the primary specimen or a verified adulterated or substituted test result.
Split Specimen Collection	A collection in which the urine collected is divided into two separate specimen bottles, the primary specimen (Bottle A) and the split specimen (Bottle B).
Substance Abuse Professional (SAP)	A person who evaluates employees who have violated a DOT drug and alcohol regulation and makes recommendations concerning education, treatment, follow-up testing, and aftercare.
Validity Testing	Tests conducted by the laboratory designed to deter and detect attempts to adulterate or substitute specimens.
Volunteer	A permanent, temporary, or part-time worker who is not compensated for his/her services unless involved either in the operation of a vehicle designed to transport sixteen or more passengers, including the driver, or in the provision of a charitable service with the expectation of receiving a benefit. The term volunteer includes any vanpool driver who pursuant to FTA regulations is not subject to drug or alcohol testing.

ATTACHMENT 2
CERTIFICATION OF COMPLIANCE WITH
PACE'S DRUG & ALCOHOL POLICY AND TESTING PROGRAM

Date: July 24, 2019

I, Mark Foster Chief Operations Officer
(Printed Name of Official) (Title of Official)

Cook DuPage Transportation, Inc.
(Name of Company/Municipality)

DO HEREBY CERTIFY that an anti-drug and alcohol misuse prevention program has been established in accordance with the terms of the *Code of Federal Regulations, Title 49, Part 40, Part 655* ("Federal regulations"). I further certify that the program specifically includes provisions for:

1. Training for safety-sensitive employees and training for supervisors in accordance with the Federal regulations and Pace policy.
2. Testing of safety-sensitive employees for drugs and alcohol in accordance with the approved testing protocols and procedures set forth in the Federal regulations and Pace policy under the following circumstances:
 - Pre-employment (drug testing only)
 - Reasonable Suspicion
 - Post-accident
 - Random
 - Return to duty
 - Follow up
3. Use of a Medical Review Officer ("MRO") for all drug tests and a Substance Abuse Professional ("SAP") for evaluations and follow-up treatment and testing recommendations for all individuals who test positive under any drug or alcohol test, as these requirements are set forth in the Federal regulations and Pace policy.
4. Maintenance of records in accordance with the Federal regulations and Pace policy, which records will be made available upon request to Pace or its designee.



Mark Foster
Chief Operations Officer

(Signature of Official)

Insurance Requirements – Paratransit

Contractor shall provide and maintain insurance coverage required by this exhibit for the term of this Contract plus one additional year. If Contractor's warranty and/or a materials warranty applies to this Contract and extends beyond one year from the term of this Contract, evidence of insurance coverage shall be for the entire length of Contractor's warranty or the materials warranty, whichever is greater. All insurers must maintain a rating of A-VII or better as rated by A. M. Best Company. If an A. M. Best rating is not available due to insurance coverage being underwritten by an alternative risk financing method (e.g., self-insurance, risk retention group, and captive insurance company), Contractor shall provide Pace with Contractor's most recent audited financial statements, audit report notes, state insurance department documents granting Contractor's self-insurance approval, and, at Pace's discretion, written attestation that Contractor possesses the necessary amount of unencumbered financial assets to support Contractor's retained risk financing exposures.

Contractor shall insert the substance of this exhibit in Contractor's contracts with subcontractors and independent contractors working on the Project ("Subs/Independents") and shall require all Subs/Independents to provide and maintain the insurance required by this exhibit. It is Contractor's sole responsibility to ensure that the insurance coverage of the Subs/Independents meets or exceeds the insurance coverage required by this exhibit.

Prior to contract award for this solicitation and within five business days of Pace's written request, Contractor shall provide Pace with the Certificate of Insurance and endorsements required by this exhibit for Pace's approval. Pace must approve of Contractor's evidence of insurance coverage required by this exhibit prior to Contractor commencing work under this Contract. Contractor's failure to provide the evidence of insurance coverage required by this exhibit may result in a not responsible determination against Contractor as solely determined by Pace. Pace's acceptance of delivery of any Certificate of Insurance shall not constitute approval or agreement that the insurance requirements for this Contract have been met or that the insurance policies identified in the Certificate of Insurance comply with such requirements. Any failure by Pace to demand or receive proof of insurance coverage or to identify a deficiency in the evidence of insurance coverage provided shall not constitute a waiver of Contractor's obligation to obtain the insurance required by this exhibit.

The provisions of this exhibit, including the required minimum insurance coverages, in no way limit Contractor's responsibilities under other provisions of this Contract, including the indemnification provision. Contractor's failure to carry, maintain, and/or document the insurance required by this exhibit shall constitute a breach of this Contract.

Evidence of Insurance shall be on Acord 25 (or equivalent) Certificate of Insurance form and shall evidence all insurance coverage, limits, and endorsements required by this exhibit. Prior to the renewal date of each insurance policy required by this exhibit, Contractor shall provide Pace with an updated Certificate of Insurance.

Contractor shall include with the Certificate of Insurance submitted to Pace: "Additional Insured" endorsements (CG 20 10, CG 20 37, CG 20 26 {Commercial General Liability}, and CA 20 48 {Automobile Liability}) and other policy endorsements required by this exhibit, including WC ISO WC 00 03 13.

"Other Insurance" policy clause shall be shown on the Certificate of Insurance with the following wording: "This insurance is primary, non-contributory, and not excess of any other insurance of Pace." This applies to all insurance policies where Additional Insured status of Pace is a requirement of this exhibit.

Additional Insured must be shown on the Certificate of Insurance as "The Regional Transportation Authority (RTA) and Pace, the Suburban Bus Division of the RTA are Additional Insureds on the general liability, automobile liability and umbrella liability policies.

Waiver of subrogation must be shown on the Certificate of Insurance as "General liability, automobile liability, workers' compensation and umbrella insurers waive all rights of subrogation against the Regional Transportation Authority (RTA) and Pace, the Suburban Bus Division of the RTA."

The Certificate of Insurance must disclose all deductibles or self-insured retentions, as applicable.

The insurance required by this exhibit shall provide for written notice of policy cancellation to Pace's Insurance Liaison at least 30 days prior to the effective date of such cancellation.

The Certificate Holder shall be shown on the Certificate of Insurance as:

Pace, the Suburban Bus Division of the Regional Transportation Authority
Attention: Insurance Liaison
550 W. Algonquin Road
Arlington Heights, IL 60005

Insurance Coverages:

Minimum insurance requirements for this Contract are identified in those paragraphs below marked with an :

Workers' Compensation and Employer's Liability Insurance affording the following coverage and limits: Coverage A-Statutory Benefits and Coverage B-Employer's Liability-\$1,000,000 Each Accident, \$1,000,000 Disease-Each Employee, \$1,000,000 Disease-Policy Limit. Executive officers, sole proprietors, general contractors utilizing independent contractor labor, and others not required by the Illinois Workers' Compensation Act to obtain workers' compensation insurance coverage shall execute a hold harmless agreement provided by Pace.

Commercial General Liability Insurance (Broad Form) affording the following coverage and limits: Each Occurrence-\$5,000,000; General Aggregate-\$10,000,000; Products/Completed Operations Aggregate-\$2,000,000; and Personal & Advertising Injury-\$1,000,000. The policy shall not contain a Sexual Abuse and Molestation exclusion. The policy shall be written on an ISO CG 00 01 (or equivalent) and shall name the Regional Transportation Authority (RTA) and Pace, the Suburban Bus Division of the RTA, as Additional Insured by endorsement to the policy.

Business Automobile Liability Insurance affording the following coverage and limits: combined single limit of \$5,000,000 each accident for bodily injury and property damage liability arising from owned, non-owned, and hired vehicles. The policy shall name the Regional Transportation Authority (RTA), and Pace, the Suburban Bus Division of the RTA, as Additional Insured by endorsement to the policy.

Automobile Physical Damage with coverage afforded for **Comprehensive perils** including losses from fire, theft, vandalism, falling or flying objects, malicious mischief, lightning, windstorm, water, flood, earthquake, hail, impact with animals, missiles, riot, civil commotion, rising water, and breakage of glass (other than when caused by collision), and; **Collision perils**, including upset or collision with another vehicle, person, or any object including the ground or highway; impact with an object on or in the ground. The Physical Damage coverage limit (valuation) shall be based on the **Replacement Cost** value of the vehicle(s). Replacement Cost is defined as cost to replace new with like kind and quality and zero (\$0) in accumulated depreciation.

If the *Contractors* are leasing **Pace** property or using **Pace**-owned vehicles/property and are contractually obligated to insure **Pace**-owned property, the *Contractors'* insurer or agent/broker shall name Pace, the Suburban Bus Division of the Regional Transportation Authority as the **Loss Payee**. Pace shall be provided with a BP 12 03 Loss Payee (or equivalent) endorsement that specifically schedules Pace as a Loss Payee.

Umbrella Liability Insurance affording the following coverage and limits: \$10,000,000 each occurrence and \$10,000,000 aggregate. The insurance shall provide coverage at least as broad as each of the underlying policies.



Waiver of Subrogation

Contractor and its insurer shall waive any rights of subrogation that they have against Pace and the Regional Transportation Authority and, in connection therewith, Contractor's insurance policies required under this exhibit shall include a waiver of subrogation clause or endorsement.



**Paratransit Manual for Private
Providers Contracting Directly with Pace**

November 27, 2018

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APPENDIX A

Pace’s Drug and Alcohol Policy and Testing Program (See Exhibit E of RFP)

APPENDIX B

Pace’s Systems Security and Emergency Preparedness Plan (See Exhibit I of RFP)

INTRODUCTION

The purpose of the Pace Paratransit Contractors Manual is to document Pace policies and procedures for Private Providers Contracting Directly with Pace. A separate Paratransit Manual exists for projects funded through agreements with municipalities.

The Pace Paratransit Contractors Manual is a supplement to Pace contracts with private providers and does not replace those documents. Should any requirements of the Pace Paratransit Contractors Manual conflict with the terms and provisions of the contract with Pace, the terms and provisions of the contract shall take precedent.

Persons responsible for the overall administration of paratransit projects as well as all staff involved in day-to-day project operations should be familiar with this Manual. It is intended to serve as a reference guide for handling routine matters, such as monthly operations reporting, as well as special situations, such as accident reporting. Pace routinely provides operating bulletins to contractors providing direction on operating procedures. These bulletins automatically become a part of this Manual and must be maintained as part of this Manual. In addition to this Manual, all Pace bulletins must be disseminated to appropriate staff.

For more information regarding any of the items described in this Manual, please contact Pace's Paratransit Department Staff.

PARATRANSIT CONTACT INFORMATION

Pace Paratransit Services

547 W. Jackson Boulevard
Chicago, IL 60661
Main phone number: 312-341-8000
Fax number: 312-341-8050
Email format: [firstnamelastname@pacebus.com](mailto:firstname.lastname@pacebus.com)

OPERATIONS EMERGENCIES

Accident & Incident Reporting Phone Number – **847-228-4200**
– This should be used to report accidents and incidents that occur in Pace Paratransit Service

TRAPEZE & TECHNOLOGY SUPPORT

Trapeze, MDTs & Phone Systems Support Line – **847-275-1487**
– This should be used for technical support issues relating to Trapeze, MDTs and phone systems

Compliance Department

Email – compliance@pacebus.com
Fax Number – 312-341-8052

Paratransit Operations Reporting

Email – para.operations@pacebus.com

PARATRANSIT OPERATIONS STAFF

Melinda Metzger, Deputy Executive Director, Revenue Services
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Chicago Office (312)341-8022
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Rosemary Gerty, Manager, Contract Administration, Paratransit Services
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Chicago Office (312)341-8025
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Maurice Sanders, Manager, Quality Assurance/Compliance, Paratransit Services
Email – maurice.sanders@pacebus.com
Chicago Office – (312)341-8073
Cell Phone (708)502-8664

MAINTENANCE STAFF

Corey Padgett, Superintendent of Maintenance, Paratransit/Vanpool
Email – corey.padgett@pacebus.com
Office (708)225-3052
Cell (847) 212-9712

1. PERSONNEL STANDARDS AND REQUIREMENTS

A. PERSONNEL

1. Employment Standards

Employees must be selected on the basis of their qualifications, in accordance with Federal, State, and local laws and regulations, and the applicable provisions in the contract between Pace and the contractor. Pace has no interest in the manner in which Providers oversee their employees except in matters that impact upon the delivery of Pace mass transit service to the general public. Nor is Pace intent upon establishing any terms or conditions of employment as Pace is not the employer.

2. Required Documentation for Employees of Paratransit Projects

The following documentation must be submitted to Pace's Paratransit Department for review and approval before allowing an employee to operate in Pace service. No employee may operate a Pace vehicle, or any vehicle used in Pace service or perform any safety sensitive tasks without first receiving approval of documentation from Pace. Pace forms and instructions are included in this chapter:

Pace forms and instructions are included in this chapter:

Employee Information Form

FOR

- Anyone who works in any capacity for the contractor's Pace-funded paratransit project (This includes full time employees, part time employees, and volunteer employee).

WHEN

- Whenever an employee is hired by the contractor.
- Whenever any item listed on the Employee Information Form changes.

Medical Examiner's Certificate Documenting the U.S.DOT Physical

FOR

- Any employee who operates a paratransit vehicle at any time for any reason. This requirement applies to operators of both Pace owned and contractor owned vehicles.

WHEN

- Whenever an employee is hired by the contractor.
- Prior to expiration on the current Medical Examiner's Certificate.
- Return to duty.

Pace Report Form of Compliance with Drug/Alcohol Testing Requirements

FOR

- Any employee who holds a safety sensitive position, defined by the federal regulations as:

- A position which operates a Pace revenue service vehicle, whether or not the vehicle is in service
- A position which maintains Pace revenue service vehicles or equipment used in Pace service
- A position which directly controls or dispatches movement of a Pace revenue service vehicle
- A position which carries a firearm for security purposes

WHEN

- Whenever an employee is hired by the contractor.
- Biennially, thereafter.
- Any other time an employee is tested for drugs and alcohol required under the FTA guidelines. (See Section 4.5 Drug/Alcohol Testing for specific requirements.)

Motor Vehicle Report**FOR**

- Any employee/individual who operates a Pace owned or contractor owned vehicle at any time or any vehicle in Pace service. This applies to operators of Pace owned vehicles and contractor owned vehicles.

WHEN

- Whenever an employee is hired by the contractor.
- Annually
- At Pace's request

Criminal Background Check**FOR**

- Any employee/individual who operates a Pace owned or Contractor owned vehicle at any time in Pace service and any individual who has contact with the customers either in person or by telephone. This includes drivers, management personnel, reservationists, and dispatchers.

WHEN

- Whenever an employee is hired by the contractor
- Every 3 years
- Return to duty/ when an employee is on an extended leave of absence for 6 months or more
- When an employee is rehired
- At Pace's request

Any employee who is arrested for any reason must immediately notify the appropriate manager. The employee may be prohibited from operating in Pace service, if appropriate. Appropriate disciplinary action should be taken by the employer in the event that an employee is discovered to have an unreported criminal charge. Pace must be immediately notified of any arrest, charges, or pending charges of criminal behavior by Provider employees operating in Pace service.



Copy of Employee's Drivers License

FOR

- Any employee/individual who operates a Pace owned vehicle at any time or any vehicle in Pace service. This applies to operators of Pace owned vehicles and contractor owned vehicles, as well as mechanics

WHEN

- Whenever an employee is hired by the contractor
- Whenever the driver's license is renewed
- Return to duty

Copy of Driver Training/Retraining Checklist

FOR

- Any employee/individual who operates a Pace or Contractor owned vehicle in Pace service.

WHEN

- Whenever an employee is hired by the contractor.
- At Pace's request

3. Specific Requirements for Operators of vehicles in Pace service or Pace funded service

The following requirements must be met **BEFORE** an Operator is placed in Pace service or Pace funded service:

1. Operators must be 21 years of age or older and have held a driver's license for at least the last five (5) years without breaks or suspensions prior to the date of application for more than two (2) months. Breaks of more than two (2) months with an acceptable explanation may be considered. An acceptable explanation includes: relocation or financial hardship.
2. Operators have unsupervised access to vulnerable individuals therefore, Contractors must perform a criminal background check to ensure that a potential Operator is qualified. The following may be disqualifying:
 - a) Conviction of or conduct related to a sex crime or offense, violence, abuse, or endangerment of any person.

However, Contractor will then conduct an individualized assessment of the applicant's criminal history in accordance with the Equal Employment Opportunity Commission's enforcement guidance, including an assessment of the nature and gravity of the offense or conduct, the time that has passed since the offense, conduct and/or completion of any sentence, and the nature of the job held or sought.

3. Operators must successfully pass the U.S. Department of Transportation (U.S. DOT) physical examination. Instructions for U.S. DOT physical examination testing can be found in this chapter. Operators must have a current and valid Medical Examiner's Certificate which documents that they have successfully passed the U.S. Department of Transportation (U.S. DOT) physical examination. U.S.DOT physicals must be renewed prior to the expiration date on the Medical Examiner's Certificate.

4. Drivers must successfully pass drug/alcohol testing. Specific instructions for drug/alcohol testing can be found in section 4.5, Drug/Alcohol Testing. A copy of the Pace Report of Compliance with Drug/Alcohol Testing Requirements and instructions can be found in this chapter.
5. Operators must have a valid Commercial Driver License (CDL), in order to operate a vehicle requiring a CDL. The CDL must be a minimum class "C" license with a passenger (P) endorsement. It is the Contractor's responsibility to determine that the operator's license is valid, and of the correct classification. It is the Contractor's responsibility to assure that a vehicle requiring a CDL is assigned to an Operator with the proper CDL license and endorsements.
6. Contractors must obtain the Motor Vehicle Record(s) (MVR) of anyone operating in Pace service ("Operator") from each state where the Operator held or holds a commercial driver's license during the preceding five years and, upon receipt of an MVR, forward a copy to Pace. Each MVR shall be individually assessed in accordance with applicable EEOC guidelines.
7. Any Operator who receives a moving violation resulting from the operation of a paratransit vehicle in Pace service or a personal vehicle or who has his/her driver's license suspended, revoked, or canceled by a state or jurisdiction, loses the right to operate a commercial motor vehicle in a state or jurisdiction for any period, or is disqualified from operating a commercial motor vehicle for any period, shall notify Contractor, in writing, of such moving violation, suspension, revocation, cancellation, lost privilege, or disqualification, before the end of the business day following the day the Operator received the moving violation or notice of the suspension, revocation, cancellation, lost privilege, or disqualification by completing a Notification of Moving Violation Form, attaching a copy of the ticket or letter of suspension, and submitting it to the appropriate manager. Contractor must immediately send a copy of Operator's Notification of Moving Violation and all attachments to Pace. The Operator may be prohibited from operating in Pace service based upon the violation. An Operator shall not be allowed to operate in Pace service during any period in which he/she has a commercial driver's license disqualified by a state, has lost the right to operate a commercial motor vehicle in a state, or has been disqualified from operating a commercial motor vehicle.

B. PARATRANSIT DRIVER TRAINING

1. Contractor's Driver Training

All vehicle operators must receive comprehensive Paratransit training before being permitted to drive in Pace-funded service. The contractor will provide or arrange for this training before allowing any operator to drive in Pace-funded service. At a minimum, this training should address the areas listed below. A more detailed listing of driver training requirements can be found on the Driver Training Checklist located in this chapter. Contractor driver training procedures and documentation are subject to review and approval by Pace.

1. Accidents

- Pace Accident/Incident Report Form
- General Accident Procedures
- Drug/Alcohol Procedures

Driving Skills

- Definitions

- Starting and Stopping
- Following Moving Traffic
- Intersection Operation
- Right Hand Turns
- Left. Turn/Double Left Turn
- Changing Lanes
- Passing and Being Passed
- Backing Buses
- Service Stops
- Slippery Streets
- Railroad Crossing
- General Defensive Driving Techniques

Emergency Equipment Operations

- Review Emergency Procedures
- Location of Emergency Equipment in Vehicle
- Use of Emergency Equipment
- Vehicle Evacuation
- Fire Protection

Fare Collections

- Fare Instruments
- Collection/Handling of Fares
- Fare Box Operations
- Other Related Procedures

Lift Usage

- Position Vehicle
- Automatic Operation of Lift
- Manual Operation of Lift

Loading/Unloading Passengers on Lift

- Boarding and Alighting Mobility Limited Passengers
- Operations and Movement of Stand Wheelchairs

Passenger Interaction

- Passenger Relations
- Disability Awareness
- Sensitivity Training



- Service Animals

Vehicle Operations

- Pre-Pullout Checklist Form
- Pre-Pullout Inspection on Vehicle
- Radio Procedures
- Driver Seat Adjustment
- Mirror Adjustment and Usage
- Vehicle/Console Switches
- MDT Usage
- Drive Cam

Securement

- Hands on Securement Training
- Securement of Various Types of Assistive Devices (Amigos, Oxygen Tanks, Mobility Aids, etc.)
- Lap Belts, Etc.
- Oversized Wheelchairs (see chapter 6)

Supervised Behind the Wheel Training

- On the Road Training

Other

- Checking IDs
- No Show Procedures
- 60 Minute Drug/Alcohol Training

2. Pace's Paratransit Drivers Training Program

The contractor will provide all training necessary to assure safe operations by drivers. In specific situations, Pace may also require paratransit drivers to participate in Pace's Paratransit Drivers Training program. Pace's Paratransit Drivers Training Program is offered monthly and is intended to supplement training provided by the contractor. It is not designed to replace contractor training. Every effort will be made to schedule drivers for training at the convenience of the driver and the contractor. However, it may be necessary to require a driver to attend a specific session.

Drivers required to participate in Pace's Drivers Training Program who consistently are unable to attend may be prohibited from operating a vehicle in Pace-funded paratransit service until the Drivers Training Program has been successfully completed. Drivers who attend the Drivers Training Program and do not meet Pace standards will be prohibited from driving.

C. DRUG/ALCOHOL TESTING

1. Pace Drug and Alcohol Policy

Projects must maintain a current copy of Pace's Drug and Alcohol Policy and Testing Program in Appendix A of this Manual. Projects must have an official drug and alcohol policy which includes the requirements, procedures, and standards contained in Pace's Drug and Alcohol Policy and Testing Program.

The following sections summarize information contained in Pace's Drug and Alcohol Policy and Testing Program. This summary is not intended to replace Pace's Drug and Alcohol Policy and Testing Program but is provided to familiarize the Contractor with key elements of the policy.

Pace requires testing for paratransit drivers and persons holding other safety sensitive positions in the following circumstances:

- Pre-employment.
- Post-accident.
- Random.
- Reasonable suspicion.
- Return to Duty/Follow-up
- Biennially.

2. Pre-employment Drug Testing

In accordance with the Federal Transit Administration (FTA) Drug and Alcohol Testing Regulations, contractors must perform a NIDA-5 Pre-employment drug test and received a verified negative test result before allowing an employee to perform safety sensitive duties for the first time. Employees, applicants, and transferees who refuse to submit to pre-employment drug testing may not perform in a safety sensitive position. The following individuals must undergo a NIDA-5 Pre-employment drug test:

- All Applicants for safety sensitive positions
- All transferees into safety sensitive positions
- Any safety sensitive employee who has not performed safety sensitive duties for 90 consecutive calendar days, regardless of the reason, and the individual was not in the random pool.
- Any applicant for a safety sensitive position who was tested more than 90 days before they performed safety sensitive duties.

In addition to performing a Pre-employment drug test, contractors must obtain written consent from applicants to request their drug and alcohol testing information from previous DOT regulated employers that had employed the individual within the previous 2 years. Contractors must obtain this information from the previous employer and review it for DOT rule violations before allowing the employee to perform safety sensitive duties for the first time. Contractors must also ask applicants whether he/she has tested positive or refused to test on any pre-employment drug or alcohol test within the last two years. Contractors must obtain this information in writing. (Refer to DOT regulations 49 CFR Part 40 for procedures on employees and applicants with DOT rule violations.)

3. Post-Accident Drug and Alcohol Testing

All safety sensitive employees involved in an accident shall undergo **NIDA-5** drug testing and breath alcohol testing if any of the following conditions are met:

- An individual die;
- An individual suffers a bodily injury and immediately receives medical treatment away from the scene of the accident and if the employee cannot be discounted as a contributing factor to the accident; or
- Any vehicle involved incurs disabling damage and is transported away from the scene by a tow truck or other vehicle and if the employee cannot be discounted as a contributing factor to the accident.

Any other safety sensitive employee (e.g., mechanic, dispatcher, etc.) whose performance could have contributed to the accident or incident must also be tested for drugs and alcohol. This will be determined by the project manager/supervisor, using the best information available at the time of the accident or incident. Pace's Drug and Alcohol Policy and Testing Program in the Appendix of this Manual provides specific information on post accident drug and alcohol testing.

If safety sensitive employees must be tested for drugs and alcohol, they may not operate, dispatch, or perform maintenance on any vehicle in paratransit service until Pace has been notified of the drug/alcohol test results and has authorized the individual to resume safety sensitive functions. Refusal to sign the necessary forms for drug/alcohol testing or refusal to be tested will result in the employee being prohibited from performing safety sensitive functions.

Note: The employee **must be accompanied** to the testing facility by a supervisor, trainer, or other staff person.

4. Random Drug and Alcohol Testing

All safety sensitive employees are required to submit to random **NIDA-5** drug testing and/or breath alcohol testing. Contractors are to ensure that at least the percentage required by FTA of the total number of safety sensitive employees providing Pace service are randomly selected for drug and alcohol testing each year. Projects may participate in Pace's random drug and alcohol testing pool, or in an approved consortium pool. Random drug and alcohol test must be unannounced and unpredictable, and the dates for administering random test must be spread reasonably throughout the year. Random test must be conducted at all times of the day when safety sensitive functions are performed. Pace's Drug and Alcohol Policy and Testing Program in the Appendix of this Manual provides specific information on random drug and/or alcohol testing.

For projects participating in Pace's random drug and alcohol testing pool or an approved consortium pool, the above percentages do not apply. The designated contact person at these projects will be notified when safety sensitive employees have been selected for random testing.

5. Drug and Alcohol Testing for Reasonable Suspicion

Safety sensitive employees will be required to submit to **NIDA-5** drug testing and/or breath alcohol testing when observation of an employee indicates the possibility that the employee may be reporting for work or working under the influence of drugs or alcohol. Requests for employees to undergo reasonable suspicion tests will be based on specific contemporaneous, articulable observations concerning the appearance, behavior, speech, or body odor of the person to whom the request is directed. Supervisors who are in a position to make this determination must receive a minimum 2 hours training in the facts, circumstances, physical evidence, physical signs and symptoms, and patterns of performance and/or behavior associated with drug use and alcohol misuse.



Each contractor must have an individual trained and available to perform reasonable suspicion evaluations at all times of the day when safety sensitive functions are performed.

Safety sensitive employees who are tested for drugs and alcohol as a result of reasonable suspicion may not operate, dispatch, or perform maintenance on any vehicle in paratransit service until Pace has received a Pace Report Form of Compliance with Drug/Alcohol Testing Requirements and has authorized the individual to resume safety sensitive functions. Refusal to sign the necessary forms for drug/alcohol testing or refusal to be tested will result in the employee being prohibited from performing safety sensitive functions.

Note: The employee must be accompanied to the testing facility by a supervisor, trainer, or other staff person.

6. DOT Return to Duty/Follow-up Drug and Alcohol Testing

Before any employee is allowed to return to duty to perform a safety sensitive function following a verified positive drug test result, an alcohol test result of 0.04 or greater, or a refusal to submit to a test, the employee will be required to:

- Be evaluated by a Substance Abuse Professional (SAP) to determine whether the employee has followed the recommendations for action by the SAP, including participation in any rehabilitation program. Specific information regarding Substance Abuse Professional Evaluations is contained in Pace's Drug and Alcohol Policy and Testing Program.
- Pass a return to duty drug and alcohol test. The employee must have a verified negative drug test result and alcohol test result of less than 0.02 to return to duty to perform a safety sensitive function.
- An employee who is allowed to return to duty to perform a safety sensitive function following a verified positive drug test result, an alcohol test result of 0.04 or greater, or a refusal to submit to a test will be subject to unannounced follow-up testing for at least twelve (12), but not more than sixty (60) months. The frequency and duration of the follow-up testing will be determined by the SAP but will be subject to the conducting of a minimum of six (6) tests during the first twelve (12) months after the employee has returned to duty.

Follow-up drug testing is separate from and in addition to Pace's random testing program. Employees subject to follow-up testing also will remain in the standard random pool and will be tested whenever subject to random testing, even if as a result, the employee is tested twice in the same month, week, or day.

7. Non-DOT Return to Duty Following a Leave of Absence of More Than 30 Days

If a safety sensitive employee is absent from work for a period of more than 30 consecutive days, a 10 panel drug test is required prior to resuming safety sensitive duties in accordance with Pace requirements.

8. Biennial Drug Testing

All operators and employees in safety sensitive positions, as part of the routine biennial recertification, shall undergo 10 panel drug testing. Alcohol testing is not required as part of the biennial recertification. If the initial drug screen result is positive, the result may be confirmed by a second, more sophisticated laboratory method on the same specimen, at the discretion of the project. If there is evidence of any drug other than supported prescribed drugs, the employee will be removed from performing in Pace service.

If an employee fails to provide an authentic urine specimen at the time of examination or to sign the necessary consent for drug testing with authorization to release the test results to the project, the employee may not perform in a safety sensitive position.

9. Drug and Alcohol Testing Guidelines

- (a) Contractors must make arrangements with a medical facility to have testing done.
- (b) Only tests which screen for the **five drugs (NIDA-5) and/or alcohol** (Ethanol) are acceptable for pre-employment, post-accident, random, and reasonable suspicion testing. Any employee testing positive for drugs or ethanol may not operate, dispatch, or maintain a vehicle in Pace service, or operate a Pace owned vehicle.
- (c) Only tests which screen for the **ten drugs (10 panel)** are acceptable for biennial recertification. Any employee testing positive for drugs may not operate, dispatch, or maintain a vehicle in Pace service, or operate a Pace owned vehicle.
- (d) Any employee testing positive for drugs may request that a confirmatory test (split sampling analysis) be conducted using samples obtained from the initial test. Pace recommends the use of confirmatory tests. However, if the employee tests positive on the initial test and does not request a confirmatory test, Pace will require that the employee be removed from Pace service.

Note: If an employee tests positive on the initial test, the employee must be removed from Pace service pending the results of the confirmatory test.

- (e) Whenever notified by a Medical Review Officer (MRO) of a positive test result, either initial or confirmatory, immediately notify the Pace's Compliance Department. Pace's Compliance Department email address is compliance@pacebus.com. A copy of the Pace Report form of Positive Drug and Alcohol Test is included in this chapter.
- (f) Test cut-off levels for the five (NIDA-5) required drugs and the ten (10-panel) required drugs are contained in Pace's Drug and Alcohol Policy and Testing Program.
- (g) Once testing is completed and a confirmed negative result is received, fill out the Pace Report Form of Compliance with Drug/Alcohol Testing Requirements and submit it to Pace's Compliance Department. A copy of the Pace Report Form of Compliance with Drug/Alcohol Testing Requirements is included in this chapter.

10. Reporting Requirements

In compliance with Federal Transit Administration (FTA) requirements regarding drug and alcohol testing, several reports must be submitted to the FTA by Pace on a recurring basis. Contractors must track the number and type of all drug and alcohol tests, as well as the reasons for testing (e.g., pre-employment, post accident, random, etc.). Pace will provide each contractor with specific forms and instructions for the annual reporting of this information.

Pace will submit the annual report to FTA on behalf of the Paratransit contractors.

D. PACE FORMS AND INSTRUCTIONS

- 1. Employee Information Form
- 2. Employee Separation Form
- 3. U.S. Dot Physical Form (Sample)
- 4. Pace Report Form of Compliance With Drug/Alcohol Testing Requirements



Paratransit Division

1. Personnel Standards and Requirements

5. Pace Report Form of Positive Drug And Alcohol Test
6. Pace Driver Training Checklist
7. Dispatcher Training Checklist
8. Call Taker Training Checklist
9. Notice of Moving Violation Form



CONTRACTOR EMPLOYEE INFORMATION

NEW APPLICANT (date of hire): _____

CHANGE OF INFORMATION (explain): _____

RESIGNATION/TERMINATION (date of resignation/termination): _____

ELIGIBLE TO DRIVE IN PACE SERVICE: YES NO

Name: _____ Gender: _____ Badge #: _____

Home Address: _____

City: _____ State: _____ Zip: _____

Paratransit Project: _____

Position: _____ Safety Sensitive: YES NO

Date of Birth: _____ Social Security #: _____

Driver's License #: _____ State D/L Issued: _____ Class: _____

CDL: YES NO Endorsement: _____ Restrictions: _____

D/L Expiration Date: _____ Number of Years with U.S. D/L: _____

MVR Check: _____ Date of Background Check: _____

Previously drove in Pace service: NO YES (if yes, provide Agency/Municipality/Company below)

Date of Substance Abuse Training: _____ 1-hour (Driver) 2-hour (Supervisor)

Date of Sensitivity Training: _____

Date of Pre-Employment (NIDA 5-panel Drug Test): _____

(Please include the Pace Drug & Alcohol Compliance Form) Results: NEGATIVE POSITIVE

Date of D.O.T. Medical Examiner Certificate: _____

Expiration Date of D.O.T. Physical: _____

Transportation Coordinator (Print Name): _____

(Signature) Date: _____



1. Employee Information & Employee Separation Forms and Instructions

The Pace Report Form for Employees of Paratransit Projects - Employee Information must be submitted for anyone who works in any capacity for the Paratransit project. This form must be submitted for full time employees, part time employees, and volunteer employees. This includes drivers, project supervisors, mechanics, bus janitors, and any other employees who are involved in the operation of the Paratransit project.

The Pace Report Form for Employees of Paratransit Projects - Employee Information must also be submitted to notify Pace of changes in an employee's status.

Submit a Pace Report Form for Employees of Paratransit Projects - Employee Information to Pace to provide the following information:

- New Employees.
- Change of employees' address or telephone number.
- Change of position, or full-time/part-time status.
- Change of driver's license class or new expiration date.

The Pace Report Form for Employees of Paratransit Projects – Employee Separation must be submitted whenever a employees resigns or is terminated.

Email the completed Pace Report Form for Employees of Paratransit Projects - Employee Information to:

Compliance@pacebus.com



Paratransit Division

Employee Separation Form

Division/Property/Company: _____

Name: _____ Badge#: _____

Social Security Number: _____

Position: _____

Date of Termination: _____

Reason for Separation:

Eligible For Re-hire

Not Eligible for Re-hire



2. U.S. DOT Physical Examination Instructions and Sample Form

The U.S. DOT physical examination must be successfully passed in both of the following circumstances:

- Driver applicants and any other employee who may drive a paratransit vehicle at any time must successfully pass the U.S. DOT physical examination prior to beginning work.
- Drivers on staff and any other employee on staff who may drive a paratransit vehicle at any time must be recertified by successfully passing the U.S. DOT physical examination every other year.

The examination facility will provide the U.S. DOT Physical Examination Form. The physician must date and sign his findings upon completion of the examination.

Only applicants who successfully pass the physical examination and meet the other employee information requirements may operate a paratransit vehicle in any capacity. Employees must successfully pass the physical examination on a biennial basis in order to operate a paratransit vehicle in any capacity. Individuals who do not pass the U.S. DOT Physical examination are prohibited from operating a Pace vehicle or any vehicle in Pace service until corrective action has been taken and the individual receives a Medical Examiner's Certificate.

Upon successfully completing the U.S. DOT Physical Examination, the driver or applicant will be issued a Medical Examiner's Certificate.

Email a copy of the Medical Examiner's Certificate to:

Pace.Compliance@pacebus.com

DO NOT SUBMIT THE U.S. DOT PHYSICAL EXAMINATION FORM TO PACE.

Medical Examination Report FOR COMMERCIAL DRIVER FITNESS DETERMINATION

649-F (6045)

1. DRIVER'S INFORMATION							
Driver's Name (Last, First, Middle)		Social Security No.	Birthdate M/D/Y	Age	Sex <input type="checkbox"/> M <input type="checkbox"/> F	New Certification Re-certification <input type="checkbox"/> Follow-up <input type="checkbox"/>	Date of Exam
Address	City, State, Zip Code	Work Tel: ()	Home Tel: ()	Driver License No.	License Class <input type="checkbox"/> A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/> D <input type="checkbox"/> Other	State of Issue	

2. HEALTH HISTORY																																																																																																																																																
Driver completes this section, but medical examiner is encouraged to discuss with driver.																																																																																																																																																
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I certify that the above information is complete and true. I understand that inaccurate, false or missing information may invalidate the examination and my Medical Examiner's Certificate.

Driver's Signature _____

Date _____

Medical Examiner's Comments on Health History (The medical examiner must review and discuss with the driver any "yes" answers and potential hazards of medications, including over-the-counter medications, while driving. This discussion must be documented below.)

TESTING (Medical Examiner completes Section 3 through 7) Name: Last, First, Middle.

3. VISION Standard: At least 20/40 acuity (Snellen) in each eye with or without correction. At least 70 degrees peripheral in horizontal meridian measured in each eye. The use of corrective lenses should be noted on the Medical Examiner's Certificate.

INSTRUCTIONS: When other than the Snellen chart is used, give test results in Snellen-comparable values. In recording distance vision, use 20 feet as normal. Report visual acuity as a ratio with 20 as numerator and the smallest type read at 20 feet as denominator. If the applicant wears corrective lenses, these should be worn while visual acuity is being tested. If the driver habitually wears contact lenses, or intends to do so while driving, sufficient evidence of good tolerance and adaptation to their use must be obvious. **Monocular drivers are not qualified.**

Numerical readings must be recorded.

ACUITY	UNCORRECTED	CORRECTED	HORIZONTAL FIELD OF VISION
Right Eye	20/	20/	Right Eye ○
Left Eye	20/	20/	Left Eye ○
Both Eyes	20/	20/	

Applicant can recognize and distinguish among traffic control signals and devices showing standard red, green, and amber colors? Yes No

Applicant meets visual acuity requirement only when wearing: Corrective Lenses

Monocular Vision: Yes No

Complete next line only if vision testing is done by an optalmologist or optometrist.

Date of Examination _____ Name of Ophthalmologist or Optometrist (print) _____ TEL No. _____ License No./ State of Issue _____ Signature _____

4. HEARING Standard: a) Must first perceive forced whispered voice > 5 ft, with or without hearing aid, or b) average hearing loss in better ear ≤ 40 dB

INSTRUCTIONS: To convert audiometric test results from ISO to ANSI, -14 dB from ISO for 500 Hz, -10 dB for 1,000 Hz, -8.5 dB for 2000 Hz. To average, add the readings for 3 frequencies tested and divide by 3.

Numerical readings must be recorded.

a) Record distance from individual at which forced whispered voice can first be heard.

	Right ear \ Feet	Left Ear \ Feet
b) If audiometer is used, record hearing loss in decibels (spec. to ANSI 724.5-1991)	Right Ear 500 Hz Average:	Left Ear 500 Hz Average:
	1000 Hz	1000 Hz
	2000 Hz	2000 Hz
	Average:	Average:

5. BLOOD PRESSURE/PULSE RATE Numerical readings must be recorded. Medical Examiner should take at least two readings to confirm BP.

Blood Pressure	Systolic	Diastolic	Reading	Category	Expiration Date	Recertification
Driver qualified if ≤140/90.			140-159/90-99	Stage 1	1 year	1 year if ≤140/90. One-time certificate for 3 months if 141-159/91-99.
Pulse Rate: <input type="checkbox"/> Regular <input type="checkbox"/> Irregular			160-179/100-109	Stage 2	One-time certificate for 3 months.	1 year from date of exam if ≤140/90
Record Pulse Rate: _____			≥180/110	Stage 3	6 months from date of exam if ≤140/90	6 months if ≤ 140/90

6. LABORATORY AND OTHER TEST FINDINGS Numerical readings must be recorded.

Urinalysis is required. Protein, blood or sugar in the urine may be an indication for further testing to rule out any underlying medical problem. Other Testing (Describe and record)

URINE SPECIMEN	SP. GR.	PROTEIN	BLOOD	SUGAR

7. PHYSICAL EXAMINATION

Height: _____ (in.) Weight: _____ (lbs.)

Name: Last,

First,

Middle,

The presence of a certain condition may not necessarily disqualify a driver, particularly if the condition is controlled adequately, is not likely to worsen or is readily amenable to treatment. Even if a condition does not disqualify a driver, the medical examiner may consider deferring the driver temporarily. Also, the driver should be advised to take the necessary steps to correct the condition as soon as possible particularly if the condition, if neglected, could result in more serious illness that might affect driving.

Check YES if there are any abnormalities. Check NO if the body system is normal. Discuss any YES answers in detail in the space below, and indicate whether it would affect the driver's ability to operate a commercial motor vehicle safely. Enter appropriate item number before each comment. If organic disease is present, note that it has been compensated for. See *Instructions to the Medical Examiner* for guidance.

BODY SYSTEM		CHECK FOR:	YES*	NO	BODY SYSTEM		CHECK FOR:	YES*	NO
1. General Appearance		Marked overweight, tremor, signs of alcoholism, problem drinking, or drug abuse.			7. Abdomen and Viscera		Enlarged liver, enlarged spleen, masses, bruits, hernia, significant abdominal wall muscle weakness.		
2. Eyes		Pupillary equality, reaction (light, accommodation), ocular motility, ocular muscle innervation, extraocular movement, nystagmus, exophthalmos. Ask about retinopathy, cataracts, aphakia, glaucoma, macular degeneration and refer to a specialist if appropriate.			8. Vascular System		Abnormal pulse and amplitude, carotid or arterial bruits, varicose veins.		
3. Ears		Scarring of tympanic membrane, occlusion of external canal, perforated eardrums.			9. Genito-urinary System		Hernias.		
4. Mouth and Throat		Irreparable deformities likely to interfere with breathing or swallowing.			10. Extremities- Limb		Loss or impairment of leg, foot, toe, arm, hand, finger, perceptible limp, deformities, atrophy, weakness, paralysis, clubbing, edema, hypotonia. Insufficient grasp and prehension in upper limb to maintain steering wheel grip. Insufficient mobility and strength in lower limb to operate pedals properly.		
5. Heart		Murmurs, extra sounds, enlarged heart, pacemaker, implantable defibrillator.			11. Spine, other musculoskeletal		Previous surgery, deformities, limitation of motion, tenderness.		
6. Lungs and chest, not including breast examination		Abnormal chest wall expansion, abnormal respiratory rate, abnormal breath sounds including wheezes or atelectatic, impaired respiratory function, cyanosis. Abnormal findings on physical exam may require further testing such as pulmonary tests and/ or xray of chest.			12. Neurological		Impaired equilibrium, coordination or speech pattern; asymmetric deep tendon reflexes, sensory or positional abnormalities, abnormal patellar and Babinski reflexes, ataxia.		

***COMMENTS:**

Note certification status here. See Instructions to the Medical Examiner for guidance.

- Meets standards in 49 CFR 391.41; qualifies for 2 year certificate
 Does not meet standards
 Meets standards, but periodic monitoring required due to _____
 Driver qualified only for: 3 months 6 months 1 year Other _____

Temporarily disqualified due to (condition or medication): _____

Return to medical examiner's office for follow up on _____

If meets standards, complete a Medical Examiner's Certificate as stated in 49 CFR 391.45(f). (Driver must carry certificate when operating a commercial vehicle.)

- Wearing corrective lenses
 Wearing hearing aid
 Accompanied by a _____
 Exempt from time of certification.
 Skill Performance Evaluation (SPE) Certificate
 Driving within an exempt intracity zone (See 49 CFR 391.62)
 Qualified by operation of 49 CFR 391.64

Medical Examiner's signature _____

Medical Examiner's name _____

Address _____

Telephone Number _____

49 CFR 391.41 Physical Qualifications for Drivers

THE DRIVER'S ROLE

Responsibilities, work schedules, physical and emotional demands, and lifestyles among commercial drivers vary by the type of driving that they do. Some of the main types of drivers include the following: turn around or short relay (drivers return to their home base each evening); long relay (drivers drive 9-11 hours and then have at least a 10-hour off-duty period); straight through haul (cross country drivers); and team drivers (drivers share the driving by alternating their 5-hour driving periods and 5-hour rest periods.)

The following factors may be involved in a driver's performance of duties: abrupt schedule changes and rotating work schedules, which may result in irregular sleep patterns and a driver beginning a trip in a fatigued condition; long hours; extended time away from family and friends, which may result in lack of social support; tight pickup and delivery schedules, with irregularity in work, rest, and eating patterns; adverse road, weather and traffic conditions, which may cause delays and lead to hurriedly loading or unloading cargo in order to compensate for lost time; and environmental conditions such as excessive vibration, noise, and extremes in temperature. Transporting passengers or hazardous materials may add to the demands on the commercial driver.

The driver is responsible and needs to be fit. Some of these responsibilities are: coupling and uncoupling trailer(s) from the tractor, loading and unloading trailer(s) (sometimes a driver may fit a heavy load or unload as much as 50,000 lbs. of freight after sitting for a long period of time without any stretching period); inspecting the operating condition of tractor and/or trailer(s) before, during and after delivery of cargo; lifting, installing, and removing heavy tire chains; and, lifting heavy tarpaulins to cover open top trailers. The above tasks demand agility, the ability to bend and stoop, the ability to maintain a crouching position to inspect the underside of the vehicle, frequent entering and exiting of the cab, and the ability to climb ladders on the tractor and/or trailer(s). In addition, a driver must have the perceptual skills to monitor a sometimes complex driving situation, the judgment skills to make quick decisions, when necessary, and the manipulative skills to control an oversize steering wheel, shift gears using a manual transmission, and maneuver a vehicle in crowded areas.

\$391.45 PHYSICAL QUALIFICATIONS FOR DRIVERS

(a) A person shall not drive a commercial motor vehicle unless he is physically qualified to do so and, except as provided in §391.67, has on his person the original, or a photographic copy, of a medical examiner's certificate that he is physically qualified to drive a commercial motor vehicle.

(b) A person is physically qualified to drive a motor vehicle if that person:

(1) Has no loss of a foot, a leg, a hand, or an arm, or has been granted a Skill Performance Evaluation (SPE) Certificate (formerly Limb Waiver Program) pursuant to §391.49.

(2) Has no impairment of: (i) A hand or finger which interferes with prehension or power grasping; or (ii) An arm, foot, or leg which interferes with the ability to perform normal tasks associated with operating a commercial motor vehicle; or any other significant limb defect or limitation which interferes with the ability to perform normal tasks associated with operating a commercial motor vehicle; or has been granted a SPE Certificate pursuant to §391.49.

(3) Has no established medical history or clinical diagnosis of diabetes mellitus currently requiring insulin for control.

(4) Has no current clinical diagnosis of myocardial infarction, angina pectoris, coronary insufficiency, thrombosis, or any other cardiovascular disease of a variety known to be accompanied by syncope, dyspnea, collapse, or congestive cardiac failure.

(5) Has no established medical history or clinical diagnosis of a respiratory dysfunction likely to interfere with his ability to control and drive a commercial motor vehicle safely.

(6) Has no current clinical diagnosis of high blood pressure likely to interfere with his ability to operate a commercial motor vehicle safely.

(7) Has no established medical history, or clinical diagnosis of rheumatic, arthritic, orthopedic, muscular, neuromuscular, or vascular disease which interferes with his ability to control and operate a commercial motor vehicle safely.

(8) Has no established medical history or clinical diagnosis of epilepsy or any other condition which is likely to cause loss of consciousness or any loss of ability to control a commercial motor vehicle.

(9) Has no mental, nervous, organic, or functional disease or psychiatric disorder likely to interfere with his ability to drive a commercial motor vehicle safely.

(10) Has distant visual acuity of at least 20/40 (Snellen) in each eye without corrective lenses; or visual acuity separately corrected to 20/40 (Snellen) or better with corrective lenses; distant binocular acuity of at least 20/24 (Snellen) in both eyes with or without corrective lenses; field of vision of at least 70 degrees in the horizontal meridian in each eye; and the ability to recognize the colors of traffic signals and devices showing standard red, green and amber.

(11) First perceives a forced whispered voice in the better ear not less than 5 feet with or without the use of a hearing aid, or, if tested by use of an audiometric device, does not have an average hearing loss in the better ear greater than 40 decibels at 500 Hz, 1,000 Hz and 2,000 Hz with or without a hearing device when the audiometric device is calibrated to the American National Standard (formerly ASA Standard Z24.5-1951).

(12) (i) Does not use a controlled substance identified in 21 CFR 1308.11 Schedule I, an amphetamine, a narcotic, or any other habit-forming drug. (ii) Exception: A driver may use such a substance or drug, if the substance or drug is prescribed by a licensed medical practitioner who: (A) Is familiar with the driver's medical history and assigned duties; and (B) Has advised the driver that the prescribed substance or drug will not adversely affect the driver's ability to safely operate a commercial motor vehicle; and (13) Has no current clinical diagnosis of alcoholism.

INSTRUCTIONS TO THE MEDICAL EXAMINER

General Information

The purpose of this examination is to determine a driver's physical qualification to operate a commercial motor vehicle (CMV) in interstate commerce according to the requirements in 49 CFR 391.41-49. Therefore, the medical examiner must be knowledgeable of these requirements and guidelines developed by the FMCSA to assist the medical examiner in making the qualification determination. The medical examiner should be familiar with the driver's responsibilities and work environment and is referred to the section on the form, **The Driver's Role**.

In addition to reviewing the **Health History** section with the driver and conducting the physical examination, the medical examiner should discuss common prescriptions and over-the-counter medications relative to the side effects and hazards of these medications while driving. Educate the driver to read warning labels on all medications. History of certain conditions may be cause for rejection, particularly if required by regulation, or may indicate the need for additional laboratory tests or more stringent examination perhaps by a medical specialist. These decisions are usually made by the medical examiner in light of the driver's job responsibilities, work schedule and potential for the conditions to render the driver unsafe.

Medical conditions should be recorded even if they are not cause for denial, and they should be discussed with the driver to encourage appropriate remedial care. This advice is especially needed when a condition, if neglected, could develop into a serious illness that could affect driving.

If the medical examiner determines that the driver is fit to drive and is also able to perform non-driving responsibilities as may be required, the medical examiner signs the medical certificate which the driver must carry with his/her license. The certificate must be dated. **Under current regulations, the certificate is valid for two years, unless the driver has a medical condition that does not prohibit driving but does require more frequent monitoring.** In such situations, the medical certificate should be issued for a shorter length of time. The physical examination should be done carefully and at least as complete as is indicated by the attached form. Contact the FMCSA at (202) 366-1790 for further information (a vision exemption, qualifying drivers under 49 CFR 391.64, etc.)

Interpretation of Medical Standards

Since the issuance of the regulations for physical qualifications of commercial drivers, the Federal Motor Carrier Safety Administration (FMCSA) has published recommendations called Advisory Criteria to help medical examiners in determining whether a driver meets the physical qualifications for commercial driving. These recommendations have been condensed to provide information to medical examiners that (1) is directly relevant to the physical examination and (2) is not already included in the medical examination form. The specific regulation is printed in italics and its reference by section is highlighted.

**Federal Motor Carrier Safety Regulations
-Advisory Criteria-**

Loss of Limb:
§391.41(b)(1)
A person is physically qualified to drive a commercial motor vehicle if that person:

Has no loss of a foot, leg, hand or an arm, or has been granted a Skill Performance Evaluation (SPE) Certificate pursuant to Section 391.49.

Limb Impairment:

§391.41(b)(2)
A person is physically qualified to drive a commercial motor vehicle if that person:

Has no impairment of: (i) A hand or finger which interferes with prevention or power grasping; or (ii) An arm, foot, or leg which interferes with the ability to perform normal tasks associated with operating a commercial motor vehicle; or (iii) Any other significant limb defect or limitation which interferes with the ability to perform normal tasks associated with operating a commercial motor vehicle; or (iv) Has been granted a Skill Performance Evaluation (SPE) Certificate pursuant to Section 391.49.

A person who suffers loss of a foot, leg, hand or arm or performance of normal tasks associated with operating a commercial motor vehicle is subject to the Skill Performance Evaluation Certificate program pursuant to section 391.49, assuming the person is otherwise qualified.

With the advancement of technology, medical aids and equipment modifications have been developed to compensate for certain disabilities. The SPE Certificate Program (formerly the Limb Waiver Program) was designed to allow persons with the loss of a foot or limb or with functional impairment to qualify under the Federal Motor Carrier Safety Regulations (FMCSRs) by use of prosthetic devices or equipment modifications which enable them to safely operate a commercial motor vehicle. Since there are no medical aids equivalent to the original body or limb, certain risks are still present, and thus restrictions may be indicated on individual SPE certificates when a State Director for the FMCSA determines they are necessary to be consistent with safety and public interest.

If the driver is found otherwise medically qualified, §391.41(b)(3) through (13), the medical examiner must check on the medical certificate that the driver is qualified only if accompanied by a SPE certificate. The driver and the employing motor carrier are subject to appropriate penalty if the driver operates a motor vehicle in interstate or foreign commerce without a current SPE certificate for his/her physical disability.

Diabetes:

§391.41(b)(3)
A person is physically qualified to drive a commercial motor vehicle if that person:

Has no established medical history or clinical diagnosis of diabetes mellitus currently requiring insulin for control. Diabetes mellitus is a disease which, on occasion, can result in a loss of consciousness or disorientation in time and space. Individuals who require insulin for control have conditions which can get out of control by the use of too much or too little insulin, or food intake not consistent with the insulin dosage. Incapacitation may occur from symptoms of hypoglycemia or hypoglycemic reactions (drowsiness, semiconsciousness, diabetic coma or insulin shock).

The administration of insulin is, within itself, a complicated process requiring insulin, syringe, needle, alcohol sponge and a sterile technique. Factors related to long-haul commercial motor vehicle operators, such as fatigue, lack of sleep, poor diet, emotional conditions, stress, and concomitant illness, compound the dangers. The FMCSA has consistently held that a diabetic who uses insulin for control does not meet the minimum physical requirements of the FMCSRs.

Hypoglycemic drugs, taken orally, are sometimes prescribed for diabetic individuals to help stimulate natural body production of insulin. If the condition can be controlled by the use of oral medication and diet, then an individual may be qualified under the present rule. CMV drivers who do not meet the Federal diabetes standard may call (202) 366-1790 for an application for a diabetes exemption.

(See Conference Report on Diabetic Disorders and Commercial Drivers and Insulin-Using Commercial Motor Vehicle Drivers at <http://www.fmcsa.dot.gov/rulesregs/medreports.htm>)

Cardiovascular Condition

§391.41(b)(4)
A person is physically qualified to drive a commercial motor vehicle if that person:

Has no current clinical diagnosis of myocardial infarction, angina pectoris, coronary insufficiency, thrombosis or any other cardiovascular disease of a variety known to be accompanied by syncope, dyspnea, collapse or congestive cardiac failure.

The term "has no current clinical diagnosis of" is specifically designed to encompass: "a clinical diagnosis of (1) a current cardiovascular condition, or (2) a cardiovascular condition which has not fully stabilized regardless of the time limit. The term "known to be

accompanied by "is designed to include a clinical diagnosis of a cardiovascular disease (1) which is accompanied by symptoms of syncope, dyspnea, collapse or congestive cardiac failure; and/or (2) which is likely to cause syncope, dyspnea, collapse or congestive cardiac failure.

It is the intent of the FMCSRs to render unqualified, a driver who has a current cardiovascular disease which is accompanied by and/or likely to cause symptoms of syncope, dyspnea, collapse, or congestive cardiac failure. However, the subjective decision of whether the nature and severity of an individual's condition will likely cause symptoms of cardiovascular insufficiency is on an individual basis and qualification rests with the medical examiner and the motor carrier. In those cases where there is an occurrence of cardiovascular insufficiency (myocardial infarction, thrombosis, etc.), it is suggested before a driver is certified that he or she have a normal resting atrial stress electrocardiogram (ECG), no residual complications, and no physical limitations, and is taking no medication likely to interfere with safe driving.

Coronary artery bypass surgery and pacemaker implantation are remedial procedures and thus, not disqualifying. Implantable cardioverter defibrillators are a medical treatment which can improve the health and safety of the driver and should not, by its use, medically disqualify the commercial driver. The emphasis should be on the underlying medical condition(s) which require treatment and the general health of the driver. The FMCSA should be contacted at (202) 366-1790 for additional recommendations regarding the physical qualification of drivers on countrain.

(See Cardiovascular Advisory Panel Guidelines for the Medical Examination of Commercial Motor Vehicle Drivers at: <http://www.fmcsa.dot.gov/rulesregs/medreports.htm>)

Respiratory Dysfunction

§391.41(b)(5)
A person is physically qualified to drive a commercial motor vehicle if that person:

Has no established medical history or clinical diagnosis of a respiratory dysfunction likely to interfere with ability to control and drive a commercial motor vehicle safely.

Since a driver must be alert at all times, any change in his or her mental state is in direct conflict with highway safety. Even the slightest impairment in respiratory function under emergency conditions (when greater oxygen supply is necessary for performance) may be detrimental to safe driving.

There are many conditions that interfere with oxygen exchange and may result in incapacitation, including emphysema, chronic asthma, carcinoma, tuberculosis, chronic bronchitis and sleep apnea. If the medical examiner detects a respiratory dysfunction, that in any way is likely to interfere with the driver's ability to safely control and drive a commercial motor vehicle, the driver must be referred to a specialist for further evaluation and therapy. Anticoagulation therapy for deep vein thrombosis and/or pulmonary thromboembolism is not unqualifying once optimum dose is achieved, provided lower extremity venous examinations remain normal and the treating physician gives a favorable recommendation.

(See Conference on Pulmonary/Respiratory Disorders and Commercial Drivers at: <http://www.fmcsa.dot.gov/rulesregs/medreports.htm>)

Hypertension

§391.41(b)(6)
A person is physically qualified to drive a commercial motor vehicle if that person:

Has no current clinical diagnosis of high blood pressure likely to interfere with ability to operate a commercial motor vehicle safely.

Hypertension alone is unlikely to cause sudden collapse; however, the likelihood increases when target organ damage, particularly cerebral vascular disease, is present. This regulatory criteria is based on FMCSA's Cardiovascular Advisory Guidelines for the Examination of CMV Drivers, which used the Sixth Report of the Joint National Committee on Detection, Evaluation, and Treatment of High Blood Pressure (1997).

Stage 1 hypertension corresponds to a systolic BP of 140-159 mmHg and/or a diastolic BP of 90-99 mmHg. The driver with a BP in this range is at low risk for hypertension-related acute incapacitation and may be medically certified to drive for a one-year period. Certification examinations should be done annually thereafter and should be at or less than 140/90. If less than 160/100, certification may be extended one time for 3 months.

A blood pressure of 160-179 systolic and/or 100-109 diastolic is considered Stage 2 hypertension, and the driver is not necessarily unqualified during evaluation and certification of treatment. The driver is given one time certification of three months to reduce his or her blood pressure to less than or equal to 140/90. A blood pressure in this range is an absolute indication for anti-hypertensive drug therapy. Provided treatment is well tolerated and the driver demonstrates a BP value of 140/90 or less, the driver may be certified for one year from date of the initial exam.

The driver is certified annually thereafter. A blood pressure at or greater than 180 (systolic) and 110 (diastolic) is considered Stage 3, high risk for an acute BP-related event. The driver may not be qualified, even temporarily, until reduced to 140/90 or less and treatment is well tolerated. The driver may be certified for 6 months and biannually (every 6 months) thereafter if at recheck BP is 140/80 or less.

Annual recertification is recommended if the medical examiner does not know the severity of hypertension prior to treatment. An elevated blood pressure finding should be confirmed by at least two subsequent measurements on different days.

Treatment includes nonpharmacologic and pharmacologic modalities as well as counseling to reduce other risk factors. Most antihypertensive medications also have side effects, the importance of which must be judged on an individual basis. Individuals must be alerted to the hazards of these medications while driving. Side effects of somnolence or syncope are particularly undesirable in commercial drivers.

Secondary hypertension is based on the above stages. Evaluation is warranted if patient is persistently hypertensive

on maximal or near-maximal doses of 2-3 pharmacologic agents. Some causes of secondary hypertension may be amenable to surgical intervention or specific pharmacologic disease.

(See Cardiovascular Advisory Panel Guidelines for the Medical Examination of Commercial Motor Vehicle Drivers at: <http://www.fmcsa.dot.gov/rulesregs/medreports.htm>)

Rheumatic, Arthritic, Orthopedic, Muscular, Neuromuscular or Vascular Disease §391.41(b)(7)

A person is physically qualified to drive a commercial motor vehicle if that person:

Has no established medical history or clinical diagnosis of rheumatic, arthritic, orthopedic, muscular, neuromuscular or vascular disease which interferes with the ability to control and operate a commercial motor vehicle safely.

Certain diseases are known to have acute episodes of transient muscle weakness, poor muscular coordination (ataxia), abnormal sensations (paresthesia), decreased muscular tone (hypotonia), visual disturbances and pain which may be suddenly incapacitating. With each recurring episode, these symptoms may become more pronounced and remain for longer periods of time. Other diseases have more insidious onsets and display symptoms of muscle wasting (atrophy), swelling and paresthesia which may not suddenly incapacitate a person but may restrict his/her movements and eventually interfere with the ability to safely operate a motor vehicle. In many instances these diseases are degenerative in nature or may result in deterioration of the involved area.

Once the individual has been diagnosed as having a rheumatic, arthritic, orthopedic, muscular, neuromuscular or vascular disease, then he/she has an established history of that disease. The physician, when examining an individual, should consider the following: (1) the nature and severity of the individual's condition (such as sensory loss or loss of strength); (2) the degree of limitation present (such as range of motion); (3) the likelihood of progressive limitation (not always present initially but may manifest itself over time); and (4) the likelihood of sudden incapacitation. If severe functional impairment exists, the driver does not qualify. In cases where more frequent monitoring is required, a certificate for a shorter period of time may be issued. (See Conference on Neurological Disorders and Commercial Drivers at: <http://www.fmcsa.dot.gov/rulesregs/medreports.htm>)

1. Personnel Standards and Requirements

Epilepsy §391.41(b)(8)

A person is physically qualified to drive a commercial motor vehicle if that person:
Has no established medical history or clinical diagnosis of epilepsy or any other condition which is likely to cause loss of consciousness or any loss of ability to control a motor vehicle.

Epilepsy is a chronic functional disease characterized by seizures or episodes that occur without warning, resulting in loss of voluntary control which may lead to loss of consciousness and/or seizures. Therefore, the following drivers cannot be qualified: (1) a driver who has a medical history of epilepsy; (2) a driver who has a current clinical diagnosis of epilepsy; or (3) a driver who is taking antiseizure medication.

If an individual has had a sudden episode of a nonepileptic seizure or loss of consciousness of unknown cause which did not require antiseizure medication, the decision as to whether that person's condition will likely cause loss of consciousness or loss of ability to control a motor vehicle is made on an individual basis by the medical examiner in consultation with the treating physician. Before certification is considered, it is suggested that a 6 month waiting period elapse from the time of the episode. Following the waiting period, it is suggested that the individual have a complete neurological examination. If the results of the examination are negative and antiseizure medication is not required, then the driver may be qualified.

In those individual cases where a driver has a seizure or an episode of loss of consciousness that resulted from a known medical condition (e.g., drug reaction, high temperature, acute infectious disease, dehydration or acute metabolic disturbance), certification should be deferred until the driver has fully recovered from that condition and has no existing residual complications, and not taking antiseizure medication.

Drivers with a history of epilepsy/seizures off antiseizure medication and seizure-free for 10 years may be qualified to drive a CMV in interstate commerce. Interstate drivers with a history of a single unprovoked seizure may be qualified to drive a CMV in interstate commerce if seizure-free and off antiseizure medication for a 5-year period or more.

(See Conference on Neurological Disorders and Commercial Drivers at: <http://www.fmcsa.dot.gov/rulesregs/medreports.htm>)

Mental Disorders §391.41(b)(9)

A person is physically qualified to drive a commercial motor vehicle if that person:
Has no mental, nervous, organic or functional disease or psychiatric disorder likely to interfere with ability to drive a motor vehicle safely.

Emotional or adjustment problems contribute directly to an individual's level of memory, reasoning, attention, and judgment. These problems often underlie physical disorders. A variety of functional disorders can cause drowsiness, dizziness, confusion, weakness or paralysis that may lead to incoordination, inattention, loss of functional control and susceptibility to accidents while driving. Physical fatigue, headache, impaired coordination, recurring physical ailments and chronic "aching" pain may be present to such a degree that operating a commercial driving is inadvisable. Somatic and psychogenic complaints should be thoroughly examined when determining an individual's overall fitness to drive.

Disorders of development, may warrant disqualification. Many bus and truck drivers have documented that "nervous trouble" related to neurotic, personality, or emotional or adjustment problems is responsible for a significant fraction of their preventable accidents. The degree to which an individual is able to appreciate, evaluate and adequately respond to environmental stress and emotional stress is critical when assessing an individual's mental alertness and flexibility to cope with the stresses of commercial motor vehicle driving.

When examining the driver, it should be kept in mind that individuals who are under chronic emotional upset may have deeply ingrained maladaptive or erratic behavior patterns. Excessively antagonistic, instinctive, impulsive, openly aggressive, paranoid or severely depressed behavior greatly interfere with the driver's ability to drive safely. Those individuals who are highly susceptible to frequent states of emotional instability (schizophrenia, affective psychoses, paranoia, anxiety or depressive neuroses) may warrant disqualification. Careful consideration should be given to the side effects and interactions of medications in the overall qualification determination. See Psychiatric Conference Report for specific recommendations on the use of medications and potential hazards for driving.

(See Conference on Psychiatric Disorders and Commercial Drivers at: <http://www.fmcsa.dot.gov/rulesregs/medreports.htm>)

Vision §391.41(b)(10)

A person is physically qualified to drive a commercial motor vehicle if that person:
Has distant visual acuity of at least 20/40 (Snellen) in each eye with or without corrective lenses or visual acuity separately corrected to 20/40 (Snellen) or better with corrective lenses; distant binocular acuity of at least 20/40 (Snellen) in both eyes with or without corrective lenses; field of vision of at least 70 degrees in the horizontal meridian in each eye; and the ability to recognize the colors of traffic signals and devices showing standard red, green, and amber.

The term "ability to recognize the colors of" is interpreted to mean if a person can recognize and distinguish among traffic control signals and devices showing standard red, green and amber, he or she meets the minimum standard, even though he or she may have some type of color perception deficiency. If certain color perception tests are administered (such as Ishihara, Pseudochromatic, Yam) and doubtful findings are discovered, a controlled test using signal red, green and amber may be employed to determine the driver's ability to recognize these colors.

Contact lenses are permissible if there is sufficient evidence to indicate that the driver has good tolerance and is well adapted to their use. Use of a contact lens in one eye for distance visual acuity and another lens in the other eye for vision is not acceptable, nor telescopic lenses acceptable for the driving of commercial motor vehicles.

If an individual meets the criteria by the use of glasses or contact lenses, the following statement shall appear on the Medical Examiner's Certificate: "Qualified only if wearing corrective lenses."
CMV drivers who do not meet the Federal Vision standard may call (202) 366-1790 for an application for a vision exemption.

(See Vision Disorders and Commercial Drivers at: <http://www.fmcsa.dot.gov/rulesregs/medreports.htm>)

Hearing §391.41(b)(11)

A person is physically qualified to drive a commercial motor vehicle if that person:

Has a hearing which, with or without the use of a hearing aid, or, if tested by use of an audiometric device, does not have an average hearing loss in the better ear greater than 40 decibels at 500 Hz, 1,000 Hz, and 2,000 Hz with or without a hearing aid when the audiometric device is calibrated to American National Standard (formerly ADA Standard) Z24.5-1951.

Since the prescribed standard under the FMCSRs is the American Standards Association (ANSI), it may be necessary to convert the audiometric results from the ISO standard to the ANSI standard. Instructions are included on the Medical Examination report form.

If an individual meets the criteria by using a hearing aid, the driver must wear that hearing aid and have it in operation at all times while driving. Also, the driver must be in possession of a spare power source for the hearing aid.

For the whispered voice test, the individual should be stationed at least 5 feet from the examiner with the ear being tested turned toward the examiner. The other ear is covered. Using the breath which remains after a normal expiration, the examiner whispers words or random numbers such as 66, 18,

23, etc. The examiner should not use only sibilants (s sounding materials). The opposite ear should be tested in the same manner. If the individual fails the whispered voice test, the audiometric test should be administered.

If an individual meets the criteria by the use of a hearing aid, the following statement must appear on the Medical Examiner's Certificate "Qualified only when wearing a hearing aid."

(See Hearing Disorders and Commercial Motor Vehicle Drivers at: <http://www.fmcsa.dot.gov/rulesegs/mvdrports.htm>)

Drug Use

§391.41(b)(12)
A person is physically qualified to drive a commercial motor vehicle if that person:

Does not use a controlled substance identified in 21 CFR 1308.11, Schedule I, an amphetamine, a narcotic, or any other habit-forming drug, drug is prescribed by a licensed medical practitioner who is familiar with the driver's medical history and assigned duties, and the substance does not affect the driver's ability to safely operate a commercial motor vehicle.

This exception does not apply to methadone. The intent of the medical certification process is to medically evaluate a driver to ensure that the driver has no medical condition which interferes with the safe performance of driving tasks on a public road. If a driver uses a Schedule I drug or other substance, an amphetamine, a narcotic, or any other habit-forming drug, it may be cause for the driver to be found medically unqualified.

Motor carriers are encouraged to obtain a practitioner's written statement about the effects on transportation safety of the use of a particular drug.

A test for controlled substances is not required as part of this biennial certification process. The FMCSA or the driver's employer should be contacted directly for information on controlled substances and alcohol testing under Part 382 of the FMCSRs.

The term "uses" is designed to encompass instances of prohibited drug use determined by a physician through established medical means. This may or may not involve body fluid testing. If body fluid testing takes place, positive test results should be confirmed by a second test of greater specificity. The term "habit-forming" is intended to include any drug or medication generally recognized as capable of becoming habitual, and which may impair the user's ability to operate a commercial motor vehicle safely.

The driver is medically unqualified for the duration of the prohibited drug(s) use and until a second examination shows the driver is free from the prohibited drug(s) use. Recertification may involve a substance abuse evaluation, the successful completion of a drug rehabilitation program, and a negative drug test result. Additionally, given that the certification period is normally two years, the examiner has the option to certify for a period of less than 2 years if this examiner determines more frequent monitoring is required.

(See Conference on Neurological Disorders and Commercial Drivers and Conference on Psychiatric Disorders and Commercial Drivers at: <http://www.fmcsa.dot.gov/rulesegs/mvdrports.htm>)

Alcoholism

§391.41(b)(13)

A person is physically qualified to drive a commercial motor vehicle if that person:

Has no current clinical diagnosis of alcoholism.

The term "current clinical diagnosis of" is specifically designed to encompass a current alcoholic illness or those instances where the individual's physical condition has not fully stabilized, regardless of the time element. If an individual shows signs of having an alcohol-use problem, he or she should be referred to a specialist. After counseling and/or treatment, he or she may be considered for certification.

MEDICAL EXAMINER'S CERTIFICATE

I certify that I have examined _____ in accordance with the Federal Motor Car-
rier Safety Regulations (49 CFR 391.41-391.49) and subject knowledge of the driving duties. I find this person is qualified, and, if applicable, only when:

wearing corrective lenses driving within an exempt intracity zone (49 CFR 391.52)

wearing hearing aid accompanied by a Skill Performance Evaluation Certificate (SPE)

accompanied by a _____ waiver exemption Qualified by operation of 49 CFR 391.64

The information I have provided regarding the physical examination is true and complete. A complete examination form with any attachment embodies my findings completely and correctly, and is on file in my office.

SIGNATURE OF MEDICAL EXAMINER	TELEPHONE	DATE
MEDICAL EXAMINER'S NAME (PRINT)	<input type="checkbox"/> MD <input type="checkbox"/> DO <input type="checkbox"/> Chiropractor	
	<input type="checkbox"/> Physician Assistant <input type="checkbox"/> Advanced Practice Nurse	
MEDICAL EXAMINER'S LICENSE OR CERTIFICATE NO./ISSUING STATE		
SIGNATURE OF DRIVER	DRIVER'S LICENSE NO.	STATE
ADDRESS OF DRIVER		
MEDICAL CERTIFICATE EXPIRATION DATE		



3. Pace Report for Drug/Alcohol Testing Requirements Forms and Instructions

Pace requires drug/alcohol testing for paratransit drivers and persons in safety sensitive positions in the following circumstances:

- Pre-employment.
- Post-accident.
- Random.
- Reasonable suspicion.
- Return to Duty/Follow-up.
- Biennially (drug testing only).

Each time an applicant or employee is tested for drugs and alcohol, the Pace Report Form of Compliance with Drug/Alcohol Testing Requirements must be completed and submitted to Pace's Compliance Department. Contractors should complete the form. It is important that each blank is filled in.

Each time an applicant or employee receives a verified positive test result, an alcohol test result of 0.04 or greater, or refuses to submit to a test, the Pace Report For of Positive Drug/ Alcohol Testing Results must be completed and submitted to Pace's Compliance Department. Contractors should complete the form, It is important that each blank is filled in.

Email completed Pace Report Form of Compliance with Drug/Alcohol Testing Requirements to:

Compliance@pacebus.com

DO NOT SUBMIT THE ACTUAL DRUG AND ALCOHOL TEST RESULTS TO PACE.



Compliance with Drug Testing Requirements Pace report form

Paratransit Project: _____ Date: _____

Each time an operator is tested for drugs and alcohol, complete this form and submit it to:

Pace – Compliance Department

By Email:compliance@pacebus.com **or** **By Fax:** 312-341-8052

EMPLOYEE OR APPLICANT INFORMATION

NAME: _____

SOCIAL SECURITY #: _____

TESTING INFORMATION:

Date Test Performed: _____

Date MRO Verified Drug Test Results: _____

Time Drug Test Performed: _____ Time Alcohol Test Performed: _____

Reason for Testing:

- Pre-Employment (NIDA 5)
- Post Accident (NIDA 5 & Breath Alcohol)
Date/Time of Accident: _____
- Reasonable Suspicion (NIDA 5 & Breath Alcohol)
- Return to Duty/Follow-up (NIDA 5& Breath Alcohol)
- Biennial Recertification (10 Panel)
- Random (NIDA 5& Breath Alcohol)
- Other (indicate type of test, explain) _____

Testing Facility: _____ Date: _____

This is to confirm that the employee named above was tested for drugs and alcohol in accordance with Pace guidelines and FTA regulations, and is in compliance with Pace’s Drug and Alcohol Testing Policy. Evidence of the testing is on file at the Paratransit project.



Paratransit Division

1. Personnel Standards and Requirements

Signature

Title



Positive Drug/Alcohol Testing Results Pace report FORM

Paratransit Project: _____ Date: _____

Each time an employee test positive for drugs and/or alcohol, complete this form and submit it to:
Pace – Compliance Department

By Email:compliance@pacebus.com **or By Fax:** 312-341-8052

EMPLOYEE OR APPLICANT INFORMATION

NAME: _____

SOCIAL SECURITY #: _____

TESTING INFORMATION:

Date Test Performed: _____ Time:_____

Date MRO Verified Drug Test Results: _____

Drug Results: Positive Negative Alcohol Results: ____:_____

Time Drug Test Performed: _____ Time Alcohol Test Performed: _____

Refusal to Test

Reason for Testing: _____

Testing Facility: _____ Date: _____

This is to confirm that the employee named above tested positive for drugs and/or alcohol and has been removed from Pace service and is prohibited from performing any safety sensitive functions. This individual has been referred to a substance abuse professional. Evidence of the testing and referral is on file at the Paratransit project.

Signature

Title



4. Pace Driver, Dispatcher, and CSR Training Checklist Forms and Instructions

The Pace Training Checklist must be completed for any employee who operates in Pace-funded Paratransit service in both of the following circumstances:

- Whenever an employee is hired by the contractor.
- Whenever an employee undergoes retraining for any reason.

Contractors are responsible for training or retraining employees and/or verifying prior training in all areas outlined on the Training Checklist. The contractor's Trainer should record the date of training on the checklist and should initial that the training in each area has been successfully completed.

Anytime an employee undergoes retraining, the contractor's Trainer should record the date of refresher training on the checklist and should initial that the training in that particular area has been successfully completed.

Email copies of completed Pace Training Checklists to:

Compliance@pacebus.com



Accidents

1. Pace Accident/Incident Report Form
2. General Accident Procedures
3. Drug/Alcohol Procedures

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Driving Skills

1. Definitions
2. Starting and Stopping
3. Following Moving Traffic
4. Intersection Operation
5. Right Hand Turns
6. Left Turn/Double Left Turn
7. Changing Lanes
8. Passing and Being Passed
9. Backing Buses
10. Service Stops
11. Slippery Streets
12. Railroad Crossing
13. General Defensive Driving Techniques
14. Other _____

Emergency Equipment Operations

1. Review Emergency Procedures
2. Location of emergency Equipment in Vehicle
3. Use of Emergency Equipment
4. Vehicle evacuation
5. Fire Protection

Fare Collection

1. Fare Instruments
2. Collection/Handling of Fares
3. Fare box Operations
4. Other Related Procedures

Lift Usage

1. Positioning Vehicle
2. automatic Operation of Lift
3. Manual Operation of Lift

Loading/Unloading Passengers on Lift

1. Boarding & Alighting Mobility Limited Passengers
2. Operations & Movement of Standard Wheelchairs

Passenger Interaction

1. Passenger Relations
2. Disability Awareness
3. Sensitivity Training
4. Service Animals

Training Date	Trainer	Retraining Date	Retraining Date



Vehicle Operations

1. Pre-Pullout Checklist Form
2. Pre-Pullout Inspection on Vehicle
3. Radio Procedures
4. Driver Seat Adjustment
5. Mirror Adjustment and Usage
6. Vehicle/Console Switches
7. MDT Usage
8. Sending canned messages via MDT
9. Drive Cam

Securement

1. Hands on Securement Training
2. Securement of Various types of Assistive Devices (Amigos, Oxygen Tanks, Mobility Aids, etc.)
3. Lap Belts, etc.

4. Oversized Wheelchairs

Supervised Behind the Wheel Training

1. On the Road Training
2. _____
3. _____
4. _____
5. _____

Other

1. Checking IDs
2. No Show Procedures
3. No Pay Procedures
4. 60 min Drug/Alcohol Awareness Training
5. _____
6. _____

Driver _____
(Name)

My signature below indicates that I have received training in the subjects indicated on this Driver Training Checklist and I have sufficient comprehension and skills to operate a vehicle in Pace Service.

SIGNATURE _____ DATE _____
(Driver)

LOCAL PROJECT MANAGER _____
(Name)

My signature below indicates that I have verified that the above driver was trained in the subjects indicated on the Driver Training Checklist and has demonstrated and skills to operate a vehicle in Pace service.

SIGNATURE _____ DATE _____



Client Emergencies

1. Passenger Illness
2. Violent Passenger
3. Disruptive Passenger
4. Injured Passengers
5. When to call the police

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AVL

1. Locating Vehicles
2. Reviewing Driver Routes
3. Locating Client D/O and P/U
4. Using AVL for Corrective Action

Dispatching

1. Voice Dispatching
2. Effective Routing Decision Making
3. Drive Cam Procedures
4. No Show Procedures
5. No Pay Procedures

Cancelling and Creating Trips

1. Scheduling Trips
2. Moving Trips

Effectively Communicating with Driver

1. Using the MDT to send messages.
2. Radio Procedures

Passenger Interaction

1. Passenger Relations
2. Disability Awareness
3. Sensitivity Training

Accident Procedures

1. Notifying Pace
2. Sending Driver for D/A testing Procedures
3. DOT post accident d/a test
4. Non-DOT post accident d/a test

Drug and Alcohol Testing

1. 60 min Drug/Alcohol Awareness Training

Training Date	Trainer	Retraining Date	Retraining Date



Other Procedures

- 1. _____
- 2. _____
- 3. _____
- 4. _____

Dispatcher _____
 (Name)

My signature below indicates that I have received training in the subjects indicated on this Dispatcher Training Checklist and I have sufficient comprehension and skills to operate a vehicle in Pace Service.

SIGNATURE _____ DATE _____

 (Dispatcher)

LOCAL PROJECT MANAGER/SUPERVISOR _____
 (Name)

My signature below indicates that I have verified that the above dispatcher was trained in the subjects indicated on the Dispatcher Training Checklist and has demonstrated the skills required for Pace service.

SIGNATURE _____ DATE _____

 (Local Project Manager/Supervisor)



--	--	--	--

Trip Booking

1. Common booking error
2. Reservations Script
3. Common locations for addresses
4. Verify Appointment Times
5. Note if Client is transferring to a seat on the vehicle
6. Always enter comments on all trip bookings
7. Repeat information back to client before exiting the Trip Booking Screen
8. Slow down, listen intently to the client, and repeat the information in Origin and Destinations boxes before scheduling trips
9. Confirm all information in trip booking (comments, PCAs, and Mobility aid)
10. Speak Clearly
11. Do not double book trips
12. Refer to appropriate entities to update information (i.e. address changes RTA and/or Pace Subscription Department
13. IVR

Edit a Booking in Trapeze

1. We do not edit bookings, cancel and create a new trip
2. Client eligibility has expired

Scheduling Trips

1. If a trip creates a violation on the run selected, then try another solution
2. Please do not schedule trips if violations are created

Reviewed Pertinent Handouts

1. Suburban Codes
2. Common Locations
3. Transfer Points
 - Telephone Numbers for Suburban Carriers
 - PACE Services Blue Card
4. Denials, Client Restrictions, Eligibility
5. Copy of Paratransit Customer Guide

Passenger Interaction

1. Passenger Relations
2. Disability Awareness
3. Sensitivity Training

Training Date	Trainer	Retraining Date	Retraining Date



Other Procedures

- 5. _____
- 6. _____
- 7. _____
- 8. _____

Employee _____
(Name)

My signature below indicates that I have received training in the subjects indicated on this CSR Training Checklist and I have sufficient comprehension and skills for Pace Service.

SIGNATURE _____

(Driver)

DATE

LOCAL PROJECT MANAGER _____
(Name)

My signature below indicates that I have verified that the above CSR was trained in the subjects indicated on the CRS Training Checklist and has demonstrated the skills required for Pace service.


SIGNATURE _____

(Local Project Manager/Supervisor)

DATE

5. Notice of Moving Violation Form and Instructions

Fields on Form



Notification of Moving Violation

PRIOR TO REPORTING TO WORK, Commercial Drivers must notify Pace immediately in writing of:
 A. Any and all traffic violations, and
 B. Any and all suspensions, revocation or cancellation of their driving privileges, as well as any disqualification of out-of-service actions.

Commercial Drivers must notify Pace prior to returning to work and the Secretary of Sats within 30 days in writing of:
 A. Any and all out-of-state traffic violations, and
 B. Any and all out-of-state suspensions, revocation or cancellation of their driving privileges, as well as any disqualification of out-of-service actions.

State law requires that Commercial Drivers report any changes of address within 10 days. Then the driver has 30 days to go to a state facility to obtain a corrected CDL.

Notification

DRIVER'S FULL NAME: 1 _____

Driver's Social Security Number: XXX-XX-2 _____

Driver's License Number: 3 _____

Date of Violation: 4 _____

Location of the Offense: 5 _____

Nature of the Violation: 6 _____

WAS THERE ANY OTHER VIOLATION ISSUED? YES 7 NO

NATURE OF OTHER VIOLATIONS: 8 _____

WAS THE VIOLATION IN A COMMERCIAL VEHICLE? YES 9 NO

LOCATION OF THE OFFENSE: 10 _____


COURT DATE: 11 _____

CONVICTION Yes No 12

SUPERVISION Yes No 13

DRIVER'S SIGNATURE: 14 _____ DATE: 15 _____

RECEIVED BY SAFETY - NAME: 16 _____ DATE: 17 _____


Revised 11-10
Copies
1. Employee File
2. Employee Copy

<u>Field Descriptions</u>	
1	DRIVER'S FULL NAME: - Enter Driver's name. Format is First name, Middle initial, Last name.
2	Driver's Social Security Number: - Enter Driver's social security number. Type only the 9 digits without spaces or dashes. The number will be reformatted automatically in the format 123-45-6789. When the form is printed only the last digits will remain visible XXX-XX-6789.
3	Driver's License Number: - Enter driver's license number.
4	Date of Violation: - Enter the date of the violation. Date is selected from a drop-down calendar in the field or typed in the format MM/DD/YY. The date will appear as MMM DD, YYYY.
5	Location of the Offense: - Enter a brief description of the location of offense.
6	Nature of the Violation: - Enter a brief description of the violation.
7	WAS THERE ANY OTHER VIOLATION ISSUED? - Left mouse click in response box for Yes or No to the question. A mouse click in one box will unselect the other box.
8	NATURE OF OTHER VIOLATIONS: - Enter a brief description of any other violation.
9	WAS THE VIOLATION IN A COMMERCIAL VEHICLE? - Left mouse click in response box for Yes or No to the question. A mouse click in one box will unselect the other box.
10	LOCATION OF THE OFFENSE: - Enter a brief description of the location of the offense.
11	COURT DATE: - Enter the court date. Date is selected from a drop-down calendar in the field or typed in the format MM/DD/YY. The date will appear as MMM DD, YYYY.
12	CONVICTION Yes/No - Left mouse click in response box for Yes or No to the question. A mouse click in one box will unselect the other box.
13	SUPERVISION Yes/No - Left mouse click in response box for Yes or No to the question. A mouse click in one box will unselect the other box.

14	DRIVER'S SIGNATURE: - Handwritten signature of the driver.
15	DATE: - Handwritten date driver signed form.
16	RECEIVED BY SAFETY - NAME: - Handwritten signature of member of safety staff.
17	DATE: - Handwritten date safety staff member signed form.



Notification of Moving Violation

PRIOR TO REPORTING TO WORK, Commercial Drivers must notify Pace immediately in writing of:

- A. Any and all traffic violations, and
- B. Any and all suspensions, revocation or cancellation of their driving privileges, as well as any disqualification of out-of-service actions.

Commercial Drivers must notify Pace prior to returning to work and the Secretary of State within 30 days in writing of:

- A. Any and all out-of-state traffic violations, and
- B. Any and all out-of-state suspensions, revocation or cancellation of their driving privileges, as well as any disqualification of out-of-service actions.

State law requires that Commercial Drivers report any changes of address within 10 days. Then the driver has 30 days to go to a state facility to obtain a corrected CDL.

Notification

DRIVER'S FULL NAME: _____

Driver's Social Security Number: XXX-XX-_____

Driver's License Number: _____

Date of Violation: _____

Location of the Offense: _____

Nature of the Violation: _____

WAS THERE ANY OTHER VIOLATION ISSUED? YES NO

NATURE OF OTHER VIOLATIONS: _____

WAS THE VIOLATION IN A COMMERCIAL VEHICLE? YES NO

LOCATION OF THE OFFENSE: _____

COURT DATE: _____ CONVICTION Yes No
SUPERVISION Yes No

DRIVER'S SIGNATURE: _____ DATE: _____

RECEIVED BY SAFETY - NAME: _____ DATE: _____



Revised 11-10

Copies:

1. Employee File

2. Employee Copy

E. GENERAL RULES AND STANDARDS FOR EMPLOYEES

1. Local Project Manager

Each contractor must have a designated Project Manager to oversee all facets of the paratransit operation. The local project manager's duties include, but are not limited to the following:

The Project Manager must be knowledgeable of the conditions and requirements in the contract between Pace and the contractor and in the Paratransit Manual, and assure that these conditions and requirements are adhered to by the paratransit project.

The Project Manager must be familiar with Pace reporting requirements in all areas, and be responsible for the submittal of the appropriate reports.

The local Project Manager must oversee or is responsible for the paratransit project's compliance in the following areas:

A. Service Delivery

The Project Manager is responsible for all facet of the operation necessary to assure the safe delivery of paratransit service in compliance with Pace policies and requirements. This includes the following:

- Maximizing productivity.
- Ensuring on-time-performance.
- Resolving service issues in a timely manner.
- Responding to Pace service complaints within the required time frame.
- Ensuring the timely delivery of all reports requested by Pace.
- Ensuring all technologies required to perform the terms of this contract are fully operational at all times. This includes MDTs, drive cams, computer systems, telephone systems, TTYs, and radio communications.
- Ensuring that any issue that impacts the delivery of Pace paratransit service is immediately reported to the appropriate Pace staff and resolved.
- Ensuring that emergency plans are implemented and followed during times of emergency. The most common emergencies are power failure, inclement weather, and phone system failures.

B. Vehicle Maintenance

The Project Manager is responsible for the maintenance of paratransit vehicles to ensure that:

Pace vehicle maintenance procedures are followed.

- Vehicles are maintained in good, safe operating condition.

- The exterior and interior of the vehicles are clean whenever the vehicles are in service.
- Vehicles are personally inspected by the local project manager on a regular basis in addition to the daily inspections performed by the driver.

C. Employees

The Project Manager is responsible for employment practices and employees' performance to ensure that:

- Only people who meet Pace's requirements and the FTA regulations are hired to provide service.
- Drivers are operating vehicles in a safe and responsible manner in accordance with the Standard Operating Procedures and Defensive Driving Procedures outlined in the Pace Paratransit Operator's Manual.
- Appropriate disciplinary action is taken whenever an employee does not comply with Pace standards.

D. Driver Training

The Project Manager is responsible for ongoing driver training to assure that:

- All newly employed operators receive comprehensive driver training through an in-house training program before operating vehicles in paratransit service. At a minimum, all vehicle operators should receive training in the areas outlined in section 4-4, Paratransit Driver Training. * Each operator's performance is periodically reviewed and retraining is provided if necessary.
- Operators participate in Pace's Paratransit Drivers Training Program, when requested.

E. Accidents and Incidents

The Project Manager is responsible for ensuring proper accident/incident reporting procedures to include the following that:

- All Pace reporting requirements are complied with.
- Drivers are immediately taken for drug/alcohol testing in accordance with Pace requirements and FTA regulations.
- Vehicle damage is repaired in a timely manner and in accordance with Pace procedures.
- Passenger incidents and problems are reported to Pace in a timely manner. Incidents of any nature which involve the safety of an individual, other passengers, or the driver must immediately be reported to Pace using the Pace emergency number. This includes incidents which involve violent, illegal, or seriously disruptive behavior.

2. Drivers

The operation of paratransit vehicles is governed by the laws and safety regulations of the state, county and city in which the paratransit project operates, and by the standards outlined in the Contractors Manual. Local project managers must be familiar with these laws, safety regulations, and standards, and must establish procedures to assure that their paratransit drivers know and abide by them at all times. The following general rules and standards are supplemental to the Pace Paratransit Operators Manual.

Office personnel at each paratransit project should always be aware of the location of their drivers, and the vehicles operated in their service. The dispatcher must maintain regular contact with the drivers, and know the location of the vehicles at all times.

A. Driver Guidelines

1. At minimum Pace requires that all drivers present the following to the dispatchers at pullout:

- Valid CDL drivers License
- Valid Medical Examination Certificate
- Paratransit driver placard and arm badge
- Pace transfer receipts as required by Pace
- Seat belt extension

Drivers are required to perform a pre-pullout check prior to operating a vehicle. See Chapter 2 for instructions on the pre-pullout checklist.

Drivers must use the headlights at all times while operating a Pace vehicle or any vehicle in Pace service.

Should a mechanical failure occur after a vehicle is in service, the driver must immediately notify dispatch. Drivers must never operate vehicles that are unsafe or when continued operation may cause further damage to the vehicle.

Before leaving his/her seat, drivers must take the following steps:

- Place the gear shift lever in the Park position
- Set the emergency brake
- Activate the flashers

Drivers must never leave passengers in an unattended vehicle, except to operate the lift or to assist a passenger to or from the vehicle when it is safe to do so.

The driver must never leave the line of sight of the vehicle. It is an Illinois State Law that no vehicle is to be left unattended with the engine running. The only exception for paratransit vehicles is during pick-ups and drop-offs.

Drivers operating vehicles with fareboxes must not handle fares or make change. Passengers must be instructed to deposit exact fare into the farebox. Exceptions may be made only in the case of persons who may not be able to complete this task independently due to a disability. Some contracts with Pace may provide for specific fare collection procedures which allow for the driver to collect fares and/or tickets. In cases where there is a conflict in procedures, the contractor must follow procedures outlined in their Contract with Pace.

Drivers should offer assistance to passengers who, in the driver's best judgment, need assistance in safely boarding or exiting the vehicle. If requested, drivers may assist passengers to or from the exterior door of their pick-up point or destination if it is determined that the assistance will enhance the safety of the passenger, the safety of the driver or other passengers in the vehicle will not be compromised, and the driver can maintain line of sight of the vehicle.

Drivers must verify that all passengers are seated in a regular seat or wheelchair position prior to moving the vehicle. Sitting on the floor and standing are not permitted on paratransit vehicles in motion.



Drivers must use the floor restraints to secure wheelchairs or other mobile assistive devices to the vehicle. If the passenger refuses the use of the floor restraints, the driver should immediately notify dispatch for further instructions.

Drivers must offer the lap and shoulder belts to passengers riding in wheelchairs or other mobile assistive devices. If a passenger refuses the lap and/or shoulder belt, the driver should notify dispatch and note on the driver log that the lap and/or shoulder harnesses were refused.

Drivers are to ensure that all passengers are clear of the doors before opening or closing them. The doors must always be closed when the vehicle is in motion.

Passengers are to be picked up and dropped off only at locations where passengers can safely enter or exit the vehicle. Paratransit vehicles should not be driven into a passenger's driveway or on private property; unless the passenger cannot be safely dropped off or picked up from an adjacent street. Paratransit vehicles may use public parking lots, shopping centers, or large building complex parking lots where there is sufficient room to enter without backing to get out.

Drivers must never pull from the curb until fares are collected and all passengers are seated. Driver must give their full, undivided attention to the operation of the vehicle and must not engage in conversation with the passengers while the vehicle is in motion.

Backing is not recommended. Drivers should avoid backing the vehicle if at all possible. If backing is unavoidable, extreme caution must be used.

Drivers should report to dispatch any weather condition, traffic problem or other situation which may impact the safe operation of the vehicle.

Drivers must keep the dashboards clear of thermos bottles, clipboards, snow brushes and other paraphernalia that could become a projectile in an accident. The driver area must be kept neat and free from unnecessary clutter and debris.

Vehicles must never be operated with any of the doors open or while the lift is activated or extended.

Drivers are prohibited from accepting tips.

Operators and contractor employees are prohibited from making statements to the public or the press regarding Pace service, policies or other Pace business.

Drivers are not permitted to use radios, earphones or other electronic devices while operating a vehicle.

Cell phones may only be used in paratransit service when necessary for the efficient operation of the service. Drivers may only use cell phones which were issued by the contractor or personal cell phones which have been authorized for use in Pace Paratransit service. If authorized, cell phones should only be used when vehicles are parked. Use of cellular phones for personal business is prohibited. Lapel microphones/ear plugs/headphones/ear buds, etc., are prohibited. Personal cell phones must be turned off while operating a vehicle in Pace service.

Drivers are not permitted to smoke at any time in vehicles used in Pace service.

Drivers are not permitted to eat or drink on the bus when passengers are on board or while the vehicle is in motion.

B. Dress Standards

1. Drivers are required to wear a uniform. Driver's attire must be appropriate to reflect a professional appearance and must be suitable for driving.

2. Driver must prominently display their identification card in clear view on board the vehicle that they are driving. Drivers must wear the Pace assigned arm band on their right arm. The arm band must be clearly visible to passengers at all times.
3. Excessive or dangling jewelry is a safety hazard and is not permitted.
4. Shoes that interfere with the safe operation of the vehicle must not be worn. Shoes must have closed toes. Sandals are not permitted. Heels in excess of 1 ¼ inches are not permitted.

C. Retraining and Corrective Action Standards

Each paratransit contractor is responsible for providing safe, courteous, reliable, and efficient transportation to the public. Careful attention to personnel selection and management creates a sound basis for achieving this goal. Each contractor must establish written job descriptions, work rules, and procedures to meet this goal.

Pace requires that all drivers be fully trained in paratransit operations and that drivers conduct themselves in a professional manner at all time. However, circumstances may arise which necessitate retraining and/or corrective action. The following list cites examples of situations that require the local project manager to consider retraining and/or corrective action. Because this list is not exhaustive, the local project manager should be aware of any unusual circumstances which may indicate a need for retraining and/or corrective action. In each case, the local project manager should review the driver's records and performance history to determine if retraining, corrective action, or termination is warranted.

Examples of situations that require the local project manager to consider retraining and/or corrective action:

1. One or more preventable accidents within a 12-month period.
2. Two or more non-preventable accidents within a 12-month period.
3. Failure of the driver to report an accident/incident.
4. Observation by Pace staff or the contractor's staff of non-compliance with Standard Operating Procedures and/or Defensive Driving procedures.
5. One or more convictions for a moving violation.

Retraining may include, but is not limited to the following:

1. Verbal discussion with the driver regarding the proper procedure for the situation.

Review of video/written material pertaining to the situation.

2. Immediate retraining by the project's driver trainer.
3. Attending Pace's Driver Training Program.

Corrective action is the responsibility of the contractor and must be handled in accordance with the contractor's written personnel policies

While retraining and corrective actions are the contractor's responsibility, Pace may require that a driver be retrained either by the contractor's personnel, by another qualified individual authorized by Pace, or by participating in Pace's Paratransit Driver Training Program. Pace requires that all retraining be documented.

Also, Pace may require the removal of a particular employee from Pace-funded service, if with reasonable cause and in Pace's judgment, it would be in the best interest of Pace that the employee be removed.

However, it should be noted that Pace has no interest in the manner in which the contractor performs its business, except as such matters impact on the delivery of Pace mass transit service to the general public. Nor is Pace intent upon establishing any terms or conditions as to an individual's continued employment as Pace is not the employer.

D. Driving Standards

Anyone operating Pace owned vehicles, or non-Pace owned vehicles in Pace service must have the appropriate driver's license to operate that vehicle, and the driver's license must be valid. Any operator who receives a moving violation, license suspension, or revocation must immediately notify their employer.

Pace must be notified of Class I and Class II moving violation citations and/or convictions, suspension, and revocations. Pace may elect to remove these drivers from service temporarily or permanently depending on the circumstances.

2. MAINTENANCE PROCEDURES

INTRODUCTION

Purpose: This chapter outlines Pace's maintenance program requirements for all Paratransit contractors. It establishes policies and procedures for carrying out the required level of maintenance, and specifies the required documentation.

Policy: Pace policy requires that all equipment used in paratransit operations be maintained in a safe and clean condition, and that all repairs be made in a timely manner to achieve the maximum life expectancy from the vehicles.

Note: This policy applies to both Pace owned vehicles and to contractor owned vehicles.

Paratransit Department staff is available to answer questions regarding maintenance reporting requirements and procedures. Questions of a technical nature will be addressed by Pace's Paratransit Maintenance Specialists, who can be reached at (708) 331-9127.

A. RESPONSIBILITIES OF PACE PARATRANSIT CONTRACTORS

It is the responsibility of the contractor to ensure that vehicles are properly and adequately serviced and maintained. The contractor must establish and submit a written plan to Pace as to its record keeping, daily servicing, washing and cleaning of the vehicles, and vehicle maintenance. Required servicing and maintenance procedures are below.

Record Keeping

The contractor must establish a daily record keeping system and maintain a vehicle history folder.

Daily Servicing

The contractor must have a program outlining procedures for vehicle inspections (both pre-pullout and post-trip), refueling and checking of both oil levels and water coolant levels.

Washing and Cleaning

The contractor must have a program outlining the procedures for scheduled vehicle washings and daily internal cleanings.

Vehicle Maintenance

The contractor must have a program outlining the procedures for preventive maintenance performed at required intervals, as needed maintenance, accident related repair, and warranty repair work.

The Pace standards for maintenance are outlined in the following sections. Maintenance reports which are cited in the following sections are to be submitted to Pace's Arlington Heights office.

1. Record Keeping

Contractors must establish and maintain accurate records and files for all vehicles used to provide paratransit service. A vehicle history file on each vehicle must be maintained. The vehicle history file will contain the following maintenance service records:

1. Copies of the Pace Paratransit PM Report Form or contractor's PM form. PM forms must be kept in the file for one year and stored after that for the lifetime of the vehicle or until the vehicle is removed from Pace service at which time all vehicle records, for Pace owned vehicles, are to be turned over to Pace. The contractors must retain copies of the vehicle records even though they are no longer maintaining the vehicle.

Fuel and oil usage records (kept in the file for one year and stored after that for three years).

Copies of the Monthly Vehicle Summaries (MVS) for Pace owned vehicles. (See Chapter1)

Shop Work Orders and Equipment Repair Orders.

Accident Repair Orders.

Any other records regarding the vehicle such as IDOT safety inspection forms and a copy of the vehicle registration.

Whenever a Pace owned vehicle is returned to Pace or transferred from one project to another on a permanent basis, the vehicle history file with all required contents must be transferred along with the vehicle.

2. Daily Servicing

Pre-Pullout/Post Trip Checklist

Operators must perform a pre-trip inspection each time a vehicle is used in Pace Paratransit service. Contractors may use the Pace Operators Pre-Pullout Checklist books or contractors may supply their own pre-trip inspection forms. Contractors who prefer to use their own pre-trip inspection forms must submit a sample form to Pace for review and approval. A copy of the Pace Pre-Pullout Checklist is included in this chapter.

When performing the pre-trip inspection, the operator must inspect each item listed, and place a check mark in each column when the item is in proper working order. If a defect is found, the operator must circle the item that needs repair and report the problem. Defects that pose a potential safety hazard must be reported immediately. A vehicle must not be put into service if the operator discovers a defect that could result in unsafe operation of the vehicle. Each contractor must establish a procedure for handling reports of defects and a procedure to ensure that repairs are completed in a timely manner. Each contractor must develop a procedure for driver to submit a pre-trip pull-out form check list prior to putting a vehicle in service. The procedure must include a process where a mechanic or designated employee reviews the pre-trip pull out checklist and prevents a vehicle with unsafe conditions from going into service. The procedure should also include a method for documenting the repairs for each item identified on the Pre-Pullout/Post Trip Checklist. A copy of the pre-trip inspection should remain in the vehicle. Operators must also perform a post trip inspection at the end of each run.

Fuel and Fluid Levels

Servicing must be a daily scheduled activity. The contractor must service the vehicle as follows:

- Fill the fuel tank to specified level and assure replacement of the cap.
- Check the oil level and replenish to within safety levels.
- Check and fill the radiator cooling system with specified coolant, as required.
- Check other fluids and replenish as necessary (including windshield solvent, brake and automatic transmission fluids).

After daily servicing, an attendant, driver, or mechanic must record his or her activity on a daily fuel and oil report. The contractor must establish its own daily record keeping system. Fuel and oil consumption for all vehicles must be reported to Pace on the Monthly Vehicle Summary.

3. Washing and Cleaning

Vehicles cannot be put in service if they are dirty.

Vehicles should be washed on a daily basis if at all possible, but at a minimum they must be washed twice a week. The washing should include the following items.

- Wash exterior - Scrub front, back, sides, and roof. Give special attention to cleaning all mirrors, light lenses, and windows.
- Wash wheels and fender wells.
- Scrub step wells and interiors of doors.
- Mop floors and wash ceilings.
- Wash window interiors.
- Wash wheelhousing.
- Clean seats, stanchions, window ledges, and interior walls.
- Clean interior light lenses.
- Clean driver's compartment.
- Clean the vehicle dash board.
- Clean the driver door panel.
- Clean the front floor.
- Clean the lift.
- Clean the seat belts
- Clean the lap and shoulder belts.
- Clean the securement belts.

Vehicles should be swept or vacuumed on a daily basis and at a minimum the seats and interior windows should be wiped down. Standing water should not be left on the floor.

The contractor must establish its own schedule and procedures to ensure proper cleaning of vehicles. Cleaning schedules and procedures must be approved by Pace. The contractor's administrative staff is responsible for performing periodic checks of vehicle cleanliness.

B. VEHICLE MAINTENANCE

1. Preventive Maintenance

Preventive maintenance (PM) is regularly scheduled service which includes the inspection of each vehicle and its working components, and scheduled oil changes, lubrication and servicing as required by the vehicle manufacturer and the Pace Paratransit Manual. Pace provides a PM Inspection form which must be used for Pace owned vehicles. A copy of the Pace PM Inspection form is included in this chapter. A copy of forms used by contractors for non-Pace owned vehicles must be submitted to Pace for review and approval.

PM inspections (preventive maintenance inspection) must be performed on each Pace owned vehicle every 3,000 miles or every 3 months, whichever comes first. PM inspections must be performed once monthly for

non-Pace vehicles. Intervals for specific maintenance functions for non-Pace owned vehicles must be performed in accordance with the recommended manufacturers' standards. Whenever the PM is performed, the Pace Paratransit PM Inspection Form or contractor PM form must be filled out to document that the preventive maintenance inspection has been completed.

Preventive maintenance inspections on vehicles must be reported on the Monthly Vehicle Summary (MVS) for each vehicle, and a clear copy of both sides of completed PM Report Forms must be attached to the appropriate MVS form and submitted to Pace as part of the contractor's monthly report. Copies of PM forms for vehicles must be submitted to Pace by the 5th of the each month for PM's performed during the prior month. Original PM Report Forms must be maintained in individual vehicle Files.

2. As Needed Maintenance

Preventive maintenance helps minimize emergency repairs, but there will always be some unscheduled repairs that come up from time to time. The contractor must establish its own instructions and procedures for performing as needed repairs which will encompass those emergency repairs, parts, or component unit change-outs that are necessary between and during any preventive maintenance service.

It is the responsibility of the contractor to ensure that repairs are carried out in a timely, efficient manner and that the equipment is returned to service as promptly as possible.

The repair work performed on Pace owned vehicles is to be reported on the MVS form.

The contractor should contact the Paratransit Department to arrange for a loaner vehicle if the repair of a Pace owned vehicle leaves the project without sufficient equipment to handle normal operations.

3. Accident Repair to Pace Owned Vehicles

Pace expects the contractor to perform repairs to Pace owned vehicles in a timely manner. If the damage is major, the contractor should contact Pace to discuss the proposed repairs. The contractor must submit a copy of the final invoice or work order documenting that the repairs have been performed.

4. Warranty Repairs to Pace Owned Vehicles

It is important that the contractor is familiar with the conditions of the warranty on the Pace owned vehicles assigned to the project. It is the contractor's responsibility to insure that repairs to Pace owned vehicles or components covered by warranty are made at a Pace authorized warranty service center so as to ensure full validations of the manufacturer's warranty.

Contractors should refer to the warranty information provided with the vehicle or contact Pace's Maintenance Department with questions regarding the manufacturer's warranty.

There is a procedure in place for reporting warranty repairs on the Monthly Vehicle Summary. If warranty repairs are performed, or parts that are under warranty are exchanged or replaced, indicate this in the appropriate column on the Monthly Vehicle Summary and submit a copy of the Warranty Claim Form to Pace with your monthly report.

5. Associated Capital For Pace Owned Vehicles

Pace Compensation for Major Repairs Not Related To Accidents. Pace will compensate the contractor for certain components used for major repairs to Pace owned vehicles which are not the result of accidents as long as capital grant funds are available to cover the cost. In order to be eligible for compensation,

- The single component cost must exceed one thousand (\$1,000.00). Pace may require that a satisfactory rebuilt component be used. If the rebuilt component cost exceeds one thousand (\$1,000.00), Pace will reimburse the contractor for the component. If the rebuilt component cost is under one thousand (\$1,000.00), the contractor will be responsible for the cost of the component.
- The component must not require replacement due to neglect, improper maintenance or failure to maintain, operator or mechanic error, vandalism, or abuse. Pace's determination of reason for replacement will be final.
- The contractor must submit at least two comparable, written estimates which includes the warranties from the vendors for review by Pace.
- The contractor must obtain prior approval from Pace.
- When the repair is completed, the contractor must submit a written request for compensation, a copy of the invoice from the vendor for the purchase of the component, and documentation that the repair was completed.
- The contractor shall be responsible for installation costs and for other expenses associated with the repair such as associated parts and fluids. Repairs must be performed in a professional manner.

Pace reserves the right to limit the compensation to the cost at which the component is available to Pace. Compensation is limited to engines, engine components, transmissions, air conditioning, catalytic converters, or other major repair systems. Brake systems, suspension systems, electrical systems, seating, windshield wiper and washer systems, body damage, door systems, and other wearing items and systems are not eligible for compensation.

C. OTHER REQUIREMENTS

1. Illinois Department of Transportation

(IDOT) Safety Inspections

All vehicles used in Pace paratransit service are required to undergo an IDOT Safety Inspection every 6 months. Vehicles with expired IDOT stickers and vehicles which fail the IDOT Inspection **CANNOT BE OPERATED** in any capacity, except to and from the inspection center, until the IDOT Inspection is successfully completed and a new IDOT Safety Sticker is issued.

Vehicles must be taken to an IDOT Safety Inspection lane prior to the last day of the month in which the sticker expires, unless the vehicle is not operable due to required repairs. In this case, the vehicle must be inspected and pass the IDOT Safety inspection before being put into service. Once the vehicle has passed the IDOT Safety Inspection, submit the REPORT OF IDOT INSPECTION CHANGE form with the new expiration date to the Pace Paratransit Department.

2. Loaner Vehicles

Loaner vehicles are available at various sites to assist contractors when repairs to Pace owned vehicles leave the contractor without sufficient equipment to handle normal operations. Arrangements for a loaner vehicle can be made by contacting Paratransit Compliance staff at 312-341-8000. If a loaner vehicle is available, arrangements will be made for a temporary assignment. Contractors will be required to sign Pace Paratransit Vehicle Transfer Form each time a vehicle is loaned to or returned from a contractor. The Paratransit Vehicle Transfer Form becomes a part of the contract with Pace, and the loaner vehicle is subject to the terms and conditions of the contract, and must be maintained in the same manner as a permanently assigned vehicle.

While the loaner vehicle is on assignment, the contractor must perform pre-pullout/Post trip checks, and other daily servicing requirements. Contractors must also perform minor repairs and PM's when necessary. The contractor must include a separate MVS for the loaner with the monthly report. If a loaner vehicle requires extraordinary repairs, contact Paratransit Compliance staff for further instructions.

Loaner vehicles must be returned to Pace in good operating condition. **Please notify Pace's Paratransit Department before returning any loaner vehicles.** Be sure that the vehicle is clean, and has a full tank of fuel. Also, be sure to return any additional equipment, such as spare tires, that were issued with the loaner.

3. Other Use of Pace Owned Vehicles

The Pace owned vehicle or vehicles assigned to a contractor may be used only to provide transportation as specifically described in the contract with Pace. The vehicle(s) may not be used in any other capacity without advance written approval from the Pace Paratransit Department.

4. Pace Operations Bulletins

Periodically, Pace will issue Operations Bulletins or other documents that provide important maintenance and/or operational information about Pace owned vehicles. Contractors must ensure that these bulletins are immediately made available to the contractor's maintenance facility and/or maintenance staff. The information contained in Operations Bulletins or other Maintenance Department documents becomes part of the Pace Paratransit Contractors Manual.

D. PACE FORMS AND INSTRUCTIONS

Pace's Operator's Pre-Pullout Checklist for Pace Owned Vehicles

Pace's Operator's Post-Trip Checklist for Pace Owned Vehicles

Pace Paratransit Pm Report Form

1. Pace's Operator's Pre-Pullout Checklist Form and Instructions for Pace Owned Vehicles

The Pace Pre-Pullout Checklist must be filled out by each driver prior to the start of service.

The operator must fill in the date, inspect each item listed and place a checkmark in each column when the item is in proper working order.

If a defect is found, the driver must circle the item that needs repair and report the problem. Defects that pose a potential safety hazard must be reported immediately. A vehicle must not be put into service if the driver discovers a defect that could result in unsafe operation of the vehicle.

The Pre-Pullout Checklist is a two part form. The white top copy must be torn off and turned in to the proper person as prescribed by company policy before putting the vehicle into service. The yellow duplicate copy must remain in the booklet. **The booklet must be kept in the vehicle until it is filled and replaced with another booklet.**

Pace requires that completed Pre-Pullout Checklist books be retained in the Contractor's files for two (2) years past the life of the contract. Pace reserves the right to retain the pre-trip/post trip checklist.

Operator's Pre-Pullout Checklist

BUS# _____ **DATE** _____ **ODOMETER** _____

EXTERIOR

- ___ Tires/wheels/lug nuts
- ___ Hood and access panels secure
- ___ Mirrors
- ___ Fuel filler cap secure
- ___ No body damage or broken windows
- ___ Exterior is clean
- ___ Valid safety sticker
- ___ License plates in front and rear
- ___ Check fluid levels: ___ Oil ___ Coolant ___ Washer fluid

INTERIOR

- ___ Vehicle registration and insurance
- ___ Steps are clean and free of tripping hazards
- ___ Fire extinguisher
- ___ Inside engine access cover secure
- ___ Parking brake applied
- ___ Transmission selector level in park position
- ___ Farebox and vault in place
- ___ Dashboard clean and clear of all debris
- ___ Box containing three emergency triangles

START ENGINE AND CHECK

- ___ Master switch
- ___ Warning light/gauges
- ___ Windshield wipers and washers
- ___ Interior lights
- ___ Headlight-high & low beams
- ___ All lights and 4-way signals
- ___ Lift switch
- ___ Horn

GET OFF BUS, THEN CHECK

- ___ Operate lift through one full cycle
- ___ Lights, signals, barrier plates, lift safety belts

RE-ENTER BUS AND CHECK

- ___ Seats and floor clean
- ___ Stanchion bars secure
- ___ Wheelchair restraints and seatbelts
- ___ Mobility device securement belts stored properly
- ___ Roof hatches latched and secure
- ___ Overhead compartment secure
- ___ Check emergency exits
- ___ Adjust seat
- ___ Check seatbelt
- ___ Radio, MDT, AVL
- ___ Air conditioning, heat and defroster
- ___ Steering wheel play
- ___ Adjust mirrors
- ___ Parking brake hold
- ___ Test stop brakes

DRIVER'S NAME (PLEASE PRINT) _____

DRIVER'S INITIALS _____

DESCRIPTION OF DEFECTS & DAMAGE

2. Post Trip Inspection Checklist Form and Instructions

A post trip inspection check of the condition of each vehicle must be performed by the Operator each time a vehicle is used in Pace service. The Operator must inspect each item listed and place a check mark in each column when the item is found in proper working order. The Operator does not check items that are defective and/or needs repair. There must be a clear paper trail documenting that defects are repaired. Defects that pose a potential safety hazard must be reported immediately. A vehicle must not be put into service if the Operator discovers a defect that could result in unsafe operation of the vehicle.

After the checklist is complete, the Operator must sign the form. The top copy is to be torn off and turned in to the proper individuals as prescribed by Provider policy before the vehicle goes into service.

Each Provider must establish its own procedures for handling reports of defects and for ensuring that repairs are completed in a timely manner.

Operator's Post-Trip Inspection Checklist

BUS# _____ **DATE** _____ **ODOMETER** _____

EXTERIOR

- _____ Fuel filler cap secure
- _____ Mirrors
- _____ No body damage or broken windows

INTERIOR

- _____ Steps are clean and free of tripping hazards
- _____ Fire extinguisher
- _____ Dashboard clean and clear of all debris
- _____ Box containing three emergency triangles
- _____ Items left on board the vehicle
- _____ Mobility device securement belts store properly
- _____ No mechanical failure noted during route
- _____ No safety issues

DRIVER'S NAME (PLEASE PRINT) _____

DRIVER'S INITIALS _____

DESCRIPTION OF DEFECTS & DAMAGE

3. Pace Paratransit PM Report Form and Instructions

The Pace Paratransit PM Report Form is used to document the performance of manufacturers' required maintenance intervals and Pace required component checks for Pace owned vehicles. This inspection must be performed on each Pace owned vehicle, including loaners, every 3,000 miles or every 3 months, whichever comes first.

Before giving the form to the mechanic to carry out the work, the contract manager or maintenance supervisor must fill in the heading of the PM form with the vehicle number, date, and the odometer reading at the last inspection. The date and mileage at the time of the last changes on the designated components must also be filled in.

The mechanic must perform parts or component replacements/change-outs as authorized by the contract manager. The contractor should contact the Pace Paratransit Department or Maintenance Department whenever a major change-out or repair is needed.

Maintenance staff should refer to the appropriate vehicle manuals for maintenance procedures. All maintenance work on the vehicles must be done in accordance with the manufacturer's recommendations. Once the work is completed, the PM Form must be signed by the mechanic who performed the work or the maintenance manager who is responsible for ensuring that the work is performed.

The PM Report Form is not a complete list of all possible repairs that may be required. Any time a vehicle component or system is not operating properly repair work should be done immediately.

The maintenance manager or designated personnel is responsible for determining that all required inspections are done and that all needed repairs are performed. The original PM Report Form should be filed in the vehicle history file. A clear copy of both sides of the completed PM Report Form must be attached to the appropriate MVS, and submitted to Pace in accordance with the reporting requirements in the contract.



PARATRANSIT PM FORM

FOR PARATRANSIT VEHICLES: Refer to the Maintenance Chapter in the Paratransit Manual for detailed information on Pace Paratransit maintenance requirements.

PM's must be performed every 3,000 miles or 3 months, whichever comes first.

(See below for Fluid Change Intervals)

Vehicle No. _____ Date of Last Inspection _____
 Date Completed _____ Mileage at Last Inspection _____
 Mileage _____ IDOT Due Date _____

PM	O.K.	Repairs Made	Add'l Repairs Needed	DESCRIPTION	O.K.	Repairs Made	Add'l Repairs Needed
INTERIOR							
1) Check & Lube operators seat & seatbelt				ENGINE COMPARTMENT			
2) Check horn				36) Check & repair all fuel, oil, coolant, transmission & power steering leaks			
3) Check steering wheel for excessive play				37) Check all fluid levels			
4) Check instrument panel lights & gauges				38) Inspect all hoses & clamps			
5) Check all seats				39) Lube accelerator & transmission linkage			
6) Check all mirrors				40) Check exhaust system			
7) Check windshield wiper & washer operation				41) Check alternator output			
8) Check sun visor				42) Check motor mounts			
9) Check insurance decal and vehicle registration				43) Check serpentine belt			
10) Check step & floor coverings				44) Drain fuel separator			
11) Check door operation - all				45) Check fan shroud			
12) Lube all door locks, latches and hinges				UNDERCARRIAGE			
13) Check handrail & stanchions				46) Inspect for any frame or cross member damage			
14) Check fire extinguisher-gauge & tag				47) Check brake lining - lines & hoses - brake test			
15) Check all interior trim & panels				48) Check ball joints			
16) Check all interior lighting & mountings				49) Check all steering components			
17) Check front & rear heater operation				50) Check all suspension components			
18) Inspect all restraint belts				51) Check differential for leaks & fluid level			
19) Check all windows, latches & rear optical lens				52) Check drive line			
20) Check emergency windows & roof hatch operation				53) Check fuel tank for leaks & strap condition			
21) Clean A/C evaporator filter				54) Clean then grease all grease fittings			
22) Check front & rear A/C operation				LIFT MAINTENANCE			
23) Check emergency brake operation & light				55) Clean the Bridge Hinge			
24) Check reflector kit				56) Lube with penetrating oil as designated in the lift service manual			
25) Check shift/lock system				57) Lube with Multi-purpose grease as designated in the lift service manual			
26) Check Echovision & back-up alarm system				58) Check fluid level			
EXTERIOR				59) Check manual operation of lift			
27) Check all exterior lights & reflectors				60) Check interlock & warning alarm			
28) Inspect for body damage; report all				ROAD TEST			
29) Check & replace any worn or damaged tires							
30) Check & inflate tires to proper tire pressure							
31) Torque all axle studs							
32) Torque all wheel studs							
33) Clean battery & tighten cable ends							
34) Clean A/C Condensor							
35) Check mud flap condition							

FILTERS & FLUIDS	FILL IN DATE & MILEAGE OF LAST CHANGE		INDICATE CHANGES MADE DURING CURRENT PM
	DATE	MILEAGE	
61) Change engine oil & filter - □ 3,000 miles 6.5 & 7.3 □ 5,000 miles 6.0 turbo diesel			
62a) Replace fuel filter - 6.0 & 7.3 turbo diesel 15,000 miles.			
62b) Replace fuel filter - 6.5 turbo diesel 30,000 miles			
63) Check air intake system, change air filter - 15,000 miles			
64) Check radiator cap pressure - annually (10-30 psi)			
65a) Change coolant 6.0 & 7.3 turbo diesel - Green - 30,000 miles, Consult maintenance schedule for required additives Yellow - 100,000 miles, After initial change every 50,000 miles			
65b) Change coolant 6.5 turbo diesel - 150,000 miles (Dex cool)			
66a) Change trans fluid & filter - 6.0 & 7.3 turbo diesel - 30,000 miles			
66b) Change trans fluid & filter - 6.5 turbo diesel - 50,000 miles			
67a) Change differential fluid - 6.0 & 7.3 turbo diesel - 50,000 miles			
67b) Change differential fluid - 6.5 turbo diesel - 15,000 miles			
68) Check crankcase depression regulator valve system - 6.5 turbo diesel - 60,000 miles			

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TURN FORM OVER.

BACK OF PM FORM MUST BE COMPLETED.

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3. ACCIDENT & INCIDENT HANDLING PROCEDURES

DEFINITIONS

Accident: Collision of a vehicle with any object (e.g. another vehicle, a stationary object, etc.), or an occurrence involving the vehicle that results in passenger endangerment (e.g. braking causing a passenger to fall, etc.) regardless of damage, passenger injury, or possible injury, or an occurrence that results in passenger injury.

Preventable Accident: An accident that occurs because the driver did not do everything that could reasonably be expected in order to avoid the accident.

Non-preventable Accident: An accident that occurs even though the driver has done everything that could reasonably be expected in order to avoid the accident.

Incident: Any unusual occurrence near a Pace vehicle such as observed passenger altercations, vandalism, or an observed accidents with no vehicle involvement. Incidents of any nature which involve the safety of an individual, other passengers, or the driver must immediately be reported to Pace in accordance with Pace's Accident Notification Procedures cited in this chapter.

A. ACCIDENT HANDLING AND REPORTING PROCEDURES

The accident handling and reporting procedures outlined in this section apply to Pace and non-Pace owned vehicles unless otherwise noted.

1. General Accident Procedures for the Driver

Each accident/incident must be reported to the dispatcher or carrier project manager immediately. Any driver involved in an accident/incident must complete a Pace Accident/Incident Report Form before leaving the garage on the day of the accident/incident.

In the event of an accident the following steps should be taken:

STEP 1

Keep calm and be courteous.

STEP 2

Stop immediately.

Determine or ask if anyone needs medical assistance. If assistance is required, notify the dispatcher. (The dispatcher should call for an ambulance and notify the carrier's project manager and/or police.)

Report accident to dispatcher or carrier's project manager. Be sure to notify them of any injuries that may have occurred.

Get the license numbers of any other vehicles that may be involved

Determine damage. Avoid obstructing traffic if possible.

STEP 3

Ask passengers and witnesses to complete and sign courtesy cards.

Record information on the Accident/Incident Report Form enclosed in the accident report packet.

Wait for the police to arrive. Provide police with facts and information regarding the accident. (Make no statements regarding your innocence or guilt.)

STEP 4

Check with your carrier's project manager on the necessity and arrangements for drug/alcohol screening.

Submit to drug/alcohol screening, if requested.

IMPORTANT - Make no statement to anyone except an officer of the law or a Pace representative or your bus company's representative at the accident/incident scene. (Make no statements regarding your innocence or guilt. Provide only facts and information regarding the accident.)

If the accident involves an unattended vehicle or a fixed object, take reasonable steps to locate and notify the owner. Whether or not you find the owner, ask your dispatcher to notify the police and when the police arrive, file a report.

Whenever a passenger is involved in an accident/incident on your vehicle, even if the passenger does not claim injury, the driver must fill out a Pace Accident/Incident Report.

Any driver who is involved in an accident/incident and fails to complete a Pace Accident/Incident Report Form on the day of the occurrence or fails to report the occurrence at any time may be prohibited from performing service for a Pace funded paratransit project. Pace has no interest in the manner in which contractors performs its business or oversees its employees except as such matters impact upon the delivery of Pace mass transit service to the general public. Nor is Pace intent upon establishing any terms or conditions as to this individual's continued employment as Pace is not his/her employer.

2. Accident Procedures for Dispatcher and/or Project Managers

Each contractor must have written procedures for handling accidents and other emergencies which comply with Pace requirements. All staff members, including drivers, must be familiar with the contractor's procedures and with Pace requirements.

In the event of an accident, the driver will immediately report the accident to the dispatcher or local project manager.

Once notified of an accident, the dispatcher and/or project manager must take the following steps:

STEP 1

Determine if anyone is injured and notify the local police and emergency vehicles.

STEP 2

Immediately contact Pace.

STEP 3

Dispatch a road supervisor to the scene of a serious accidents/incidents.

3. Serious Accident/Incident Notification procedures

Serious accident/incidents which involve injuries requiring transport from the scene or requiring any vehicle to be towed from the scene or any other event of a serious nature must be immediately reported to Pace, regardless of the time of the occurrence by calling the following number:

Accident/Incident PACE Emergency Line (847) 228-4200

4. Minor Accident/Incident Notification Procedures

Accident/Incidents which do not involve injuries requiring transport from the scene or require any vehicle to be towed from the scene or any other event of a serious nature, but do involve claims of bodily injury, potential claims of bodily injury, and/or combined property damage in excess of \$500.00 must be reported to Pace at 1-847-228-4200 during normal business hours. If this category of accident/incident occurs after hours, a completed Pace Preliminary Report of Bus Accident/Service Interruption Form detailing the events of the accident/incident must be emailed to compliance@pacebus.com on the day of the accident/incident.

Note: It is important that you notify Pace if you are uncertain as to the amount of damage or if it appears that the damage could possibly exceed \$500.00.

5. Vehicle Accidents and Breakdowns

The carrier will be required to respond to vehicle accidents/breakdowns in a timely manner. A summary of the procedures for handling a vehicle accident/breakdown is as follows:

- The driver is required to inform the dispatcher that a vehicle accident or breakdown has occurred.
- The dispatcher will record the incident in the tracker notes in the scheduling software, time stamping the occurrence.
- The carrier must send a rescue vehicle within thirty (30) minutes of the accident/breakdown. This standard shall be met unless extenuating circumstances exist.

6. Post Accident Drug and Alcohol Testing Procedures

Complete the Pace post accident drug and alcohol testing decision maker form to determine if the driver needs to be sent for post accident drug/alcohol testing.

All safety sensitive employees involved in an accident shall undergo **NIDA-5** drug testing and breath alcohol testing if any of the following conditions are met:

- An individual dies
- An individual suffers injury and immediately receives medical treatment away from the scene of the accident (this includes injuries to the driver) **AND** the employee's performance cannot be discounted as contributing to the accident
- If any vehicle involved incurs disabling damage and is transported away from the scene by a tow truck or other vehicle **AND** the employee's performance cannot be discounted as contributing to the accident

Any other safety sensitive employee (e.g. mechanic, dispatcher, etc.) whose performance could have contributed to the accident or incident must also be tested for drugs and alcohol. This will be determined by the project manager/supervisor, using the best information available at the time of the accident or incident. If it is determined that the employee could have contributed to the accident than a separate decision maker form should be filled out and a determination should be made as to a drug and alcohol test on the other employee.

Instructions and procedures for drug/alcohol testing can be found at the end of Chapter 4.

NOTE: If any employee must be tested for drugs and alcohol following an accident or incident, that person may not perform safety sensitive functions in Pace paratransit service until Pace has received the required post accident drug/alcohol testing documentation and has authorized the individual to resume safety sensitive functions. Refusal to sign the necessary forms for drug/alcohol testing, or refusal to be tested will result in the employee being prohibited from performing safety sensitive functions in Pace funded service.

7. Accident & Incident Report Procedures

Every contractor must follow the Accident/Incident Reporting Procedures outlined in this chapter. These are the same procedures taught during Paratransit Drivers Training and contained in the Pace Paratransit Bus Operator's Manual.

A Pace Accident/Incident Report must be completed and submitted to Pace for each and every accident or incident that occurs with Pace or non-Pace owned vehicles. Even occurrences where passengers do not claim injury or where there is no vehicle damage must be reported. Events of an unusual nature must also be reported on the Pace Accident/Incident Report form. Incidents of any nature which involve the safety of individuals, other passengers, or the driver should immediately be reported to Pace using the Pace Emergency number 847-228-4200. This especially includes events which involve violent, seriously disruptive, and/or unsafe behavior by passengers.

Please note the following examples of occurrences requiring a Pace Accident/Incident Report:

- The bus is at the curb waiting to pick up a passenger when a car strikes the rear bumper. There is damage to the bus or the car. (The police must also be notified.)
- The car in front of your bus stops suddenly. You strike the rear bumper of the car. There is no damage to either vehicle. (The police must also be notified.)
- The car in front of you brakes suddenly causing you to put the brakes on. A passenger slips off the seat while the bus is stopped. The passenger insists that he is not hurt, and refuses to give you his name.
- Two passengers on your bus are having an argument. One of the passengers strikes the other. No one is injured.
- You operate a non-Pace owned van in your service. You have finished your route for the day and while returning to the garage another car strikes the side of your vehicle. Your van is not damaged and there is no apparent damage to the other car. (The police must also be notified.)

Review, Sign and Mail The Pace Accident/Incident Report

A Pace Accident/Incident Report form must be emailed to Pace the same day as the accident and the original report must be mailed to Pace **within 24 hours** of any accident or incident. In the event of an accident the Post Accident Drug and Alcohol Testing Decision Maker Form must be mailed in with the Pace Accident Report. Pace reserves the right to require Accident/Incident Reports to be submitted immediately.

Email a copy of the Pace Accident/Incident Report to:

Compliance@pacebus.com.

Mail the original Pace Accident/incident Report (Pace and non-Pace owned vehicles) to:

*Pace Paratransit Compliance
547 W. Jackson Boulevard – 10th Floor
Chicago, IL 60661*

Maintain a copy of the Pace Accident/Incident Report in your files.

A copy of the Pace Accident/Incident Report and copies of all other information related to the accident should be maintained in such a manner as to make it easily accessible. The contractor should have this information readily available should it be needed by Pace's staff.

Notify your insurance carrier of the accident/incident.

Evaluate driver's performance

Contractors must evaluate the performance of any employee involved in an accident or incident to determine the need for retraining and/or disciplinary action. Specific Pace guidelines relating to retraining and disciplinary action are contained in Chapter 4.

Physical Damage to Pace Owned Vehicles

Pace expects the contractor to perform repairs to Pace owned vehicles in a timely manner. If the damage is major, the contractor should contact Pace to discuss the proposed repairs. The contractor must submit a copy of the final invoice or work order documenting that the repairs have been performed.

B. PACE FORMS AND INSTRUCTION

Pace Accident Incident Report

Post Accident Drug and Alcohol Decision Making Form

Pace Preliminary Report of Bus Accident/Service Interruption

1. Pace Accident/Incident Report Form and Instructions

- (a) A Pace Accident/Incident Report must be completed for any accident or incident which occurs in Pace Paratransit service, regardless of whether the vehicle is Pace owned or non-Pace owned.
- (b) The driver must fill out the Pace Accident/Incident Report form by the end of the work day during which the accident/incident occurred. Assistance may be provided if necessary, but the report must be filled out by the driver in his/her own handwriting.
- (c) All boxes on the report must be filled out. If the information requested does not apply to the accident or incident being reported, the driver should write N/A in the box. Do not leave any blank spaces.
- (d) When filling out the report, enter the name and location of the paratransit project in the space for Bus Company (e.g. John Doe Bus Company, Anywhere, IL). Enter the vehicle number in the space for the vehicle.
- (e) Ensure that information about other vehicles, drivers, and/or fixed objects is complete.
- (f) The driver must sign the report.
- (g) The contractor's project manager must review the Pace Accident/Incident Report to ensure that it has been properly completed. Once the report is reviewed, it must be signed by the project manager and emailed to Pace the same day or next business day. Do not hold the Accident/Incident Report for additional information such as the police report and/or estimates. Police reports and estimates must be sent to Pace as soon as they are received.


Email a copy of the Pace Accident/Incident Report to:

Compliance@pacebus.com.








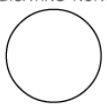
Mail the original Pace Accident/incident Report (Pace and non-Pace owned vehicles) to:

*Pace Paratransit Compliance
547 W. Jackson Boulevard – 10th Floor
Chicago, IL 60661*

PACE REPORT # _____

		ACCIDENT / INCIDENT REPORT PLEASE PRINT ALL INFORMATION			FOR PACE USE ONLY _____ _____				
		BUS DIVISION / PROJECT / SERVICE		DATE OF OCCURRENCE		DAY OF WEEK S M T W R F S	TIME OF OCCURRENCE <input type="checkbox"/> AM <input type="checkbox"/> PM		
ROUTE #	RUN #	# OF PASSENGERS	DIRECTION OF TRAVEL		VEHICLE #				
STREET WHERE INCIDENT OCCURRED			AT INTERSECTION WITH						
CITY			COUNTY						
IF NOT AT INTERSECTION _____ FEET _____ MILES N E S W OF _____ NEAREST HIGHWAY, STREET OR LANDMARK (CIRCLE ONE)									
OCCURRENCE <input type="checkbox"/> 1 FRONT END <input type="checkbox"/> 2 SIDESWIPE <input type="checkbox"/> 4 AT AN ANGLE <input type="checkbox"/> 5 BACKING <input type="checkbox"/> 6 REAR END <input type="checkbox"/> 7 VANDALISM <input type="checkbox"/> 8 PASS. INJURY <input type="checkbox"/> 9 FIRE <input type="checkbox"/> 11 BLIND REPORT <input type="checkbox"/> 12 OTHER _____		INVOLVING <input type="checkbox"/> 1 PEDESTRIAN <input type="checkbox"/> 2 MOTOR VEH. IN TRAFFIC <input type="checkbox"/> 3 PARKED MOTOR VEHICLE <input type="checkbox"/> 6 LIFT <input type="checkbox"/> 7 FIXED OBJECT <input type="checkbox"/> 8 MOTORCYCLE <input type="checkbox"/> 9 DOOR <input type="checkbox"/> 10 OTHER _____		PASSENGER ACTION <input type="checkbox"/> 1 BOARDING <input type="checkbox"/> 2 ALIGHTING <input type="checkbox"/> 4 FELL OFF SEAT <input type="checkbox"/> 5 IN MOTION WITHIN VEHICLE <input type="checkbox"/> 6 DISTURBANCE <input type="checkbox"/> 7 OTHER _____		TYPE OF TRIP <input type="checkbox"/> 1 DIAL-A-RIDE <input type="checkbox"/> 2 REGULAR <input type="checkbox"/> 3 OFF ROUTE / DETOUR <input type="checkbox"/> 4 DEADHEAD <input type="checkbox"/> 5 AT GARAGE <input type="checkbox"/> 6 SERVICE CALL <input type="checkbox"/> 7 OTHER _____			
DRIVER #1 PACE DRIVER		SOCIAL SECURITY #		DRIVERS LICENSE #		EXPIRATION DATE			
		NAME			HOME PHONE#		BADGE #		
		ADDRESS			NATURE OF INJURIES, IF ANY				
		CITY		STATE	ZIP	IF INJURED TAKEN TO			
		DESCRIBE DAMAGE TO PACE VEHICLE							
DRIVER VEHICLE #2		NAME			DRIVERS LICENSE #		HOME PHONE #		
		ADDRESS			NATURE OF INJURIES, IF ANY		WORK PHONE #		
		CITY		STATE	ZIP	IF INJURED TAKEN TO			
VEHICLE #2 INFORMATION		DIRECTION OF TRAVEL #2	# OF PASSENGERS #2	TYPE OF VEHICLE		MAKE	MODEL	YEAR	
		LICENSE PLATE # / STATE & YEAR			INSURANCE COMPANY			FIXED OBJECT	
		DAMAGE TO VEHICLE #2, IF ANY							
		OWNERS NAME #2			STREET ADDRESS			CITY	STATE
PASSENGER PEDESTRIAN		NAME			SEX	DATE OF BIRTH		HOME PHONE #	
		ADDRESS			NATURE OF INJURIES			WORK PHONE #	
		CITY		STATE	HOSPITAL TAKEN TO				
PASSENGER PEDESTRIAN		NAME			SEX	DATE OF BIRTH		HOME PHONE #	
		ADDRESS			NATURE OF INJURIES			WORK PHONE #	
		CITY		STATE	HOSPITAL TAKEN TO				
PASSENGER PEDESTRIAN		NAME			SEX	DATE OF BIRTH		HOME PHONE #	
		ADDRESS			NATURE OF INJURIES			WORK PHONE #	
		CITY		STATE	HOSPITAL TAKEN TO				

PLEASE PRINT ALL INFORMATION

#1 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	#2 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	VEHICLE ACTION 1 Going straight ahead 2 Changing lanes, passing 3 Making right turn 4 Making left turn 5 Slowing or stopped 6 Pulling from curb 7 Pulling to curb 9 Parked (no driver) 10 Other _____ _____	PEDESTRIAN ACTION <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 Crossing at intersection 2 Crossing not at intersection 3 Walking between parked vehicle 4 Walking in roadway with traffic 5 Walking in roadway against traffic 6 Getting on, off vehicle 7 Playing in roadway 8 Other _____ _____	POLICE Were police present <input type="checkbox"/> Yes <input type="checkbox"/> No Officer's Name _____ Badge # _____ Name of Force _____ Police Report # _____ Ticket(s) to Driver #1 <input type="checkbox"/> Yes <input type="checkbox"/> No Driver #2 <input type="checkbox"/> Yes <input type="checkbox"/> No Fire Dept. Present: <input type="checkbox"/> Yes <input type="checkbox"/> No Name of Fire Dept. _____
TRAFFIC CONTROL <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 Stop sign 2 Working lights 3 Officer, flagman 4 Railroad crossing gate 5 Railroad flashing lights 6 None 7 Other _____ 8 Posted speed limit	WEATHER <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 Clear 2 Rain 3 Snow 4 Fog 5 Sleet	LIGHT <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 Daylight 2 Dawn 3 Dusk 4 Darkness 5 Artificial	ROAD SURFACE <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 Dry 2 Wet 3 Snow, ice 4 Under repair 5 Other _____ _____	VEHICLE LIGHTS #1 #2 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> On Off TURN SIGNALS #1 #2 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Left turn on Right turn on 4 - Way on
(PLEASE PRINT) (DESCRIBE EXACTLY WHAT HAPPENED) _____ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____				
MARK AN "X" ON EXACT POINT OF IMPACT <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  PACE VEHICLE </div> <div style="text-align: center;">  PACE VEHICLE </div> <div style="text-align: center;">  TRAILER TRUCK </div> <div style="text-align: center;">  TRUCK </div> <div style="text-align: center;">  MOTORCYCLE </div> <div style="text-align: center;">  CAR </div> <div style="text-align: center;">  BUS </div> </div> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> _____ (VEHICLE #1) </div> <div style="text-align: center;"> _____ (VEHICLE #2) </div> </div>				
IDENTIFY STREETS AND HIGHWAYS BY NAME OR NUMBER 	DIAGRAM WHAT HAPPENED (NUMBER VEHICLES & INDICATE DIRECTION OF TRAVEL WITH ARROW) 	DRAW ARROW INDICATING NORTH 		
DRIVER'S SIGNATURE _____	DATE _____	REVIEWED BY _____		

2. Post Accident Drug and Alcohol Testing Decision Maker Form and Instructions

1. This form must be completed for every accident which occurs in Pace Paratransit service. See section 3.1 of your Pace Paratransit Contractors Manual for the definition of an accident.
2. When filling out the form, you must complete the section under accident information providing the date and time of the accident, the employee name and the employee ID#.
3. All questions on the forms must be answered. If the question does not apply to the accident, you should write N/A in the space provided.
4. If there was a human fatality a DOT post accident drug and alcohol test must be performed.
5. If an individual suffered a bodily injury and immediately received medical treatment away from the scene (regardless if the individual was in the Paratransit vehicle or not) **AND** the employee's performance CANNOT be discounted as a contributing factor to the accident, a DOT post accident drug and alcohol test must be performed. *(If the employee's performance can be discounted as a contributing factor to the accident you must NOT perform a DOT post accident drug and alcohol test.)*
6. If there was disabling damage to the Paratransit vehicle or any other vehicle and the vehicle was towed away from the scene **AND** the employee's performance CANNOT be discounted as a contributing factor to the accident, a DOT post accident drug and alcohol test must be performed. (See Federal Regulations Section 655.4 for the definition of disabling damage). *If the employee's performance can be discounted as a contributing factor to the accident you must NOT perform a DOT post accident drug and alcohol test.)*
7. Contractors must also determine if any other covered employees performance could have contributed to the accident, as determined by the employer using the best information available at the time of the decision. If it is determined that the employee could have contributed to the accident than a separate decision maker form should be filled out and a determination should be made as to a drug and alcohol test on the other employee.
8. If the alcohol test is not administered within two hours following the accident, you must indicate this on the form stating the reasons the alcohol test was not promptly administered.
9. If the alcohol test is not administered within eight hours following the accident, you must cease attempts to administer an alcohol test and indicate on the form the reason for not performing the alcohol test.
10. If the drug test is not administered within 32 hours following the accident, you must indicate on the form the reason for not performing the drug test.
11. The decision maker form must be signed by the dispatcher or individual designated to determine if a post accident d/a test is required and the road supervisor.
12. An employee who is subject to post-accident testing who fails to remain readily available for such testing will be deemed to have refused to submit to testing.
13. You must submit a copy of the post accident decision making form to Pace with the Pace Accident Report form.

Post-Accident Drug and Alcohol Testing Decision Maker form

DECISION MAKER FORM

The Federal Transit Administration (FTA) drug and alcohol testing regulation (49 CFR Parts 655) requires that safety-sensitive employees involved in a vehicle accident (as defined below) submit to tests for alcohol misuse and prohibited drug use as soon as possible following the accident. 49 CFR Part 655 also requires the testing of any other safety-sensitive employee whose performance could have contributed to the accident, as determined by the manager or supervisor at the scene using the best information available at the time of the decision.

Accident Information:

Date of Accident _____ Time of Accident: _____ AM/PM

Employee Name: _____ Employee ID #: _____

Decision Questions:

Was it an FTA-defined accident (49 CFR Part 655.4)?

- 1. Was there a human fatality? Yes ___ No ___ **(If Yes, a DOT/FTA Post-Accident test is required)**
- If there was **no** fatality, ask the following questions:
 - 2. Has any individual suffered a bodily injury and immediately received medical treatment away from the scene of the accident? Yes ___ No ___
 - 3. Was there a disabling damage to the company vehicle (if bus, van, or automobile) or any other vehicle as a result of the occurrence and the vehicle was transported away from the scene by a tow truck or other vehicle? Yes ___ No ___

If you answer YES to any of these three questions, a DOT/FTA Post-Accident test is required unless you also answer YES to the following question

- *Can you determine, using the best information available at the time of the decision, that the employee's performance can be completely discounted as a contributing factor to the accident? Yes ___ No ___*

(Any reason for NOT conducting a Post-Accident test after you've answered YES to questions 1,2 or 3 MUST be documented)

- Did the Alcohol Test occur within two hours of the accident? Yes__ No__
- Did the Alcohol Test occur within eight hours of the accident? Yes__ No__
- Did the drug test occur within 32 hours of the accident? Yes__ No__

(If you check no to any of the above questions please explain)

On scene supervisor: _____

Regional Manager _____

3. Pace Preliminary Report of Bus Accident/Service Interruption Form and Instructions

Accident/Incidents which do not involve injuries requiring transport from the scene or require any vehicle to be towed from the scene or any other event of a serious nature, but do involve claims of bodily injury, potential claims of bodily injury, and/or combined property damage in excess of \$500.00 must be reported to Pace at 1-847-228-4200 during normal business hours. If this category of accident/incident occurs after hours, you must email a completed Preliminary Report of Bus Accident/Service Interruption Form detailing the events of the accident/incident to compliance@pacebus.com on the day of the accident/incident.


1. All boxes on the report must be filled out. If the information requested does not apply to the accident or incident being reported, the dispatcher/supervisor should write N/A in the box. Do not leave any blank spaces.

When filling out the report, enter the name of the Paratransit project, date and time the accident or incident occurred. Enter the vehicle number, route/run number, and operator name in the spaces provided.

Ensure that all passenger information including names and I.D#s are included on this form.

Please email this form to compliance@pacebus.com on the day the accident/incident occurs.

Pace Preliminary Report of Bus Accident/Service Interruption Form

 PRELIMINARY REPORT OF BUS ACCIDENT/SERVICE INTERRUPTION			
Carrier		Caller/Phone#	
Date of Report	Date of Incident	Time of Report	Time of Incident
Route #		Operator	
Bus #		Extent of Damage <input type="checkbox"/> Major <input type="checkbox"/> Minor	
Vehicle Towed <input type="checkbox"/> Yes <input type="checkbox"/> No	Operator Cited <input type="checkbox"/> Yes <input type="checkbox"/> No	Persons Transported to Hospital <input type="checkbox"/> Yes <input type="checkbox"/> No	
D.O.T. D&A Test <input type="checkbox"/> Yes <input type="checkbox"/> No	Hospital		
Location/Direction			
SPECIFIC DETAILS			
ALL INJURED PERSONS AND EXTENT OF INJURY (* - Pace Employees)			
Name	Address	Phone#	Injury
2202 (05-04) Taken by		Routed to	

WHITE-Operations GREEN-Insurance CANARY-MUM PINK-Paratransit GOLD-Communications

4. MOBILITY DEVICES

A. WHEELCHAIR DEFINITIONS ASSOCIATED WITH PACE ADA TRANSPORTATION

Broken or Damaged Wheelchair

This can be any wheelchair that is battery operated and does not have sufficient power to operate the wheelchair. This can also be any wheelchair that has sufficient damage to wheels, operation handle, seat, etc. that does not allow the wheelchair to operate properly and/or safely. Finally, this can be any wheelchair that cannot be operated properly and/or safely by the rider.

Note: In the event a rider cannot be transported, the driver should contact dispatch for immediate follow up.

B. WHEELCHAIR PROCEDURES

Pace reserves the right to deny service for a wheelchair that due to the size and weight of the wheelchair cannot be accommodated by the vehicle's equipment used in service. If a wheelchair can be loaded, but cannot be secured forward facing, Pace reserves the right to deny service. See **figure 1**

Note: Where necessary or upon request the Contractor may recommend that a wheelchair passenger transfer to the vehicle seat. The Contractor may not require the rider to transfer.

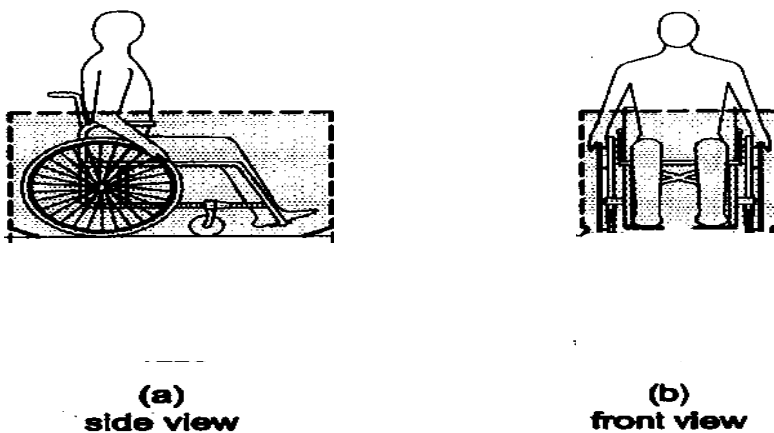


Figure 1
Wheelchair or Mobility Aid Envelope

1. How to Measure a Wheelchair

- Place wheelchair on a flat or even surface.
- Measure the width of the wheelchair, from the front outside wheel to the front outside wheel on the opposite side.
- Measure the width of the wheelchair, from the rear outside wheel to the outside wheel on opposite side.
- Measure the length of the wheelchair, from the front outside wheel to the outside wheel (note this is if the foot rest is not connected to the wheelchair).
- If the foot rest is connected to the wheelchair, measure from the front of the foot rest (which should be measured 2 inches from the ground) to the back of the rear wheel.
- Be sure to record the make and model number for any wheelchair that's measured.
- Also, document any special features that are present on the wheelchair.
- All wheelchair measurements must be forwarded to Pace's Quality Assurance Department for review.

2. How to take Pictures of a Wheelchair

- Stand in front of the wheelchair and take two pictures that show the front view of the wheelchair.
- Stand in the rear of the wheelchair and take two pictures that show the rear view of the wheelchair.
- Stand on both sides of the wheelchair and take two pictures that show both side views of the wheelchair.

E-mail or send a copy of the pictures to Pace's Quality Assurance Manager for the rider's permanent file. Pace will maintain the file and use for future reference.

3. Difficulties Securing a Wheelchair

Individuals who use a wheelchair must permit his/her wheelchair to be secured. If they refuse, the driver should contact the dispatcher for instructions. These individuals are not allowed to ride. However, if the individual permits the driver to secure his/her wheelchair but they are unable to properly secure it, the individual using the wheelchair is allowed to ride. Contractors cannot deny transportation to a wheelchair or its user on the ground that the device cannot be secured or restrained satisfactorily by the vehicle's securement system. In the event the driver cannot secure a wheelchair the driver and dispatcher will follow the procedures below.

- The driver must activate the vehicle drive-cam
- The driver must notify the dispatcher that he cannot secure the wheelchair and wait for dispatcher instructions.
- The dispatcher will code the trip a cancel at the door and add the appropriate tracker notes.
- The dispatcher will confirm the rider's pickup location and inform the driver the ETA of a road supervisor who will be sent to provide the trip.

- When the road supervisor arrives he/she should recommend that the individual transfer to a seat but the passenger is not required to do so. The road supervisor will deliver the passenger to their destination.
- If a road supervisor is unavailable, the dispatcher will instruct the driver to proceed with extreme caution and deliver the passenger to their destination. If seating is available and the passenger is able to do, the driver should recommend that the individual transfers to a seat but the passenger is not required to do so.
- The passenger should be referred to Pace's Quality Assurance Manager so that an alternative securement device aid can be provided to the passenger.

If the rider wants to file a complaint, the rider should be referred to Pace Customer Relations at 800-606-1282, option #2.

4. Difficulties Loading a Wheelchair

In some cases drivers maybe unable to load a wheelchair or the secure it forward facing due to the size or positioning of passengers already on board the vehicle. In the event the driver cannot load a passenger due to these type circumstances the driver and dispatcher will follow the procedures below.

- The driver must activate the vehicle drive-cam.
- The driver must notify the dispatcher that the wheelchair cannot be loaded or secured forward facing.
- The dispatcher will code the trip a cancel at the door and add the appropriate tracker notes.
- The dispatcher will confirm the rider's pickup location and inform the driver the ETA of the second vehicle being dispatched to provide the trip.

If the rider wants to file a complaint, rider should be referred to Pace Customer Relations at 800-606-1282, option #2.

5. FARE COLLECTION INFORMATION

Fares are payments for rides on Pace-funded Paratransit services. While the use of fare instruments may vary from service to service, the following general information is provided for all Paratransit services. Refer to your contract for specific guidelines and requirements, or to your Project Manager, regarding fare collection for your service.

A. GENERAL GUIDELINES

Fares can be collected three ways:

1. Cash
2. Transfers (when and where allowed)
3. Prepaid passes or tickets (when and where used)

Fares are collected as passengers board the vehicle. Passengers should pay the exact fare when boarding the vehicle. Vehicle operators are not permitted to make change or handle fares, except as noted below.

As passengers board the vehicle and pay their fares, the fare categories must be noted on the driver's log.

Attendants must pay a fare when accompanying a mobility limited passenger, except on ADA Paratransit services (see below).

Whenever there is a problem with the farebox, the vehicle operator must report it to the dispatcher immediately.

A maximum of two children six years of age and younger may ride free when accompanied by a fare paying passenger.

B. RIDERSHIP CATEGORIES

One-way passenger trips are recorded by the categories defined below. These categories are general Pace definitions. Refer to your contract for specific information on ridership categories and eligibility for your service.

- **Full Fare Passenger:** Non-disabled rider, twelve years to sixty-four years of age.
- **Non-disabled Elderly:** Any non-disabled rider, age sixty-five and older.
- **Disabled:** Any rider, regardless of age, classified as disabled per the terms of your contract.
- **Student/Children (seven and older):** All grade school children (seven years to eleven years of age) and students ages twelve to twenty traveling to or from school with a valid grade school or high school identification. Passengers who are twelve years and older, not traveling to or from school, are counted as adults.
- **Free Children:** Children six years and younger (or as described in the current service guidelines) accompanied by a fare paying passenger and going to the same destination as the fare paying passenger may ride for free. A maximum of two children accompanied by a fare paying passenger may ride free. Children six years and younger may not ride the vehicle unaccompanied at any time.

C. CASH FARE PROCEDURES

Drivers operating Pace owned vehicles with fareboxes must not handle fares. Drivers must never make change.

When collecting fares, the operator must do the following:

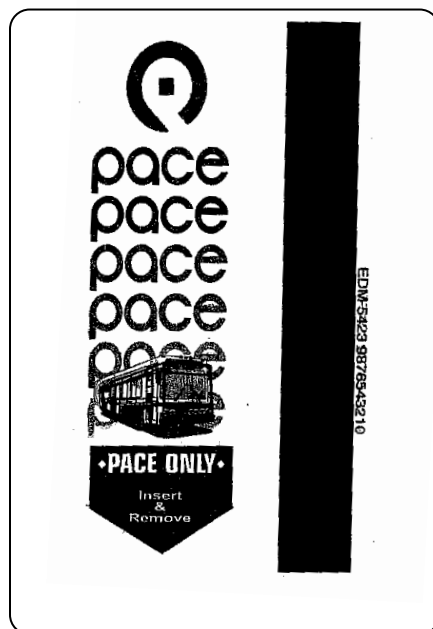
- Direct passengers to deposit money directly into the farebox.
- If a passenger pays with currency, instruct the passenger to unfold bills before depositing in the farebox (portions of bills have no value).
- After money has been deposited, check inspection plate for correct fare.
- If the fare is correct, trip the inspection plate to clear it for the next fare. Do not let more than one fare accumulate on the inspection plate. If the fare is not correct, ask the passenger to deposit the correct fare. If the passenger is unable to deposit the correct fare, contact the dispatcher for further instructions.
- For passengers who are physically unable to deposit their fare into the farebox, the passenger may give the fare to the vehicle operator. The vehicle operator will verify the correct fare amount and will immediately deposit the fare into the farebox. If the passenger is accompanied by an attendant, the attendant, not the driver, should deposit the fare into the farebox.

D. CASH FARE PROCEDURES FOR VEHICLES WITHOUT A FAREBOX

Drivers will collect the exact cash fare or an ADA Ride Ticket at the time of boarding and before proceeding to the next scheduled destination. Riders should have the exact fare ready at the time of boarding. If the rider cannot produce the exact fare or an ADA Ride Ticket, the driver should immediately notify dispatch for instructions. Drivers are strictly prohibited from making change.

E. TRANSFERS

Transfers are tickets entitling the bearer to continue from one service or route to another in order to reach their destination, without paying an additional fare.




REGULATIONS
 A transfer card may only be used by the person to whom the transfer card was issued. Expiration date and time are printed to the right. Any transfer card rejected by fare collecting equipment is invalid.


By purchasing a transfer card the rider agrees that the use of the transfer card is subject to any regulations established by Pace.

Pace expressly reserves the right to make changes to the transfer card rules, regulations, and policies at any time without any advance notice.

Additional cash fares may be applicable on certain bus services.



CHICAGO ADA PARATRANSIT TRANSFER TICKET SAMPLE



Pace ADA Paratransit Receipt/Transfer

Customer ID#: _____

Date of Issuance: _____
(Month/Day/Year)

Pick Up Time: _____ A.M.
P.M.

M-0209 10/06 Pace Paratransit Operations, 547 W. Jackson, 10th Floor, Chicago, IL 60661

1. Procedures for issuing a valid transfer:

- Drivers must fill out transfer ticket completely
- The transfer must be valid (e.g. the date of the transfer is the current date).
- The transfer must have the passenger's name or ID# clearly written on it.
- The transfer must have the correct time.

2. Pace Transfer Regulations

- A transfer ticket is only valid on the date issued for a maximum of two hours between transferring vehicles.
- A transfer may be used only by the person to whom it is issued.
- A transfer is non-negotiable. It cannot be exchanged for a cash refund at any time. It is not good for a round trip on the same service.
- A transfer is valid for a two hour limit from the time issued on any Pace carrier.

- A penalty exists for fraudulent use of a transfer. Anyone using a transfer in violation of these rules is subject to the cost of the fare and suspension of service.
- Transfers are subject to all rules and regulations of Pace.

F. HANDLING OF SPECIAL SITUATIONS

1. Objects Accidentally Dropped in Farebox and Over Payment

If foreign coins, jewelry, or other objects of value are accidentally dropped into the farebox:

1. Ask the passenger to complete a Courtesy Card.
2. Notify the dispatcher.
3. On the back of the Courtesy Card, enter:
 - Time
 - Date
 - Vehicle Number
 - Location of Occurrence
 - Description of Object

Instruct passenger to call the dispatcher or Pace and request the return of the object.

Turn in completed Courtesy Card to dispatcher.

If a passenger accidentally overpays the fare and/or deposits a \$5 bill or larger instead of a \$1 bill, the same procedure is followed, except instruct the passenger to call the dispatcher or Pace and request a refund. Drivers are not permitted to provide change or to collect fares from other passengers to provide change.

2. Farebox is Inoperable

If a farebox is inoperable or broken in such a manner that passengers cannot deposit their fares, the driver should immediately notify the dispatcher to obtain further guidance. Additionally, the contractor should immediately notify the Pace Paratransit Department if any farebox is inoperable for any reason.

3. Passenger Refuses To Pay A Fare

All passengers should pay a fare for each ride taken. If a passenger is unable or refuses to pay a fare, the driver should do the following:

- Ask the rider for the fare
- Activate the drive-cam
- Notify the dispatcher
- Wait for further instructions from the dispatcher
- An operator should never embarrass or accuse the passenger

In the event the driver calls dispatch to report a rider does not have or refuses to pay the full fare the dispatcher should do the following.

- Ensure the driver has requested the correct fare
- Ensure the driver has activated the drive-cam

- Add proper tracker notes in Trapeze to record the incident
- Make a determination if the fare will be waved and the rider transported
- Document the incident and forward to Pace Quality Assurance for follow up
- Always remember that a rider can never be stranded

Note: If a rider is not at home, Pace has a no strand policy. Therefore, the carrier will be required to transport the rider home. However, the carrier has the right to refuse transport if a rider is at home and does not have the proper fare.

4. Passenger Does Not Have Correct Fare/Change

If a passenger does not have the correct fare, the driver should contact the dispatcher for further instructions.

5. Passenger Tries to Use Invalid Method of Payment

If a passenger attempts to use an invalid method of fare payment (e.g. invalid transfer, expired pass, etc.), the driver should request that the passenger use the proper fare instrument. If the passenger is unable or refuses to present a valid fare instrument or cash, the driver should contact the dispatcher for further instructions. The driver should also complete a Pace Accident/Incident Report form.

Note: If the dispatcher is not sure how to address a specific situation, contact Pace's Paratransit Department for guidance.

G. ADA PARATRANSIT FARES

1. ADA Paratransit Service

In addition to the general guidelines outlined in section 5.1, the following items apply to pace ADA Paratransit Service.

- Transfers and ADA/Special Services Tickets are the only non-cash fare instruments accepted on ADA Paratransit services.
- One attendant or companion accompanying a mobility limited passenger may ride at no fare. If space permits, additional companions may accompany the passenger for the same fare as the ADA certified passenger.

2. Definition of Riders for ADA Paratransit Service

Refer to Guidelines and Regulations for definition of riders for services other than ADA. One -way Passenger Trips

Each time a rider boards the vehicle at his pick-up point and leaves the vehicle at his drop off point, it is counted as 1 one-way passenger trip. This includes consecutive stops when riding the same vehicle. Should that same rider use the vehicle for a return trip, it is counted as a second one-way passenger trip (e.g. around trip equals two one-way passenger trips).

6. TECHNOLOGY

A. PACE MDT SERVICE GUIDELINES & TROUBLESHOOTING GUIDE

The following are general guidelines for troubleshooting Pace owned MDTs.

System Wide Issues Related to MDTs

Emergency MDT Problems –System wide issues related to MDTS must be reported immediately by calling (847) 275-1487. If a significant number of MDT's are down, if all MDT's are down, if NAK's from a majority of the MDT's at a contractor site are down, or there are problems with numerous MDT's, the issue or issues must be immediately reported regardless of time of day. Such issues indicate potential overall system problems that Pace need to be aware of immediately.

Issues Related to a Single Unit

1. **MDT Repairs for a Single Unit** – Issues related to a single MDT must be reported to Pace Paratransit Operations Support at (847) 275-1487 **during normal office hours** (8:00 a.m. – 5:00 p.m. Monday through Friday). Issues with a single unit MDT are not considered emergencies. (See Pace Owned MDT Troubleshooting Guide below).

For normal MDT issues, all appropriate Troubleshooting procedures should be completed before calling the Paratransit Operations Support number.

When calling to report issues with a single unit have the following information:

- The Pace Asset Tag number of the Ranger or BBX
 - Vehicle number in which the Ranger or BBX is installed or was removed.
2. All Rangers and BBX's to be exchanged or to be returned to Pace for repairs must be brought to Pace Headquarters, 550 W. Algonquin Road, Arlington Heights, IL. A date and time must be scheduled with operations support staff.
 3. When exchanging equipment assigned to a specific paratransit vehicle (i.e. rangers, BBXs, etc...) the contractor must complete a Pace Asset Transfer Form so that the equipment's location can be tracked at all times. Spare equipment will not be provided without a completed Asset Transfer Form.

B. PACE OWNED MDT TROUBLESHOOTING GUIDE

Problem: No Pickups or Drop-offs are displaying on the MDT unit.

Procedures for Drivers:

1. Make sure that the vehicle is not parked inside the garage.
2. Make sure that the unit is ONLINE. If the unit IS ONLINE the following message will appear at the very top of the screen (*Please note this message may differ slightly depending on which version of the Mentor Mobility software is installed on the Ranger, but it will indicate whether the unit is "online"*):

“MOBILITY V04R01: ONLINE”.
3. If the MDT is NOT ONLINE, log off, and log back on to the unit.

4. If the unit is still NOT ONLINE after logging back in, check to see that the BBX is working correctly. The BBX is located in the compartment over the driver. If the BBX is working correctly, the lights on the BBX should be as follows:
 - USB LED – blinking green
 - STAT LED – green or blinking red
 - COV LED – solid green
 - TXD – flashes only when transmitting data
 - GPS – solid green or blinking green (it will likely blink when indoors indicating no GPS lock)

If the LED's do not match the description above, or they are flashing red, report this to the maintenance staff. (Maintenance should contact Pace Operations Support at (847) 275-1487 during normal office hours to do further remote troubleshooting and/or arrange an appointment to pick up available spare equipment at Pace Headquarters in Arlington Heights. When the call is made to Pace the caller must supply the Pace Asset Tag Number on the BBX, which lights, if any, are lit, and the vehicle number in which the BBX is installed.)

Procedures for Dispatchers:

1. Make sure that the Run is assigned to the correct vehicle. If the assigned vehicle is incorrect and a new vehicle is assigned to the Run, the driver must logoff and log back on to the MDT.

Manually mark all the unperformed trips on the run as 'UNSENT' (in the Dispatch or Schedule Editor screen). The system should then send the trips to the MDT unit. Progress on resending the trips can be monitored as follows:

- After the trips are marked Unsent, the Send column will first display either no indicator ' ', or three dots '...' on the Trapeze screen.
- The three dots will change to 'TS' as the Schedule Server processes the trip.
- The "TS" will then change to 'DM'. The 'DM' indicates "Dispatched By MDT" and the trip or trips will appear on the driver's Ranger MDT screen.
- These status indicators appear automatically as the system processes and sends the trips.

NEVER manually mark the Send column with 'DM'. Trips manually marked as DM will never be sent to the MDT as this means the trip has already been sent.

Make sure that the trips for the assigned run are within four (4) hours of the current time. The Ranger will only display unperformed trips that are within a window of TWO (2) hours before and FOUR (4) hours after the current time.

If the trips still do not appear on the screen and the driver has performed all of the troubleshooting procedures listed above, the dispatcher must manually dispatch the run for the remainder of the day. All trips manually dispatched/sent must be marked with 'DV' (Dispatched By Voice) and all actual trip arrivals and departs must be done manually on these trips. Report this problem to the Maintenance staff. **(Maintenance should contact Pace Operations Support during normal office hours at (847) 275-1487 to do further remote troubleshooting and/or arrange an appointment to pick up available spare equipment at Pace Headquarters in Arlington Heights. When the call is made to Pace the caller must supply the Pace Asset Tag Number on the unit, which lights, if any, are lit, and the vehicle number of the vehicle in which the BBX is installed.)**

Problem: Vehicle is Displaying "NAK" in MDT Center.

Procedures for Dispatchers:

1. If “NAK” messages are being displayed on the MDT Center screen for a vehicle having MDT problems, it means that communication between Dispatch and the vehicle is not available. This occurs for the following reasons and may be corrected as indicated:
 - Vehicle is parked in the garage or in an area which does not have wireless coverage. No wireless signal is available for the MDT to communicate. **Recommended Action** – Direct the driver to move to new location (may only require a few feet.) and attempt to login again.
 - Direct the driver to log in and out more than once.
 - Verify that the vehicle is assigned to proper RUN. – If not, assign the correct vehicle to the Run and ask the driver to logout and log back in. Follow the procedures under **No Pickups or Drop-offs are displaying on the MDT unit: Procedures for Dispatchers** described above.
 - Other vehicles are also displaying NAK’s in the MDT Center Screen – This means a potential overall communication or Pace system problem exists. **IF MULTIPLE VEHICLES ARE DISPLAYING NAK’S, CONTACT PARATRANSIT OPERATIONS SUPPORT IMMEDIATELY AT (847) 275-1487 TO REPORT THE PROBLEM.**
 - The unit is not ONLINE – If the screen displays ‘**MOBILITY V04R01: ONLINE**’ at the very top of the screen, the unit is already online. (*Please note this message may differ slightly depending on the version of the Mentor Mobility software installed on the Ranger, but it will indicate whether the unit is “online”.*): If not, it is NOT online. If the MDT is NOT ONLINE, **Recommended Action** - Direct the driver to log off and log back on to the unit.

IF THE UNIT IS STILL NOT ONLINE AFTER a. THROUGH e. above are completed, verify the BBX is working correctly. The BBX is located in the compartment over the driver. The lights on the BBX should be as follows:

- USB LED – blinking green
- STAT LED – green or blinking red
- COV LED – solid green
- TXD – flashes only when transmitting data
- GPS – solid green or blinking green (it will likely blink when indoors indicating no GPS lock).

If the LEDs are not displayed as described, they are flashing red, or none of the other possible solutions have worked, report this to the maintenance staff. (**Maintenance should contact Pace Operations Support during normal office hours at (847) 275-1487 to do further remote troubleshooting and/or arrange an appointment to pick up available spare equipment at Pace Headquarters. When the call is made to Pace the caller must supply the Pace Asset Tag from the BBX, IP address from the BBX, if known, and which lights, if any, are lit.**)

Problem: Some Assigned Pickups or Drop-offs are NOT displaying on the MDT unit.

Procedures for Drivers:

1. Log off and log back on to the unit.
2. Make sure that the unit is ONLINE. If the unit IS ONLINE the following message will appear at the very top of the screen(*Please note this message may differ slightly depending on the version of the Mentor Mobility software installed on the Ranger, but it will indicate whether the unit is “online”.*):

“MOBILITY V04R01: ONLINE’.

If the unit is still not ONLINE, check to see that the BBX is working correctly. The BBX is located in the compartment over the driver. The lights on the BBX should be as follows:

- USB LED – blinking green
- STAT LED – green or blinking red
- COV LED – solid green
- TXD – flashes only when transmitting data
- GPS – solid green or blinking green (it will likely blink when indoors indicating no GPS lock)

If the LED’s not displayed as described above, report this to the maintenance staff. (Maintenance should contact Pace Operations Support at (847) 275-1487 during normal office hours to do further remote troubleshooting and/or arrange an appointment to pick up available spare equipment at Pace Headquarters in Arlington Heights. When the call is made to Pace the caller must supply the Pace Asset Tag Number from the BBX and which lights, if any, are lit.)

Procedures for Dispatchers:

1. Manually mark all the unperformed trips on the run as ‘UNSENT’ (in the Dispatch or Schedule Editor screen). The system should then send the trips to the MDT unit. Progress on resending the trips can be monitored as follows:
 - After the trips are marked Unsent, the Send column will first display either no indicator ‘ ’, or three dots ‘...’ on the Trapeze screen.
 - The three dots will change to ‘TS’ as the Schedule Server processes the trip.
 - The “TS” will then change to ‘DM’. The ‘DM’ indicates that the trip appears on the MDT screen.

These status indicators appear automatically as the system processes and sends the trips.

NEVER manually mark the Send column with ‘DM’ or ‘DL’, or ‘DV.’ Since these status indicators mark the trip as already sent, the trip will never be sent to the MDT unit.

Make sure that the trips for the assigned run are within four hours of the current time. The Ranger will only display unperformed trips that are within a window of TWO hours before to FOUR hours after the current time.

If the Pickups or Drop-offs are still not appearing on the screen, and the driver has performed all of the troubleshooting procedures listed above, the driver should work off of the paper manifest and the dispatcher will need to manually dispatch the run for the rest of the day. **IMPORTANT: NOTE THE ‘EVID’ AND THE VEHICLE NUMBER FROM THE TRAPEZE SCREEN FOR THE EVENTS THAT ARE NOT DISPLAYING. REPORT THIS INFORMATION TO PACE OPERATIONS SUPPORT STAFF.**

Problem: There is a wrong time on the MDT unit

Procedures for Maintenance:

2. The Ranger unit should be displaying the system time. It does not generate the displayed time from within the unit. Make sure that all the connections are secure. The lights on the BBX should be as follows:
 - USB LED – blinking green
 - STAT LED – green or blinking red

- COV LED – solid green
- TXD – flashes only when transmitting data
- GPS – solid green or blinking green (it will likely blink when indoors indicating no GPS lock)

NOTE: It is important to verify that the GPS light on the BBX is GREEN. Since GPS and the time displayed are linked. If the GPS light on the BBX is red, check the antenna on the roof of the vehicle to be sure there is no physical damage or it is missing. If there is damage to the antenna, please call the Operations Support number (847) 275-1487 to set up an onsite service call to repair or replace the antenna.

Try switching the Ranger unit (if a unit is available).

- If this corrects the problem, report the new equipment serial numbers by calling Paratransit Operations Support at (847) 275-1487 during normal office hours to schedule a time when the malfunctioning Ranger unit can be returned to Pace Headquarters.
- If the time is wrong on the new unit also, this suggests that there is a problem with the BBX/vehicle. Reinstall the Ranger unit which was originally in the vehicle. Contact Pace Operations Support at (847) 275-1487 for further remote troubleshooting and/or direction for resolution of the problem.

Problem: The map freezes on the MDT unit

Procedures for Drivers:

1. Normal operation of the MDT will dim the screen and not allow use of the MDT while the bus is in motion. The voice turn by turn directions will still be working. To be sure that the unit has a problem, park the bus and, if the map is still frozen, report to Maintenance.

Procedures for Maintenance

1. If a frozen map screen has been reported, verify that the map is frozen.
2. If the map screen is not working, remove and replace the Ranger with another Ranger. If this corrects the problem, report the serial number and assigned vehicle number of the new Ranger to Paratransit Operations Support at (847) 275-1487 during normal office hours and arrange delivery of the malfunctioning Ranger unit to Pace Headquarters. If a spare Ranger is required please inform Operations Support staff during the phone call to allow a spare unit to be prepared and ready for pickup, if available.
3. If problem isn't corrected, replace original Ranger unit and contact Paratransit Operations Support at (847) 275-1487 during normal office hours for further remote troubleshooting and/or direction.

Problem: The screen is totally dark on the MDT unit

Procedures for Maintenance:

1. Check the fuses in the bus.

Check that all the power and cable connections are secure.

Disconnect the power to the Ranger for a minimum of 10 minutes. This can either be done by disconnecting the cable at the rear of the unit, or taking out the fuse. Reconnect the power and see if it works.

If the unit is still not working, replace the Ranger unit with a spare unit.

- If a spare is available and installed, contact Paratransit Operations Support during normal office hours at (847) 275-1487 to report the serial number of the original and replacement Ranger, the vehicle number to which it is assigned, and to schedule an appointment for return of the Ranger to Pace Headquarters.
- If no spares are available at your site, contact Operations Support to schedule return of the old unit and assignment of a spare unit.
- If problem isn't corrected when the Ranger is replaced, contact Paratransit Operations Support during normal office hours at (847) 275-1487 to get further direction on resolving the problem.

UNDER NO CIRCUMSTANCES SHOULD ANYTHING BE INSERTED INTO ANY OF THE OPENINGS ON THE RANGER OR BBX UNITS. COST OF REPAIRING DAMAGE TO THE EQUIPMENT CAUSED BY THIS ACTION WILL BE CHARGED TO THE CONTRACTOR TO WHICH THE EQUIPMENT WAS LAST ASSIGNED.

KEEP IN MIND THAT EQUIPMENT BEING RETURNED TO PACE SHOULD BE WIPED OFF WITH A SOFT DAMP RAG (WATER ONLY).

To all Pace Paratransit Contractors who operate vehicles with Pace owned MDT's installed:

The following steps must be followed when an installed MDT is reported by Pace Paratransit Carrier staff as "down". This applies to all BBX's and Rangers assigned to a carrier site; installed or spare.

Please note that the attached Guide contains both general guidelines for troubleshooting, return, and repair of MDT's as well as more specific Troubleshooting steps which need to be completed before calling Paratransit Operations Support. Both are important. Please read both and communicate the General and Troubleshooting guidelines to your managers, dispatchers, and maintenance staff.

1. When a driver reports that the MDT will not connect and receive scheduled trips, the driver cannot login to the MDT, the MDT does not power up, or other problems which prevent the driver from using the installed MDT in service, the first step is to follow the procedures outlined in the attached ***Pace MDT Service Guidelines & Troubleshooting Guide***. Merely following these procedures may get the Ranger or BBX working and avoid having to remove the unit(s) and replace them with a spare.

If the problem remains after completing the steps in the ***Pace MDT Service Guidelines & Troubleshooting Guide*** Pace Operations Support staff should be contacted at (847) 275-1487 to do one of the following:

- If the carrier site already has a spare Ranger or BBX assigned by Pace onsite, the Paratransit Operations Support staff should be contacted at (847) 275-1487 to provide the Pace Asset Tag # of both the broken, removed unit and the unit which is being installed. In addition, if the broken unit is a BBX, Pace will need to make a change on the MDT server within the Pace Trapeze system to activate the new BBX for service. The new BBX will not receive and send data if this change is not made. **A new BBX unit should NEVER be installed in a vehicle without contacting the Operations Support number to alert Pace staff to the change and to allow activation of the new unit.** The Carrier shall also schedule a time and date for return of the BBX or Ranger to Pace Headquarters, 550 W. Algonquin Road, Arlington Heights, IL 60005 for testing and repair.
- If the Carrier site has no spare equipment onsite to replace the Ranger or BBX, the Paratransit Operations Support staff should be contacted at (847) 275-1487 and schedule a time and date for exchange of the problem BBX or Ranger for working equipment at

Pace Headquarters, 550 W. Algonquin Road, Arlington Heights, IL 60005. At the time of exchange of units, Carrier staff will be required to present Asset Transfer forms for the equipment being returned and sign Transfer forms for the receipt of spare equipment received. **NEVER** swap equipment between vehicles without informing Pace.

7. REPORTING REQUIREMENTS

All private contractors providing paratransit service under direct contract with Pace must comply with Pace Paratransit reporting requirements as specified in this Contract with Pace. Reports contained in this chapter may not be required for all contracts. Refer to the Contract with Pace for specific information regarding reporting requirements

Section I of Exhibit A deals with only some of the reporting requirements. Other reporting requirements are outlined in other sections of this contract. Pace reserves the right to require additional reports.

A. OPERATING DATA FORM AND INSTRUCTIONS

Section I

These questions highlight any exceptions to normal operations within the month being reported. Answer the questions regarding condition of the vehicles noting any exceptions by vehicle number.

Fareboxes and Vaults: Pace owned Paratransit vehicles must have working fareboxes and vaults. If you have a vehicle with a non-working farebox or vault, list the vehicle number and the farebox number and/or vault number.

Loaner Vehicles: Accurate records need to be kept on Pace owned loaner vehicles. If a Pace owned loaner vehicle was in your possession during the month, list the vehicle number and be sure to submit a Monthly Vehicle Summary report form for the loaner even though you may have had the vehicle for only a portion of the month.

Section II

This section cannot be completed until a **Monthly Vehicle Summary** (MVS) has been compiled for each vehicle. After a MVS has been prepared for each vehicle, summarize the information from each MVS and present the totals on this page.

The information to be provided in this section is for the following categories:

- **Odometer Reading - Pace Owned Vehicles:** For Pace owned vehicles, enter the Pace assigned vehicle number and the beginning and ending odometer readings for the month.
- **Odometer Reading - Vehicles Not Owned by Pace:** For non-Pace owned vehicles, enter the four character vehicle designation assigned by Pace and the beginning and ending odometer readings for the month.

SECTION III

Monthly Operating Total for All Vehicles

From your daily records, summarize the following information:

- **Total Revenue Miles:** The total number of miles driven while in revenue service for the month rounded off to the nearest mile. Revenue miles begin when drivers make their first pick-up and end when they make their last drop-off. Miles not associated with actual paratransit service should not be included in the total. Examples of the types of miles that should not be included in this total are deadhead miles (travel to the first pick-up and travel to the garage after the last drop-off), unless specifically authorized in your Contract, trips for IDOT inspections, maintenance work, travel for lunch, etc. Revenue miles will always be less than total vehicle miles.
- **Total Revenue Hours:** The total number of hours the paratransit project is providing revenue service each month (report to the nearest quarter hour. For example, 15 minutes is .25 hours, 30 minutes is .50 hours, and 45 minutes is .75 hours).
Service hours begin when drivers make their first pick-up and end when they make their last drop-off. Time spent traveling from a drop-off to the next pick-up is included in this category. Hours during which drivers are not actually available for service calls should not be included. This would include deadhead time (unless specifically authorized in your Contract), lunch breaks, trips for IDOT inspections, maintenance work, etc.
While time spent by drivers for pre-pullout checks and other activities prior to the beginning of service, and time spent to close out the vehicle and records after the end of service, are included in payroll hours, they are not included in total revenue hours.
- **Total Days in Service:** The total number of days the paratransit project is in service for the month.

B. MONTHLY VEHICLE SUMMARY FORM (MVS) AND INSTRUCTIONS

1. Vehicle Information Section

Pace-assigned Vehicle Number: Pace owned vehicles will have an assigned four digit number. Non-Pace vehicles will have an assigned four character designation.

Vehicle Type: Champion, Eldorado, Dodge Caravan, Ford E350, Toyota Prius, etc.

Possession of Vehicle: Indicate whether or not the vehicle was in your possession all month. If not, indicate starting and ending dates. Even if the vehicle was not in your possession the entire month, you must submit a MVS for the number of days the vehicle was at your property.

2. Odometer Mileage Section

From your daily records, enter the ending mileage from the end of the last day of service for the month.

Also from your records, enter the beginning mileage from the start of the first day of service for the month. If the vehicle was in your possession all month, the beginning reading you report must always be the same as the previous month's ending reading.

If reporting on a loaner vehicle that was not in your possession all month, enter the ending mileage from the end of the last day of service at your property. The beginning mileage for a loaner vehicle must be the beginning mileage recorded on the date the vehicle arrived at your property.

Enter the total cumulative miles for the month by subtracting the beginning odometer reading from the ending odometer reading.

3. Monthly Fuel And Oil Usage Section

From your daily records, enter the total gallons of fuel used in the month. Also, total and enter the total quarts of engine oil added, the total quarts of engine oil changed, and the total transmission oil added during the month.

4. Monthly Equipment Repair Section

Information for this section must be summarized from work orders or bills for vehicle service during the month. Do not attach the work orders or bills to the MVS. Keep these in your vehicle file folder for your records. Summarize and report all work performed on each vehicle during the month, including preventative maintenance (PM). Enter information into the appropriate column on the forms as follows:

- **Date:** Enter the date the work was performed.
- **System Code:** Enter one of the twelve system codes listed at the bottom of the MVS. A detailed breakdown of components that fall under each system code has been provided, beginning on page 1-9. Contact your paratransit project manager if you have any questions about which system code to use.
- **Accident Related:** If the work performed was a result of an accident, place a check in the column labeled A/R. (Authorization from Pace Paratransit Department must be received prior to conducting any A/R work on Pace owned vehicles. See Chapter 2, Maintenance.)
- **Under Warranty:** If the work performed was done under warranty, place a check in the column labeled U/W. A copy of the Warranty Claim Form must be submitted with your Monthly Report. (See Chapter 2, Maintenance.)

- **Total Cost:** Enter the total cost (parts and labor) of the work performed. If more than one system was worked on, enter the cost for each system. If it is not possible to break down costs by system, enter the total cost for all work performed.
- **Brief Description of Work Performed:** Enter a brief description of the work performed for each system. For example, if preventative maintenance was performed, it would be system code 01 and the description would indicate "PM." If you had the brakes relined during the month, it would be system code 07 and the description would indicate "Front brakes relined" or "Back brakes relined."

Report the actual date and mileage of repairs that are listed on the bottom of the PM Form when these items are repaired and a full PM is not completed.

An example of a completed MVS form is included in this section.

5. System Codes

01 PREVENTATIVE MAINTENANCE

Indicate that a PM was performed by using the code PM. If work is performed that is not part of the standard PM procedure, that work must be noted separately under its appropriate system code.

02 ENGINES

Engine: Basic engine components only (i.e. block, pistons, crankshaft, camshaft, heads, oil pumps, governors, flappers, throttle, vortex - fast idle.)

Cooling System: Radiator assembly, fan, water pump, thermostats, and all related fittings, hoses and hardware.

Exhaust System: All exhaust pipes, manifold, mufflers, clamps.

03 DRIVE ASSEMBLIES

Transmission: Complete transmission assembly including gears, lines, filters, breathers, electric units, F.I.P.L. sensor, neutral safety switch.

Propeller Shafts: Includes the drive shaft, yokes, u-joints, and differential.

04 CHASSIS/FRAME/BODY

Body and Frame: All bulkheads, sheet metal, fiberglass, supports, struts, channels, frames, wheel, wheel wells, bumpers.

Interior: Seats, grab rails, interior mirror brackets, flooring, wall coverings.

Glazing: All glass, mirrors, and window moldings.

Doors, Door Operation: Door mechanisms - including door control valve, motors and emergency exits.

05 ELECTRICAL

Electrical and Lighting: Interior and exterior lights, lenses, and related wiring. Battery, alternators, generators, regulators, relays, switches, terminal blocks, and solenoids not included in other parts. Horns and flashers.

Instruments and Gauges: All gauges, corresponding units and sensors.

Ignition System: For gasoline engine vehicles only. Spark plugs, PCV valve, PCV system.

06 AC/HEATING/VENTILATION

Air Conditioner: A/C clutch, compressor, condenser, evaporator, heat exchanger, A/C generator, hoses, A/C propeller shaft, condenser fan/motor, filters, blowers, and related items.

Heater/Vent Systems: Heater cores, hoses, motors, filters and related electrical system.

Defroster: Defroster cores, hoses, motors, filters and related electrical equipment.

07 BRAKES

Brakes: Drums, lining, pins, bushings, wheel cylinders, rotors, calipers, and all components directly related to brakes.

Pneumatic/Hydraulic: Air lines and necessary tanks, fittings, valves, air dryer, compressor. Not low air gauge.

08 STEERING/SUSPENSION

Front Axle and Suspension: Front axle assembly, all suspension parts, front radius rods, kingpins, draglink, strut rod bushings.

Steering: All steering related items - steering gears, gear housing, drag links, hydraulic pump, propeller shaft, pitman, shafts, steering wheel and column, all related u-joints and yokes, and constant velocity (CV) boots.

Rear Axle and Suspension: Rear axle assembly (axle shafts, differential, gears, housing) and all rear suspension parts, sway bar link, rear radius rods.

09 TIRES

Any work relating to tires, including tire changes and retorquing lug nuts.

10 FUEL SYSTEM

Fuel filter, fuel lines, fuel pump, injectors, fuel tank, fuel vapor system, glow plugs and associated items.

11 WHEELCHAIR LIFTS

All associated lift parts including hydraulic electrical systems, hydraulic cylinder, hydraulic hoses, SAF-T barrier, hand control assembly.

12 OTHER

Radio: Radio, antenna, and necessary wiring.

Farebox: All farebox parts including vaults.

Miscellaneous Accessories: Wipers, wiper motors, destination signs, Q-Straints.

Safety Inspections (IDOT): Semi-annual IDOT safety inspections.

D. INSTRUCTIONS FOR THE FTA NATIONAL TRANSIT DATABASE SURVEY

Vehicle Trip Sheet

This form is used by Pace to calculate various passenger and trip statistics for the annual Federal Transit Administration (FTA) report.

In order to compile this data, Pace requires periodic samplings throughout the year. Every quarter, a computer generated random sample is selected to do a daily survey. You will be notified about the specific day and vehicle that are to be surveyed.

If the specified vehicle is out of service on the scheduled day, or if for any other reason the survey cannot be completed as assigned, call Pace Paratransit Department to arrange to substitute a different vehicle or to make up the survey on a different day.

Vehicle Trip Sheet must be used for each driver of the survey vehicle for the day. If more trips are taken than can fit on one Vehicle Trip Sheet, additional Vehicle Trip Sheets should be used, and the page numbers should be written in the upper right hand corner. Drivers should be supplied with extra Vehicle Trip Sheets in the event that this is necessary.

Use the following instructions to complete the form:

Driver Instructions: It is important to complete this form as accurately as possible. Fill out the non-shaded portions of the form. Please print neatly.

- **Service:** Enter the name of the paratransit project for which this survey is being completed.
- **Driver:** Enter the name of the paratransit driver. If more than one driver uses the vehicle during the survey day, each driver must prepare a separate Vehicle Trip Sheet.
- **Survey Date:** Enter the date in this order - Month/Date/Year - then circle the correct day (“M” for Monday, “T” for Tuesday, etc.).
- **Survey Vehicle:** Enter the number of the vehicle designated for this survey.
- **Vehicle Capacity:** Enter the maximum seating capacity including the driver.

Deadhead Data Section: This section provides data on the miles and hours when a vehicle is not in revenue service such as time and miles for travel from the garage to the first pick-up and from the last drop-off to the garage, and time and miles for out of service travel for fueling, maintenance, and other non-revenue activities.

Line 1 **Beginning Odometer Reading:** Enter the odometer reading each time the bus goes into service. For example, enter the odometer reading when leaving the garage at the start of the shift, and when returning to service after lunch, fueling, maintenance, or other out of service activities.

Line 2 **Beginning Time:** Enter the time whenever the bus goes into service. For example, when leaving the garage at the start of the shift, and when returning to service after lunch, fueling, or other out of service activities.

Line 3 **Odometer Reading @ First Pick-up:** Enter the odometer reading at the first pick-up of the shift and the odometer reading at the first pick-up after returning to service from out of service activities.

Line 4 **Time @ First Pick-up:** Enter the time of the first pick-up of the shift, and the time of the first pick-up after returning to service from out of service activities.

- Line 7 **Odometer Reading @ Last Drop-off:** Enter the odometer reading at the last drop-off prior to going out of service for lunch, fueling, maintenance, or other out of service activities and the last drop-off at the end of the shift.
- Line 8 **Time @ Last Pick-up:** Enter the time of the last drop-off prior to going out of service for lunch, fueling, maintenance, or other out of service activities and the last drop-off at the end of the shift.
- Line 9 **Ending Odometer Reading:** Enter the odometer reading when returning to the garage at the end of the shift, and when arriving at the destination for lunch, fueling, or maintenance, or other destination for out of service activities.
- Line 10 **Ending Time:** Enter the time of arrival at the garage at the end of the shift, and the time of arrival at the destination for lunch, fueling, maintenance, or other destination for out of service activities.

Revenue Data Section: This section provides data on the miles and hours when a vehicle is in revenue service.

- Line 15 **Number of Passengers:** Enter the number of passengers riding from the pick-up address to the drop-off address. If more than one passenger boards the bus at the same pick-up address, but they travel to different drop-off address, then each trip to a different drop-off address should be recorded on a separate line.
- Line 16 **Pick-up Address:** Enter the address where the passenger(s) is picked-up.
- Line 17 **Pick-up Odometer Reading:** Enter the odometer reading when the passenger(s) is picked-up.
- Line 18 **Time of Pick-up:** Enter the time that the passenger(s) boards the bus.
- Line 19 **Drop-off Address:** Enter the address where the passenger(s) is dropped off.
- Line 20 **Drop-off Odometer Reading:** Enter the odometer reading when the passenger is dropped-off.
- Line 21 **Time of Drop-off:** Enter the time that the passenger(s) departs the bus.

Completed surveys should be returned to the supervisor/dispatcher at the end of the shift.

Supervisor/Dispatcher Instructions: Calculate the data in the shaded columns and enter totals as soon as possible after the survey is completed. Calculate and enter the information according to the following directions:

Start of Service - Deadhead Totals

- Line 5 **Deadhead Miles:** Subtract Line 1 (Beginning Odometer Reading) from Line 3 (Odometer Reading @ First Pick-up) and enter the result on Line 5. Add the numbers in Column 5 and enter the result on Line 5 Total.
- Line 6 **Deadhead Time:** Calculate the minutes from Line 2 (Beginning Time) until Line 4 (Time @ First Pick-up) and enter the result on Line 6. Add the numbers in Column 6 and enter the result on Line 6 Total.

End of Service - Deadhead Total

- Line 11 **Deadhead Miles:** Subtract Line 7 (Odometer Reading @ Last Drop-off) from Line 9 (Ending Odometer Reading) and enter the result on Line 11. Add the numbers in Column 11 and enter the result on Line 11 Total.
- Line 12 **Deadhead Time:** Calculate the minutes from Line 8 (Time @ Last Drop-off) until Line 10 (Ending Time) and enter the result on Line 12. Add the numbers in Column 12 and enter the result on Line 12 Total.
- Line 13 **Total Deadhead Miles:** Add the number on Line 5 Total and the number on Line 11 Total and enter the result on Line 13.
- Line 14 **Total Deadhead Time:** Add the minutes on Line 6 Total and the minutes on Line 12 Total, and enter the total minutes on Line 14.

Revenue Service Data

- Line 22 **Trip Distance:** Subtract Line 17 (Pick-up Odometer Reading) from Line 20 (Drop-off Odometer Reading) and enter the result on Line 22.
- Line 23 **Passenger Miles:** Multiply Line 15 (# of Passengers) times Line 22 (Trip Distance) and enter the result on Line 23.
- Line 24 **Time of Trip:** Calculate the minutes from Line 18 (Time of Pick-up) from Line 21 (Time of Drop-off) and enter this on Line 24.

Totals

- Line 25 **Total Passengers in Sample:** Add the column of numbers in Line 15 (# of Passengers) and enter the total on Line 25.
- Line 26 **Total Vehicle Trips:** Count the number of trips (not passengers) taken by counting each line with an entry. The total Vehicle Trips will be equal to the total number of lines completed in the Revenue Service Data Section. Enter this number on Line 26.
- Line 27 **Total Trip Distance:** Add the column of numbers in Line 22 (Trip Distance) and enter the total on Line 27.
- Line 28 **Total Passenger Miles:** Add the column of numbers in Line 23 (Passenger Miles) and enter the total on Line 28.
- Line 29 **Time of Trip:** Add the minutes in Line 24 (Time of Trip) and enter the total on Line 29.

Mail the completed survey to Pace Paratransit Department within one week of the survey date.

E. REVENUE VEHICLE INVENTORY FORM (A-30) AND INSTRUCTIONS

Overview

The purpose of the A-30 form is to detail the characteristics of all vehicles in the revenue vehicle inventory at the end of the fiscal year.

Approach

The reported data represents the inventory of all revenue vehicles (i.e., those used to transport passengers) used to provide public transportation at the end of the fiscal year. For commuter rail (CR), both passenger cars and the locomotives used to pull or push them are included in the inventory.

This inventory identifies the vehicles in total fleet. You should include all revenue vehicles in the inventory:

- Vehicles in operation, (i.e., providing revenue service)
- Spare vehicles
- New vehicles purchased and delivered (but not yet put into revenue service)
- Vehicles out for long term repair
- Vehicles in storage
- Vehicles in a Federal Transit Administration (FTA) approved emergency contingency plan
- Vehicles awaiting sale.

The inventory includes only revenue vehicles at the fiscal year end (FYE). Vehicles in total fleet do not include vehicles that were in use part of the year but were sold or scrapped, and therefore, do not appear on the transit agency books at the FYE.

Non-Dedicated Vehicles

When the seller of PT service uses non-dedicated vehicles under the agreement (i.e., the vehicles are not used exclusively for the services under contract), you should report data for a representative subset (or sample) of the vehicles. The subset should be large enough to include the number of vehicles operated in annual maximum service (VOMS) and spare vehicles.

For example, a PT agreement is for 20 vehicles for annual maximum service and two spare vehicles. However, the seller used 50 different vehicles at various times throughout the reporting year to satisfy the agreement. You should report data for 22 vehicles that represent the type, age, and manufacturer of the vehicles predominantly used and that are still part of the vehicle inventory at the FYE.

There are reduced reporting requirements for non-dedicated vehicles including demand response –taxi mode (DT/PT).

Taxicab operations are unique in NTD reporting. Typically vehicles are independently owned by the driver. Not all of the vehicle characteristics apply, so the form will automatically classify vehicles for the DT/PT mode as non-dedicated. Also, it would be unusual to have inactive vehicles (e.g., vehicles in storage or awaiting sale) or vehicles purchased with public funding.

- Number of vehicles in total fleet
- Vehicle type code
- Ownership code
- Funding source
- Number of active vehicles in fleet
- Number of Americans with Disabilities Act of 1990 (ADA) accessible (lift-equipped and low floor, with ramp) vehicles in fleet
- Fuel type code
- Seating capacity.

Grouping Vehicles by Like Characteristics (Sub-Fleet)

You should group all dedicated transit revenue vehicles in the transit agency's total fleet at the end of the fiscal year, by mode and TOS, according to identical characteristics for the following:

- Vehicle type
- Ownership
- Funding source
- Year of manufacture
- Year of rebuild
- Manufacturer
- Model number
- Fuel type
- Vehicle length
- Seating capacity
- Standing capacity.

You report data for each group of vehicles on one row.

Detailed Instructions**Number of Vehicles in Total Fleet**

You should report the number of vehicles in the total fleet at fiscal year end (FYE) for the group of vehicles. Total vehicles include both active vehicles and inactive vehicles held at the end of the fiscal year, including those in storage, emergency contingency and awaiting sale.

Active vehicles are the vehicles available to operate in revenue service. Active vehicles include spare vehicles and vehicles temporarily out of service for routine maintenance and minor repairs. Often the number of active vehicles equals or is very close to the number of vehicles available for annual maximum service reported on the Service form (S-10).

Inactive vehicles are either not readily available to be used in revenue service, (i.e. vehicles in storage, emergency contingency vehicles, and vehicles out of service for an extended period of time for major repairs). Inactive vehicles also include vehicles that have been pulled from the active fleet and are awaiting sale.

Dedicated Fleet

Dedicated fleet is applicable only to PT services. You should use the **Dedicated Fleet** drop-down menu to indicate that the fleet is dedicated: "Yes", i.e., the vehicles are used exclusively, for the service, otherwise, select "No".

Vehicle Type

You should select the vehicle type from the **Vehicle Type** drop-down menu.

2011 Annual Reporting Manual 184 — Revenue Vehicle Inventory form (A-30) Detailed Instructions

Except for mileage data, Internet Reporting pre-fills the Revenue Vehicle Inventory form (A-30) from the prior year NTD.

You should edit the pre-filled data as necessary and enter the required data for each group of vehicles. You should use the **Add Vehicle Fleet** button at the bottom of the form to enter data for a new group of vehicles. You should use the **Delete Vehicle Fleet** check box at the end of a row of pre-filled data to delete the row of data for a group of vehicles.

Number of Vehicles in Total Fleet

You should report the number of vehicles in the total fleet at fiscal year end (FYE) for the group of vehicles. Total vehicles include both active vehicles and inactive vehicles held at the end of the fiscal year, including those in storage, emergency contingency and awaiting sale.

Demand response-taxi (DT/PT) is a new mode beginning in the 2010 Report Year. Previously, taxicabs were part of the demand response mode. You must delete this information from DR vehicle inventory and re-enter under DT/PT mode with any edits.

Active vehicles are the vehicles available to operate in revenue service. Active vehicles include spare vehicles and vehicles temporarily out of service for routine maintenance and minor repairs. Often the number of active vehicles equals or is very close to the number of vehicles available for annual maximum service reported on the Service form (S-10).

Inactive vehicles are either not readily available to be used in revenue service, (i.e. vehicles in storage, emergency contingency vehicles, and vehicles out of service for an extended period of time for major repairs). Inactive vehicles also include vehicles that have been pulled from the active fleet and are awaiting sale.

Dedicated Fleet menu selections:

Yes

No

Dedicated Fleet

Dedicated fleet is applicable only to PT services. You should use the **Dedicated Fleet** drop-down menu to indicate that the fleet is dedicated: “Yes”, i.e., the vehicles are used exclusively, for the service, otherwise, select “No”.

Vehicle Type

You should select the vehicle type from the **Vehicle Type** drop-down menu.

Vehicle Type menu selections:	
AB	RL Commuter rail locomotive
Articulated bus	RP Commuter rail passenger coach
AG Automated guideway vehicle	RS Commuter rail, self-propelled
AO Automobile	passenger car
BR Over-the-road bus	SB School bus
BU Bus	TB Trolleybus
CC Cable car	TR Aerial tramway
DB Double decked bus	TS Taxicab sedan
FB Ferryboat	TV Taxicab van
HR Heavy rail passenger car	TW Taxicab station wagon
IP Inclined plane vehicle	VN Van
LR Light rail vehicle	VT Vintage trolley / streetcar

Ownership Code selections:

1. LPPA – Leased under lease purchase agreement by a public agency
2. LPPE – Leased under lease purchase agreement by a private entity
3. LRPA – Leased or borrowed from related parties by a public agency
4. LRPE – Leased or borrowed from related parties by a private entity
5. OOPA – Owned outright by public agency (includes safe harbor leasing agreements where only the tax title is sold)
6. OOPE – Owned outright by private entity (includes safe harbor leasing agreements where only the tax title is sold)

- 7. TLPA – True lease by a public agency
- 8. TLPE – True lease by a private entity
- 9. OR - Other

Funding Source Code selections:

- 1. UA – Urbanized Area Formula Program
- 2. OF – Other Federal funds
- 3. NFPA - Non-Federal public funds
- 4. NFPE - Non-Federal private funds

Year of Manufacture

You should report the year of manufacture for the vehicles. This is when the vehicles were originally built.

Year of Rebuild

If applicable, you should report the year of rebuild for the vehicles. This is for work done to vehicles to increase their useful lives so that they will operate longer at an acceptable level of reliability.

Manufacturer

You should report the original manufacturer of the vehicle. The manufacturer of the vehicle body (final vehicle manufacturer) is defined as the manufacturer (e.g., National Coach Corporation (NCC) is the manufacturer of a vehicle with an Escort chassis, but manufacture by NCC). For vehicles manufactured by Flxible Corporation, use the choice FLX – Flxible Corporation.

AAI	Allen Ashley Inc.	EDN	EIDorado National (formerly El Dorado/EBC/Nation al Coach/NCC	NEO	Neoplan - USA Corporation
ABI	Advanced Bus Industries	EII	Eagle Bus Manufacturing	NFA	New Flyer of America
ACF	American Car and Foundry Company	ELK	Elkhart Coach (Divison of Forest River, Inc.)	NOV	NOVA Bus Corporation
ACI	American Coastal Industries	FDC	Federal Coach	OBI	Orion Bus Industries Ltd. (formerly Ontario Bus Industries)
AEG	AEG Transportation Systems	FIL	Flyer Industries Ltd (also known as New Flyer Industries)	OCC	Overland Custom Coach Inc.
All	American Ikarus Inc.	FLT	Flxette Corporation	OTC	Oshkosh Truck Corporation
ALL	Allen Marine, Inc.	FLX	Flxible Corporation	PCI	Prevost Car Inc.
ALX	Alexander Dennis Limited	FRC	Freightliner Corporation	PLY	Plymouth Division- Chrysler

AMD	AMD Marine Consulting Pty Ltd	FRD	Ford Motor Corporation	PST	Corporation Pullman-Standard
AMG	AM General Corporation	FRE	Freeport Shipbuilding, Inc.	PTE	Port Everglades Yacht & Ship
AMT	AmTran Corporation	FSC	Ferrostaal Corporation	RIC	Rico Industries
ARB	Arboc Mobility LLC	GCC	Goshen Coach	SBI	SuperBus Inc.
ASK	AAI/Skoda	GCA	General Coach America, Inc.	SHI	Shepard Brothers Inc.
ATC	American Transportation Corporation	GEO	GEO Shipyard, Inc.	SCC	Sabre Bus and Coach Corporation (formerly Sabre Carriage Comp.)
AZD	Azure Dynamics Corporation	GIL	Gillig Corporation	SPC	Startrans (Supreme Corporation)
BBB	Blue Bird Corporation	GIR	Girardin Corporation	SPC	Supreme Corporation
BFC	Breda Transportation Inc.	GLF	Gulf Craft, LLC	SPR	Spartan Motors Inc.
BIA	Bus Industries of America	GLH	Gladding Hearn	SSI	Stewart Stevenson Services Inc.
BLN	Blount Boats, Inc.	GLV	Glaval Bus	STE	Steiner Shipyards, Inc.
BOM	Bombardier Corporation	GMC	General Motors Corporation	STR	Starcraft
BOY	Boyertown Auto Body Works	GML	General Motors of Canada Ltd.	SUB	Name? Subaru of America or Fuji Heavy Industries Ltd.
BRA	Braun	GOM	Gomaco	SUL	Sullivan Bus & Coach Limited
BRX	Breaux's Bay Craft, Inc.	HMC	American Honda Motor Company, Inc.	SVM	Specialty Vehicle Manufacturing Corporation
CBC	Collins Bus Corporation (formerly Collins Industries Inc./COL)	HSC	Hawker Siddeley Canada IKU - Ikarus USA Inc.	TBB	Thomas Built Buses
CBW	Carpenter Industries LLC (formerly Carpenter Manufacturing Inc.)	INT	International	TEI	Trolley Enterprises Inc.
CCC	Cable Car Concepts Inc.	IRB	Name? Renault & Iveco	TMC	Transportation Manufacturing Company

CCI	Chance Bus Inc. (formerly Chance Manufacturing Company/CHI)	KIA	Kia Motors	TOU	Tourstar
CEQ	Coach and Equipment Manufacturing Company	KKI	Krystal Koach Inc.	TOY	Toyota Motor Corporation
CHA	Chance Manufacturing Company	MAN	American MAN Corporation	TRN	Transcoach
CHR	New Chrysler	MBZ	Mercedes Benz	TRT	Name? Transteg
CMC	Champion Motor Coach Inc.	MCI	Motor Coach Industries International (DINA)	TRY	Name? Trolley Enterprises
CMD	Chevrolet Motor Division - GMC	MDI	Mid Bus Inc.	TTR	Terra Transit
CVL	Canadian Vickers Ltd.	MER	Ford or individual makes	TTT	Turtle Top
DAK	Dakota Creek Industries, Inc.	MNA	Mitsubishi Motors; Mitsubishi Motors North America, Inc.	VAN	Van Hool N.V.
DER	Derecktor	MOL	Molly Corporation	VOL	Volvo
DIA	Diamond Coach Corporation (formerly Coons Manufacturing Inc./CMI)	MTC	Metrotrans Corporation	VTH	VT Halter Marine, Inc. (includes Equitable Shipyards, Inc.)
DKK	Double K, Inc. (formerly Hometown Trolley)	NAB	North American Bus Industries Inc. (formerly Ikarus USA Inc./IKU)	WCI	Wheeled Coach Industries Inc.
DMC	Dina/Motor Coach Industries (MCI)	NAT	North American Transit Inc.	WDS	Washburn & Doughty Associates, Inc.
DTD	Dodge Division - Chrysler Corporation	NAV	Navistar International Corporation (also known as International/INT)	WOC	Wide One Corporation
DUC	Dutcher Corporation	NBB	Nichols Brothers Boat Builders	WTI	World Trans Inc. (also Mobile-Tech Corporation)
DUP	Dupont Industries	NBC	National Mobility Corporation	WYC	Wayne Corporation (formerly Wayne Manufacturing)

					Company/WAY
EBC	EIDorado Bus (EBC Inc.)	NCC	National Coach Corporation	ZZZ	Other (Describe)
EBU			Ebus, Inc.		

Model Number

You should report the model number of the vehicle as used by the manufacturer. You should not use any spaces, dashes, or other punctuation when you enter the model number.

Number of Active Vehicles in Fleet

You should report the number of active vehicles in fleet, which are vehicles used in revenue service during the year and still active at fiscal year end (FYE). These include spares and vehicles that are in for scheduled preventive maintenance and minor repairs. Active vehicles do not include emergency contingency vehicles.

If vehicles reported were not active at the fiscal year end (FYE) but remained in the fleet because they had not been disposed of, you should report the number of active vehicles as zero. When reporting zero active vehicles for a fleet, the number of Americans with Disabilities Act of 1990 (ADA) accessible vehicles, the total miles on active vehicles during the period and the average lifetime miles per active vehicle should also be reported as zero.

ADA Accessible Vehicles

You should report active vehicles that meet Americans with Disabilities Act of 1990 (ADA) requirements for accessibility. There are two types of vehicle design for accessibility:

1. Lift-equipped vehicles
2. Ramp / low floor vehicles.

Lift-equipped vehicles use wheelchair lifts. Low floor vehicles do not have stairs inside the front or rear doors. They are equipped usually with a front door accessible ramp and a kneeling feature. This allows easier access for persons with mobility aids, or who have difficulty climbing steps or who may use a wheelchair.

Number of Emergency Contingency Vehicles

You should report the number of vehicles in an approved Federal Transit Administration (FTA) Emergency Contingency Plan. These are vehicles that FTA normally requires your agency to dispose of when they are replaced by vehicles funded through FTA. However, FTA can permit your transit agency to keep the vehicles in an inactive fleet to be used in the event of energy and other local emergencies that requires more vehicles than are available in the active fleet.

Your agency must request FTA approval of its Emergency Contingency Plan for keeping replaced vehicles in an inactive fleet. If your agency makes substantial changes to an Emergency Contingency Plan (10 percent or more of the vehicles), it must request re-approval of the plan by FTA

Fuel Type Code selections:

- BD Bio-diesel
- BF Bunker fuel (low grade of diesel fuel often used in ferryboat operations)
- CN Compressed natural gas (CNG)
- DF Diesel fuel
- DU Dual fuel
- EB Electric battery
- EP Electric propulsion
- ET Ethanol
- GA Gasoline
- GR Grain additive (typical in Midwestern parts of the US)

HD Hybrid diesel
 HG Hybrid gasoline
 KE Kerosene
 LN Liquefied natural gas (LNG)
 LP Liquefied petroleum gas (LPG)
 MT Methanol
 OR Other fuel (Describe)

Vehicle Length

You should report the total length of the vehicles in feet (e.g. 30, 35, 40, 44, and 60).

Seating Capacity

You should report the seating capacity of the vehicle. This is the actual number of seats on-board the vehicle and generally is cited in the specification used in manufacturing the vehicle.

Standing Capacity

You should report the standing capacity of the vehicle. This is the number of standees allowed by transit agency policy. If local policy prohibits standing, you should report zero. If there is no local policy on the maximum number of standees, you should report the manufacturers rated standing capacity.

Total Miles on Active Vehicles and Average Lifetime Mileage per Active Vehicle

Two statistics are reported:

1. Total miles on active vehicles during period
2. Average lifetime mileage per active vehicle.

Total Miles on Active Vehicles during Period

You should report the total miles accumulated by revenue vehicles in the active fleet during the fiscal year.

Total miles on active vehicles during the period are only for mileage operated by the active vehicles during the current fiscal year that are in the revenue fleet at fiscal year end (FYE). The total miles operated includes: 1) the actual vehicle miles reported on the Service form (S-10) and: 2) other miles operated during the reporting period such as mileage accumulated in operator training when the vehicle is not in revenue service, and mileage accumulated moving vehicles between and within maintenance facilities / garages.

For vehicles with working odometers / hubodometers, you should calculate the total miles by subtracting the odometer / hubodometer readings from the beginning of the fiscal year from those at the end of the fiscal year. If vehicles have damaged or defective odometers / hubodometers you should estimate total vehicle mileage from available records. You can start with mileage from schedules, subtract mileage for missed trips and add mileage for extra service that was operated and was not on the schedule. For non-scheduled services, you can use trip logs to estimate mileage.

Average Lifetime Mileage per Active Vehicle

You should report the average mileage on the vehicles at the end of the fiscal year.

Average lifetime mileage per active vehicle is average mileage, since the date of manufacture, on active vehicles that are in the revenue fleet at FYE. You should calculate the average lifetime mileage per active vehicle by dividing the cumulative mileage on the active vehicles at the end of the fiscal year by the number of active vehicles at the end of the fiscal year.

For rebuilt vehicles, average lifetime mileage does not re-start at the year of rebuild. Average lifetime mileage always begins with the original date of manufacture.

For vehicles with working odometers / hubodometers, you should calculate cumulative mileage by summing the odometer / hubodometer readings, from the date of manufacture through FYE, for all active vehicles. If vehicles have damaged or defective odometers / hubodometers you should estimate total vehicle mileage from available records.

Supports Another Mode

You should use the **Supports Another Mode** drop-down menu to indicate that all of the active vehicles are used to provide service on another mode of service. You should select only one mode. You should report a fleet group shared between modes on both A-30 forms for each mode for which it is used. All fields, for shared vehicles, should be identical on the A-30

forms for each applicable mode. You should only report this for vehicles that are used to provide service on both modes. If you use your buses to provide a bus bridge between rail stations during breakdowns or constructions, these buses are not reported as supporting the rail mode as the service they are providing is bus service, not rail. If only some of the active vehicles are used for other modes, you should report the grouped characteristics on two lines (rows). For example, one grouping of vehicles has twenty vehicles with the same characteristics, except five of the vehicles are used for both MB and DR mode. You should report the vehicles on two lines — one with fifteen vehicles and the other with five vehicles.



Pace System Security and Emergency Preparedness Plan

Transit Safety and Security 2007

Revised 2009

Revised 2013

Revised 2015

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Exhibits

- Exhibit #1 Application Criteria
- Exhibit #2 Pre-trip inspection Form
- Exhibit #3 Vehicle, Facility and Equipment Maintenance Manual
- Exhibit #4 Drug and Alcohol Policy and Procedure
- Exhibit #5 Organization chart
- Exhibit #6 Pace Carrier List
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- Exhibit #11 After Hours Emergency Phone Call Procedures for Outside Agencies
- Exhibit #12 CTA Evacuation Plans-rail Contingency Plan
- Exhibit #13 CTAN

EXECUTIVE SUMMARY

While transit safety has historically been a concern to transit operators, the events of September 11, 2001 heightened concerns relative to security and emergency preparedness. Even though terrorism may be unlikely, it is important that transit agencies be able to respond to a variety of emergencies. Effective policies, procedures and training are in place to respond to fires, floods, tornadoes, blizzards, explosions, civil disobedience, and train/bus/plane accidents, as well as terrorism.

The Core Elements are summarized below.

- Driver Selection: Licensing, Driver Record (convictions, violations, employment history, qualifications), Physical Requirements
- Driver/Employee Training: Traffic Regulations, Defensive Driving and Accident Prevention, Type of Vehicle, Basic Maneuvers
- Vehicle Maintenance: Periodic Service Needs, Periodic Inspections, Interval-Related maintenance, Failure Maintenance
- Drug and Alcohol Programs
- Safety Data Acquisition and Analysis
- Security Program Plans The following appendices are included as background and support information.

CORE ELEMENT DESCRIPTIONS

The paragraphs below provide detail regarding each of the FTA Core Elements. The first five Core Elements are discussed in a relatively generic way, since these have been ongoing considerations for transit agencies over the years. The fifth core element, Security Program Plans, is outlined within the document itself, since this is a new emphasis area since September 11, 2001, more detail was provided in this area.

In general the language used to describe each Core Element below was taken directly from FTA's Draft Model Bus Safety Program published in July 2001.

Driver Selection

Driver selection is process is highlighted in this document.

Licensing -The driver must be properly licensed and the license must be appropriate for the type of vehicle the driver is assigned. Licensing may also need to consider local jurisdiction requirements.

Driving record -The driver should have an acceptable past driving record over a reasonable period of time. The driving record should demonstrate an ability to follow traffic rules and regulations and thus avoid accidents.

Physical requirements - The driver must be physically able to perform the functions associated with the assignment. The driver must be able to pass D.O.T. physical.

Reference: Exhibit #1 Application Criteria

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Driver/Employee Training

Once qualified candidates are identified and hired, initial and ongoing training is conducted. Proper qualification of operating and maintenance personnel is a vital part of a safe transit environment. Driver training addresses specific safety-related issues appropriate to the type of vehicle and driving assignment.

Traffic regulations - Training addresses state and local traffic rules and regulations, including traffic signs and signals.

Defensive driving and accident prevention - Training stresses defensive driving principles, collision prevention, and concepts of preventable accidents as a measure of defensive driving success.

Type of vehicle in service - Training focuses on the type of vehicle that will be used in service; significant differences can exist among different bus models and among different manufacturers, and equipment may have characteristics that are unique to the service environment.

Basic driving maneuvers, including backing and stopping - Training includes all core driving maneuvers for the type of vehicle in service, including the difficulties in backing maneuvers that can lead to accidents, stopping distance requirements, and equipment-specific functions such as door opening and closing procedures for passenger boarding and alighting.

Other training - This includes training on agency policies and procedures, including safety and security procedures, training for transportation of elderly and/or disabled riders, and other training as needed.

Pace maintains records of all driver training and certification, as well as the training materials and grading mechanism. Drivers are required to demonstrate skill and performance competency in the types of vehicle to which they will be assigned as a part of training requirements. Training transit operations personnel is not a onetime activity. Ongoing/recurring training is provided to reinforce policies and procedures as well as providing a mechanism to brief drivers on new policies, procedures, and/or regulations.

Vehicle Maintenance

Maintenance is highlighted in this document.

Safety-related equipment is inspected during a pre-trip inspection to ensure that the vehicle is fit for service.

Reference: Exhibit #2 Pre-Trip Inspection Card

Pace has a formal plan to address the maintenance requirements of the vehicles and equipment. This can be found in document entitled "Vehicle Facility and Equipment Maintenance Manual."

- Daily servicing needs -This relates to fueling, checking and maintaining proper fluid levels (oil, water, etc.), vehicle cleanliness, pre-trip inspections and maintenance of operational records and procedures.
- Preventive Maintenance -These activities are scheduled to provide maintenance personnel an opportunity to detect and repair damage or wear conditions before major repairs are necessary.
- Failure maintenance - Regardless of the preventative maintenance activities, in-service failures will occur. When a failure is encountered that makes the vehicle unable to continue operation, the vehicle is removed from service and returned to the garage for repair.
-

Reference: Exhibit #3 Vehicle, Facility and Equipment Maintenance manual

Drug and Alcohol Abuse Programs

Pace complies with the F.T.A. Drug and Alcohol Testing Requirements. Pace's specific policies and responsibilities are referred to in the document "Drug and Alcohol Policy and Testing Program."

Reference: Exhibit #4 Drug and Alcohol Procedures

PACE

System Security and Emergency Preparedness Plan (SSEPP)

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Section 1: Introduction

1.1 Background

The terrible tragedy of September 11, 2001 combined with the nation's continuing war on terrorism, has created a heightened threat environment for public transportation. In this new environment, the vulnerabilities of public agencies and the communities they serve to acts of terrorism and extreme violence have greatly increased. Threat assessments issued by the Federal Bureau of Investigation (FBI) have consistently placed public transportation at the top of the *critical infrastructure protection agenda*, along with airports, nuclear power plants, and major utility exchanges on the national power grid.

To establish the importance of security and emergency preparedness in all aspects of our organization, Pace has developed this System Security and Emergency Preparedness (SSEP) Program Plan. This SSEP Program Plan outlines the process to be used by Pace to make informed decisions that are appropriate for our operations, passengers, employees and communities regarding the development and implementation of a comprehensive security and emergency preparedness program.

As a result of this program, Pace hopes to achieve not only an effective physical security program, but also to enhance our coordination with the local public safety agencies in our service area improved communication will increase their awareness of our resources and capabilities, and improve our readiness to support their efforts to manage community-wide emergencies, including but not limited to terrorism.

In order to be effective, the activities documented in this SSEP Program Plan focus on establishing responsibilities for security and emergency preparedness, identifying our methodology for documenting and analyzing potential security and emergency preparedness issues, and developing the management system through which we can track monitor our progress in resolving these issues.

1.2 Authority

The authority for implementing the SSEP Program Plan resides with the Pace Deputy Executive Director of Revenue Services.

1.3 Purpose, Goals and Objectives of SSEP Program

This Program demonstrates our process for addressing *system security and emergency preparedness*:

System Security - The application of operating, technical, and management techniques to reduce threats and vulnerabilities to the most practical level through the most effective use of available resources.

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Emergency Preparedness - A uniform basis for operating policies and procedures for mobilizing transit agency and other public safety resources to assure rapid, controlled, and predictable responses to various types of transit and community emergencies. The SSEP Program will support Pace's efforts to address and resolve critical incidents on our property and within our community.

Critical Incidents - May include accidents, natural disasters, crimes, terrorism, high jacking, sabotage, civil unrest, hazardous materials spills and other events that require emergency response. Critical incidents require swift, decisive action from multiple organizations, often under stressful conditions. Critical incidents must be stabilized prior to the resumption of regular service or activities.

Critical incidents often result from emergencies and disasters, but can be caused by any number of circumstances or events. Successful resolution of critical incidents requires the cooperative efforts of both public transportation and community emergency planning and public safety agencies.

1.3.1 Purpose

The overall purpose of Pace's SSEP Program is to optimize within the constraints of time, cost, and operational effectiveness, the level of protection afforded to Pace's passengers, employees, volunteers and contractors, and any other individuals who come into contact with the system, both during normal operations and under emergency conditions.

1.3.2 Goals

The SSEP Program provides Pace with a security and emergency preparedness capability that will:

1. Ensure that security and emergency preparedness are addressed during all phases of system operation, including the hiring and training of agency personnel; the procurement and maintenance of agency equipment; the development of agency policies, rules, and procedures; and coordination with local public safety and community emergency planning agencies
2. Promote analysis tools and methodologies to encourage safe system operations through the identification, evaluation and resolution of threats and vulnerabilities, and the ongoing assessment of agency capabilities and readiness
3. Create a culture that supports employee safety and security and safe system operations (during normal and emergency conditions) through motivated compliance with agency rules and procedures and the appropriate use and operation of equipment

1.3.3 Objectives

In this new environment, every threat cannot be identified and resolved, but Pace can take

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steps to be more aware, to better protect passengers, employees, facilities and equipment, and to stand ready to support community needs in response to a major event. To this end, our SSEP Program has five objectives:

1. Achieve a level of security performance and emergency readiness that meets or exceeds the operating experience of similarly-sized agencies around the nation
2. Increase and strengthen community involvement and participation in the safety and security of our system
3. Develop and implement a vulnerability assessment program, and based on the results of this program, establish a course of action for improving physical security measures and emergency response capabilities
4. Expand our training program for employees, volunteers and contractors to address security awareness and emergency management issues
5. Enhance our coordination with others regarding security and emergency preparedness issues.

1.4 Scope

Pace's SSEP Program Plan is applicable to all aspects of our current service, ensuring that our operations, training, coordination with local public safety agencies, and general security and emergency preparedness planning address concerns resulting from heightened threat levels. Key elements of the Scope of our SSEP Program Plan include:

1. An evaluation of our current capabilities to identify and prevent security incidents that may occur on our property
2. Development of a Vulnerability Assessment Program to identify our weaknesses and guide planning activities
3. Improved Physical Security
4. Review and expansion of our training program for security and emergency response
5. Enhanced emergency planning and procedures development
6. Improved coordination with the Public Safety Agencies in our service area
7. Improved coordination with others

Section 2: Transit System Description

2.1 Organizational Structure

The Pace Suburban Bus is a Municipal Corporation that is governed by The Pace Suburban Bus Board of Directors, which consists of thirteen members.

2.2 Operating Characteristics and Service

2.2.1 Service Area DuPage, Kane, Lake, McHenry, Will and Cook counties.
3,446 sq. miles the addition of Chicago Paratransit service brings it to 3,673 square miles.

Population served: 8.4 million

Communities served: 210

Total ridership in 2012: 39,194,457 million

Average daily ridership; 130,000

2.2.2 Service Design

Pace, the suburban bus division of the Regional Transportation Authority provides fixed bus routes, Paratransit services, vanpools and special-event buses throughout Chicago's six-county region.

1. Fixed Route
2. Paratransit
3. Vanpool

2.3 Vehicles and Facilities

Operating Divisions

Fox Valley (North Aurora)	River (Elgin)
Heritage (Joliet)	South (Markham)
North (Waukegan)	Southwest (Bridgeview)
North Shore (Evanston)	West (Melrose Park)
Northwest (Des Plaines)	

Other Facilities

Headquarters
South Holland Acceptance Facility
Paratransit Facility-McHenry (Leased to First Transit)

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Elgin Transportation Center

Pace also contracts out service to municipalities and private contractors

Park-N-Ride facilities

Blue Island	Harvey
Buffalo Grove	Bolingbrook (2)
Elk Grove Village	Burr Ridge
Homewood	Hillside
Schaumburg	South Holland

Other Facilities

Aurora Transportation Center	Gurnee Mills Bus Turnaround
Chicago Heights Terminal	Home Bus Turnaround
Riverdale Bus Turnaround	Lake-Cook Road Metra Bus Turnaround
Prairie Stone Transfer Center (at Sears in Hoffman Estates)	

2.4 Measures of Service

Total Fixed Route Buses	750
Paratransit Buses	437
Chicago ADA	612 (contractor owned)
Vanpools	736

Reference: Exhibit #6 Pace Carrier

List Reference: Exhibit #7 Vehicle List

Section 3: Roles and Responsibilities

3.1 Mission

Pace hopes to ensure that, if confronted with a security event or major emergency, Pace personnel will respond effectively, using good judgment, ensuring due diligence, and building on best practices, identified in drills, training, rules and procedures.

This level of proficiency requires the establishment of formal mechanisms to be used by all Pace personnel to identify security threats and vulnerabilities associated with Pace's operations, and to develop controls to eliminate or minimize them. The SSEP Program also requires Pace's process for:

1. Coordinating with local law enforcement and other public safety agencies to manage response to an incident that occurs on a transit vehicle or affects transit operations, and
2. Identifying a process for integrating Pace's resources and capabilities into the community response effort to support management of a major event affecting the community.

Pace management expects all employees, volunteers and contractors, especially those working directly with passengers, to support the SSEP Program.

3.2 Division of Responsibilities

3.2.1 All Personnel

Pace personnel must understand and adopt their specific roles and responsibilities, as identified in the SSEP Program, thereby increasing their own personal safety and the safety of their passengers, during normal operations and in emergency conditions.

To ensure the success of the SSEP Program, the following functions must be performed by Pace personnel:

1. Immediately reporting all suspicious activity, no matter how insignificant it may seem, to their immediate Supervisor or Pace Management
2. Immediately reporting all security incidents
3. Using proper judgment when managing disruptive passengers and potentially volatile situations
4. Participation in all security and emergency preparedness training, including drills and exercises
5. Becoming familiar with, and operating within, all security and emergency preparedness procedures for the assigned work activity

3.2.2 Deputy Executive Director Revenue Services

Under the authority of the Pace Executive Director, the Deputy Executive Director, Revenue Services has the overall authority to develop and execute the agency's SSEP Program. In addition, the Deputy Executive Director, Revenue Services is responsible for the following specific activities:

1. Ensuring that sufficient attention is devoted to the SSEP Program, including:
 - Development of standard operating procedures related to employee security duties
 - Development and enforcement of safety and security regulations;
 - Development of Contingency Plan for Recovery to maximize transit system response effectiveness and minimizing system interruptions during emergencies and security incidents;
 - Provision of proper training and equipment to employees to allow an effective response to security incidents and emergencies
2. Development of an effective notification and reporting system for security incidents and emergencies
3. Designating a Point of Contact (POC) to manage the SSEP Program
4. Communicating security and emergency preparedness as top priorities to all employees
5. Developing relations with outside organizations that contribute to the SEPP Program, including local public safety and emergency planning agencies

3.2.3 SSEP Program Point of Contact (POC)

To ensure coordinated development and implementation of the SSEP Program, the Deputy Executive Director of Revenue Services has designated Department Manager Safety, Training and Security as the Security and Emergency Preparedness Point of Contact (POC) for development and implementation of the SSEP Program. The POC, who reports directly to the Deputy Executive Director of Revenue Services, has the authority to utilize available Pace resources to develop the SSEP Program and Plan, to monitor its implementation, and to ensure attainment of security and emergency preparedness goals and objectives.

The Department Manager Safety, Training and Security has the responsibility for overseeing the SEPP Program on a daily basis. The Department Manager Safety, Training and Security will also serve as Pace's primary contact with public agencies. To the extent that liaison is necessary with state and federal agencies, the Deputy Executive Director of Revenue Services will serve as the lead liaison for the agency. The Department Manager Safety, Training and Security will also be responsible for the security-related agenda items for Revenue Services Staff meetings.

In managing this Program, the POC will:

1. Be responsible for successfully administering the SSEP Program and establishing, monitoring, and reporting on the system's security and emergency preparedness objectives

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2. Review current agency safety, security and emergency policies, procedures, and plans, and identify needed improvements
3. Develop and implement plans for addressing identified improvements
4. Coordinate with local public safety agencies, local community emergency planning agencies, and local human services agencies to address security and emergency preparedness; including participation in formal meetings and committees
5. Develop, publish, and enforce reasonable procedures pertinent to agency activities for security and emergency preparedness
6. Provide adequate driver training and continuing instruction for all employees (and volunteers and contractors) regarding security and emergency preparedness
7. Review new agency purchases to identify security-related impacts
8. Ensure performance of at least one emergency exercise annually

[The following list of sample procedures and plans to support the implementation of the SSEPP procedures can be found in the corresponding appendices of this document]

- Appendix A Vehicle Safety Program Implications
- Appendix B Security/Emergency Capabilities and Points of Emphasis
- Appendix C Security and Emergency Considerations
- Appendix D Bomb Threat Checklist & Procedures
- Appendix E Sample Emergency Telephone Directory
- Appendix F Sample Types of Preparation Exercises
- Appendix G Tips on Reporting Criminal Activity
- Appendix H Sample Emergency Action Plan
- Appendix I Example Emergency Procedures
- Appendix J Sample Memorandum re: Coordination with First Responders
- Appendix K Sample Threat and Vulnerability Assessment Forms
- Appendix L Draft Memorandum of Executive Approval
- Appendix M Contacts and Other resources
- Appendix N Homeland Security Advisory System Recommendations
- Appendix O System Safety Program Plan
- Appendix P Comprehensive Recovery Plan Appendix Q Security Vehicle Inspection Check List
- Appendix R Post 911 Security Action and Documentation

3.2.4 Revenue Service

As a continuing responsibility of Revenue Services, there will be a permanent agenda oriented toward security and emergency preparedness matters, ranging from comments on the management of the SSEP Program Plan to liaison with public agencies and feedback from employees. It will also be an ongoing part of the security agenda to determine the level of compliance with agency policies, rules, regulations, standards, codes, and procedures, and to identify changes or new challenges as a result of incidents or other operating experience.

The Department Manager Safety, Training and Security will be responsible for managing the

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security agenda during the Revenue Service meetings.

Revenue Services provides the primary mechanism through which the agency:

1. Identifies security conditions and problems at the agency
2. Organizes incident investigations and develops and evaluates corrective actions to address findings
3. Obtains data on agency security performance
4. Develops strategies for addressing agency security problems
5. Coordinates the sharing of security responsibilities and information
6. Manages the integration of security initiatives and policies in agency operations
7. Evaluates the effectiveness of the security program
8. Ensures document reviews and configuration management
9. Manages the development and revising of agency policies, procedures, and rulebook
10. Coordinates interaction with external agencies

Revenue Services also ensures that all agency employees, volunteers and contractors:

1. Have a knowledge of the security program and emergency preparedness programs
2. Understand that emergency preparedness and security is a primary concern while on the job
3. Cooperate fully with the agency regarding any incident investigation
4. Raise security and emergency preparedness concerns

3.2.5 Supervisors

Supervisors are responsible for communicating the transit agency's security policies to all employees, volunteers and contractors. For this reason, supervisors must have full knowledge of all security rules and policies. Supervisors must communicate those policies to Pace operations personnel in a manner that encourages them to incorporate SSEP practices into their everyday work. The specific responsibilities of supervisors include the following:

1. Having full knowledge of all standard and emergency operating procedures
2. Ensuring that drivers make security and emergency preparedness a primary concern when on the job
3. Cooperating fully with the SSEP Program regarding any incident investigations as well as listening and acting upon any security concerns raised by the drivers
4. Immediately reporting security concerns to their Manager.

In addition, when supporting response to an incident, supervisors are expected to:

1. Provide leadership and direction to employees during security incidents
2. Handle minor non-threatening rule violations
3. Defuse minor arguments
4. Determine when to call for assistance
5. Make decisions regarding the continuance of operations
6. Respond to fare disputes and service complaints
7. Respond to security-related calls with police officers when required, rendering assistance

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- with crowd control, victim/witness information gathering, and general on-scene assistance
- 8. Complete necessary security related reports
- 9. Take photographs of damage and injuries
- 10. Coordinate with all outside agencies at incident scenes

3.2.6 Drivers

In addition to the general responsibilities identified for all personnel, drivers (including volunteers and contractors) are responsible for exercising maximum care and good judgment in identifying and reporting suspicious activities, in managing security incidents, and in responding to emergencies. Each driver will:

1. Take charge of a security incident scene until the arrival of supervisory or emergency personnel
2. Collect fares in accordance with Pace policy (if applicable)
3. Attempt to handle minor non-threatening rule violations
4. Respond verbally to complaints
5. Attempt to defuse minor arguments
6. Determine when to call for assistance
7. Maintain control of the vehicle
8. Report all security incidents to Pace dispatch
9. Complete all necessary security-related reports
10. Support community emergency response activities as directed by Pace policies and procedures

3.2.7 Other Personnel

Other personnel who support Pace also have responsibilities for the SSEP Program. Dispatchers are expected to:

1. Receive calls for assistance
2. Dispatch supervisors and emergency response personnel
3. Coordinate with law enforcement and emergency medical service communications centers
4. Notify supervisory and management staff of serious incidents
5. Establish on-scene communication
6. Complete any required security-related reports
7. Provide direction to on-scene personnel

Maintenance personnel are expected to:

1. Report vandalism
2. Report threats and vulnerabilities of vehicle storage facilities
3. Provide priority response to safety and security critical items such as lighting
4. Maintain facility alarm systems

Human Resources personnel are responsible for:

1. Ensuring all pre-employment screening processes are carried out effectively

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2. Doing background checks of new employees

Communications is responsible for:

1. Designating a Public Information Officer (PIO) for media contact regarding security incidents and issues.

Reference: Exhibit #8 Security Information for Riders

3.3 Existing SSEP Capabilities and Practices

*A summary of the existing proactive methods, procedures, and actions to prevent, deter, or minimize security incidents include:

1. Emphasis on agency personnel awareness
2. Participation in available training
3. Review of other materials, as needed
4. Analysis of security incidents and suspicious activity to determine a proper course of action including:
 - Identifying potential and existing problem areas
 - Developing action plans
 - Implementing the plans
 - Measuring results
5. Review of local and transit agency emergency plans
6. Review of FTA documentation on system security and emergency preparedness

In addition, Pace utilizes the following proactive actions and systems to prevent, deter or minimize security incidents:

1. Local police notification/participation in employee discharge and/or discipline process as needed
2. Evaluation of security/emergency response procedures
3. Presentations by local police and transit agency personnel to employees, the public or other groups interested in transit security matters
4. Development and distribution of crime prevention information on agency brochures for passengers and the public.
5. Intelligent Bus Systems (I.B.S.) Satellite tracking for existing equipment.
6. Camera equipped buses.

Reference: Exhibit # 9 SSEPP

3.4 Training and Exercising

The purpose of this task is to provide necessary and sufficient training and refresher courses for Pace

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personnel. New security methods and procedures are identified, defined and, as applicable, made an integral part of the daily activities of the entire operation.

Listed below are the elements exercised in performing this task: Identify requirements, methods and courses for system security training.

1. Obtain and/or develop courses and material necessary to train personnel in system security.
2. Present and maintain course material for:
 - Security overview
 - Identification and reporting of suspicious persons, activities and packages
 - Chemical, biological and radioactive agents
 - Improvised explosive devices
 - Pre-trip security inspection
 - Emergency reporting procedures
 - Bus evacuation
 - Roles and responsibilities of employees at various levels
3. Evaluate effectiveness of materials and training.
4. Establish requirements for additional security safety training based on ongoing vulnerability assessment, historical data and current events.

Safety and security training and material has been provided to operators and maintenance personnel at all divisions, contract and municipal carriers and is incorporated into basic training for new employees.

Safety managers, instructors, supervisors / dispatchers, materials management personnel and managers at various levels received additional training parallel to their responsibilities.

Reference: Exhibit #10 Safety and Security Procedures

3.5 Coordination with Local Emergency Response Entities

To support improved emergency and incident preparedness and response, Pace will participate in, at a minimum, one exercise or drill with local public safety organizations in order to:

1. Review current plans and policies
2. Identify current security and emergency considerations
3. Develop procedures (if necessary)
4. Establish and maintain ongoing communication
5. Coordinate service and response following the guidelines of the ICS (Incident Command System)

Reference: Exhibit #11 After Hours Emergency Phone Call Procedures

3.6 Coordination with Other Transit Agencies

Transit agencies within our counties and neighboring communities that may need to be contacted in the event of a critical incident.

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Reference: Exhibit #12 CTA Evacuation Plans

Reference: Exhibit #13 CTAN

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Section 4: Threat and Vulnerability Process

4.1 Threat and Vulnerability Identification

The primary method used by Pace to identify the threats to the transit system and the vulnerabilities of the system is the collection of incident reports submitted by employees and information provided by law enforcement and contractors.

Information resources include the following:

1. Employees incident reports
2. Property Safety and Security Inspections
3. Bus maintenance reports
4. Passenger surveys
5. Passengers' letters and telephone calls
6. Statistical reports
7. Special requests
8. Labor Organizations

Revenue Services will review security information and determine if additional methods should be used to identify system threats and vulnerabilities.

Security testing and inspections may be conducted to assess the vulnerability of the transit system.

Appendix A

Vehicle Safety Program Implications

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VEHICLE SAFETY PROGRAM PLAN		COVERED POLICIES AND PROCEDURES	ADDITIONAL ISSUES IN SSEP PROGRAM
SECTION	TITLE		
1	MANAGEMENT COMMITMENT	<ul style="list-style-type: none"> Safety Policy Statement 	<ul style="list-style-type: none"> MEMORANDUM AUTHORIZING SYSTEM SECURITY AND EMERGENCY PREPAREDNESS (SSEP) PROGRAM
2	COMPLIANCE RESPONSIBILITIES	<ul style="list-style-type: none"> Deputy Director Revenue Services Drivers Mechanics Others Operating Agency Vehicles (and volunteers) Safety Incentive Program(s) 	<ul style="list-style-type: none"> EXPANDED TO ADDRESS SSEP PROGRAM CREATION OF SSEP PROGRAM POINT OF CONTACT (POC) NEW RESPONSIBILITIES FOR REVENUE SERVICES SSEP PROGRAM AGENDA FOR REVENUE SERVICE
3	DRIVERS – INITIAL	<ul style="list-style-type: none"> Qualifications Initial Training 	<ul style="list-style-type: none"> COMMITMENT TO ADDRESS SSEP ISSUES
	QUALIFICATIONS	<ul style="list-style-type: none"> Application Interviews Physical Requirements Age Knowledge of English Driver Licensing Criminal Record Checks Ability to Perform Simple Math 	<ul style="list-style-type: none"> EXPANSION OF NEW HIRE BACKGROUND CHECK

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VEHICLE SAFETY PROGRAM PLAN		COVERED POLICIES AND PROCEDURES	ADDITIONAL ISSUES IN SSEP PROGRAM
SECTION	TITLE		
	INITIAL TRAINING	<ul style="list-style-type: none"> • Agency Policies and Procedures • Federal and State Guidelines and Regulations • Pre- and Post-Trip Inspections • Vehicle Familiarization • Basic Operations and Maneuvering <ul style="list-style-type: none"> ○ Special Driving Conditions • Backing • Bad Weather • Boarding and Alighting Passengers • Defensive Driving Course (DDC) • Passenger Assistance Training – Driver • Training • On Road • Fares • Disability & Sensitivity 	<ul style="list-style-type: none"> • ADDITIONAL TRAINING TO ADDRESS SECURITY AWARENESS, REPORTING SUSPICIOUS ACTIVITY, REPORTS AND DOCUMENTATION, AND PRE- AND POST TRIP INSPECTIONS
4	DRIVERS – ONGOING SUPERVISION AND TRAINING	<ul style="list-style-type: none"> • Training - Refresher/Retraining • Evaluation and Supervision • Motor Vehicle Record Checks • Biannual Physical Examination • Safety Meetings • Seat-belt Usage • Discipline/Recognition • Preventable Accidents/Injuries 	<ul style="list-style-type: none"> • REFRESHER TRAINING AND “TESTS” FOR KNOWLEDGE OF EMERGENCY PROCEDURES • ADDITIONAL RESPONSIBILITIES FOR SUPERVISION

VEHICLE SAFETY PROGRAM PLAN		COVERED POLICIES AND PROCEDURES	ADDITIONAL ISSUES IN SSEP PROGRAM
SECTION	TITLE		
5	EMERGENCY DRIVING PROCEDURES	<ul style="list-style-type: none"> • Emergency Driving Procedures • Accident Causes <ul style="list-style-type: none"> o Slippery road surfaces o Driving at night o Driving through water o Winter driving o Driving in very hot weather • Vehicle Breakdowns and Unavoidable • Stops • Vehicle Fire/Evacuation • Hold Up/Robbery • Natural Disasters <ul style="list-style-type: none"> o Tornado o Flood procedures - vehicle 	<ul style="list-style-type: none"> • EXPANSION OF EMERGENCY PROCEDURES TO INCLUDE ADDITIONAL SECURITY AND EMERGENCY CONDITIONS • EXPANSION OF EMERGENCY PROCEDURES • EMERGENCY TRAINING
6	PASSENGER SAFETY	<ul style="list-style-type: none"> • General Guidelines • Mobility Device Securement and • Passenger Restraint Systems • Difficult Passengers <ul style="list-style-type: none"> o Medical Condition 	<ul style="list-style-type: none"> • EXPANSION OF PROCEDURES FOR MANAGING DIFFICULT PASSENGERS

VEHICLE SAFETY PROGRAM PLAN		COVERED POLICIES AND PROCEDURES	ADDITIONAL ISSUES IN SSEP PROGRAM
SECTION	TITLE		
7	VEHICLES & EQUIPMENT	<ul style="list-style-type: none"> • Vehicles & Equipment Preventive Maintenance Program • Preventive Maintenance Needs • Master Vehicle Service and Repair Record • Maintenance History <ul style="list-style-type: none"> Preventive Maintenance Intervals <ul style="list-style-type: none"> o A Level Inspection o B Level Inspection o C Level Inspection • Pre- and Post-Trip Inspections • Emergency Equipment on Vehicles and Usage • Vehicle Procurement <ul style="list-style-type: none"> o Exterior o Visibility o Interior • Vehicle Security • Vehicle Safety In and Around the Shop or Yard 	<ul style="list-style-type: none"> • EXPANSION OF VEHICLE SECURITY PROCEDURES • EXPANSION OF MAINTENANCE PROCEDURES FOR IDENTIFYING AND REPORTING VANDALISM, SUSPICIOUS SUBSTANCES, OR VEHICLE TAMPERING • EXPANSION OF VEHICLE PROCUREMENT PROCEDURES TO ADDRESS SECURITY TECHNOLOGY

VEHICLE SAFETY PROGRAM PLAN		COVERED POLICIES AND PROCEDURES	ADDITIONAL ISSUES IN SSEP PROGRAM
SECTION	TITLE		
8	ACCIDENT MANAGEMENT	<ul style="list-style-type: none"> • Accident Documentation Packet • Accident Notification Procedures – driver responsibility • Accident Investigation – management responsibility • Accident Investigation Kit • Drug and Alcohol Tests • Media Relations and Crisis • Communication After an Accident 	<ul style="list-style-type: none"> • ADDITIONAL TOOLS FOR ACCIDENT • DOCUMENT PACKET TO ADDRESS SECURITY • ADDITIONAL TOOLS FOR MEDIA RELATIONS
9	INSURANCE	<ul style="list-style-type: none"> • Dealing with Adjusters 	<ul style="list-style-type: none"> • ADDITIONAL CONSIDERATIONS FOR COVERAGE
	CLAIMS AND LITIGATION MANAGEMENT	<ul style="list-style-type: none"> • Dealing with Attorneys – ours/theirs 	
	DAY TO DAY OPERATIONS – MONITORING FOR SAFETY	<ul style="list-style-type: none"> • Record Keeping • Keeping Informed <ul style="list-style-type: none"> o Websites o Publications 	<ul style="list-style-type: none"> • ADDITIONAL REPORTS FOR SECURITY RELATED INCIDENTS

Appendix B

Security/Emergency Capabilities and Points of Emphasis

Appendix B

SECURITY BASELINE PLANNING WORKSHEET	Yes	No	Notes
Has Executive Management accepted responsibility for the management of security vulnerabilities during the design, engineering, construction, testing, start-up and operation of the transit system?	x		
Has Executive Management endorsed a policy to ensure that security vulnerabilities are identified, communicated, and resolved	x		
Does Pace have clear and unambiguous lines of authority and responsibility for ensuring that security is addressed at all organizational levels within the operation (including contractors)?	x		
Does Pace have access to personnel with security management experience, knowledge, skills, and abilities?	x		
Does Pace ensure that resources are effectively allocated to address security considerations?	x		
Is the protection of passengers, employees, contractors, emergency responders and the general public a priority whenever activities are planned and performed at Pace?	x		
Wherever possible, does Pace guide design, engineering, and procurement activity with an agreed-upon set of security standards and requirements (including design criteria manuals, vehicle specifications and contracting guidelines)?	x		
Does Pace routinely evaluate its capabilities to provide adequate assurance that the public, and employees are protected from adverse consequences?	x		
Has Pace committed to developing security mitigation measures to prevent and manage security vulnerabilities?	x		
Has Pace appropriately documented its security measures in plans, procedures, training, and in project requirements, specifications and contracts?	x		
Does Pace have a formal System Security Program, documented in a System Security Program Plan (Security Plan)?	x		
If "yes," is the Security Plan current, reflecting current security operations and system configuration?	x		

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If "no," does Pace have plans in place to develop a Security Plan?			
If "no," prepare a brief list of all activities performed at your agency that address security concerns (for example, include facility access control; procedures for handling difficult people; workplace violence program; bomb threat management plan; procedures for identifying and reporting suspicious activity; facility and vehicle evacuation and search procedures; coordination with local law enforcement, etc.)			ATTACH LIST

GENERAL EMERGENCY RESPONSE CAPABILITIES	Yes	No	Notes
Does Pace have an Emergency Plan?	x		
Does Pace have Emergency Operating Procedures?	x		
Does Pace have an Incident Response Plan for Terrorism, as an appendix to the Emergency Plan or as a separate plan?	x		
Does Pace coordinate with local public safety organizations on the development, implementation and review of the Emergency Plan and procedures?	x		
Does your Emergency Plan specify use of the Incident Command System?	x		
Have your employees been trained in the Emergency Plan and Procedures?	x		
Does Pace conduct routine drills, table-tops and refresher training?	x		
Does Pace coordinate its drilling and training for emergency response with local public safety organizations?	x		
Does Pace conduct briefings of after-action reports to assess performance during the drill or exercise and identify areas in need of improvement?	x		
Have members of Pace participated in Domestic Preparedness Training Programs sponsored by the Federal government (FEMA, FBI, DOD, etc.)?	x		
PREVIOUS EXPERIENCE			

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Has Pace experienced an emergency in the last 12 months? If yes were you satisfied with the response?		x	
Has Pace received a bomb threat in the last 12 months?		x	
Has Pace evacuated its facilities in the last 12 months as the result of a bomb threat?		x	
Has Pace conducted a physical search of a facility in response to a bomb threat?		x	

Points of Emphasis

1. *Awareness* - Train all security and maintenance personnel to spot suspicious-looking or unfamiliar people or objects.
2. *Communication* - Teach employees and/or tenants the importance of awareness; encourage them to identify and report anything that appears out-of-the-ordinary.
3. *Screening* - Develop and implement systems for identifying and controlling visitor access to the building.
4. *Inspection* - Establish strict procedures for the control and inspection of packages and materials delivered to the building, particularly those intended for critical areas.
5. *Procedures* - Instruct all personnel, particularly telephone switchboard or reception personnel, on what to do if a bomb threat is received.
6. *Surveillance* - Instruct security and maintenance personnel to routinely check unattended public or open areas, such as rest rooms, stairways, parking garages and elevators.
7. *Lighting* - Make sure that all of the facility's access points are well-lit.
8. *Systems Awareness* - Unexpected interruptions in the building's fire or security systems may not be coincidental; train personnel to identify and address immediately.
9. *Local Authorities* - Contact local government agencies to determine their procedures for dealing with bomb threats, search, removal and disposal.
10. *Contingency* - Assure adequate protection and off-site backup for classified documents, proprietary information, critical records and activities essential to the operation of your business.

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Appendix C

Security and Emergency Considerations

Appendix C

Emergency Response Planning, Coordination, and Training Considerations

1. Emergency Response planning, coordination, and training is formalized and documented, and identifies responsibilities of employees by function
2. Service continuation, restoration/recovery plan developed
3. Emergency drills and table-top exercises scheduled on a regular basis
4. Coordination and training with outside agencies, including:
 - a. Fire/rescue units; Hospitals; Police; Hazardous materials/Environmental agencies/Regional Office of Emergency Management
5. Media relations/information control procedures and policies established (internal and external to agency)
6. Documentation of drills maintained; drill critiques held; recommendations recorded with follow-up
7. Emergency procedures reviewed by Management on a regular basis and updated as needed
8. Regular assessments of employee proficiency conducted
9. Emergency contacts list developed/current/and responsibility for call-outs identified
10. Employees issued quick reference guidelines for emergency situations
11. Support systems developed to provide post-incident support to customers and employees
12. Regular functional testing / inspection of emergency support equipment and systems
13. Contingency plans for loss of electrical power and radio or phone communication.

System Security Considerations

1. Security Plan established, which addresses all operations modes and contracted services
2. System security responsibilities and duties established
3. Personal safety awareness/education programs for passengers and employees and community outreach
4. Security equipment regularly inspected, maintained and functionally tested; including personal equipment issued to security personnel
5. Contingency **SOPs** developed; drills and table-top exercises conducted for extraordinary circumstances:
 - a. Terrorism (including chemical/ biological agents/ weapons of mass destruction); Riot/Domestic unrest; Catastrophic natural events; and System-wide communications failure
6. Planning, coordination, training and mutual aid agreements with external agencies (state, local police, FBI and other federal agencies)
7. Security **SOPs** reviewed on a regular basis and updates made as needed to Security Plan
8. Security equipment installed, inspected, and maintained to monitor trespass activities
9. Data collection established for all security issues/incidents; analysis performed and recommendations made; as necessary
10. Security risk/vulnerability assessments conducted, documented and reviewed
11. Contingency plans for loss of electrical power and radio or phone communications
12. Procedures for critical incident command, control, and service continuation/ restoration
13. Security training provided to all staff levels
14. Background checks on employees and contractors (where applicable)
15. Regular assessments of employee security proficiencies conducted

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16. Employees issued quick reference guidelines for security situations
17. Emergency contacts list developed/current/and responsibilities for call-outs identified
18. Visitor, deliveries and contractor facility access procedures developed/ visible identification required
19. Concepts of crime prevention through environmental design (CPTED) applied in reviews of facilities and in new design and modifications
20. Security checklists developed and regularly used for verifying status of physical infrastructure and security procedures
21. Agency employees identifiable by visible identification and/or uniform
22. Policy and procedures in place for facilities key control

Bomb Threat Checklist

Questions to Ask the Caller:

- What will cause it to explode?
- Did you place the bomb?
- Why did you place the bomb?
- Where are you calling from?
- What is your address?
- What is your name?

Observations

- If the voice is familiar, whom did it sound like?
- Were there any background noises?

Telephone number call received at:

Person receiving call:

Any additional remarks:

Bomb Threat Procedures

In recent years the use and threatened use of explosives in our society has increased at an alarming rate. Organizations must prepare a plan of action to respond effectively. This brief provides guidelines that will assist transit agencies in developing a procedure specific to their particular environment.

Steps to Be Considered

When faced with a bomb threat, the primary concern must always be the safety of passengers, employees, and emergency responders. Many transit agencies already have a disaster or emergency procedure for responding to smoke, fire, or medical emergencies in stations, administrative facilities, and shops/yards. Several aspects of these procedures remain viable in a bomb threat procedure.

However, new problems must be addressed when a bomb threat is received. For example, in the instance of a fire, effort is directed at evacuating the occupants in a quick and orderly manner. In the case of a bomb threat, if evacuation is initiated, the exit routes and assembly areas should be searched prior to vacating the premises. The potential hazard remains when a building is evacuated before a search has been made. Personnel cannot safely re-occupy the building and resume normal activities until a search has been conducted. Such problems require a procedure with 7 logical steps:

- Step 1: Threat Reception
- Step 2: Threat Evaluation
- Step 3: Search Procedure
- Step 4: Locating Unidentified Suspicious Objects
- Step 5: Evacuation Procedure
- Step 6: Re-occupation of Building
- Step 7: Training of Essential Personnel

Each of these steps is discussed below:

Step 1: Threat Reception

Threats are transmitted in several ways:

Telephone Threats (threat to detonate explosive is phoned into system)

- Caller is the person who placed the device
- Caller has knowledge of who placed the device
- Caller wants to disrupt system operation

Written Threats (threat to detonate explosive is written into system)

- May be more serious than phoned-in threats

- Written threats are generally more difficult to trace than phoned-in threats

Letter and Package Threats (suspicious package or letter is delivered to agency)

- These threats serve a variety of purposes, but, generally, they are directed at specific system personnel rather than at the system as a whole.
- The personal motivations of the criminal may be more important in these types of threats

Bomb threats are normally transmitted by phone. The person receiving the call should be prepared to obtain precise information, including:

- The time the call was received and on which telephone number or extension
- The exact words of the person making the threat should be recorded
- Indicate whether it was a male or female voice and an approximate age
- Note any accent or speech impediment or slurring of speech which could indicate intoxication or an unbalanced condition
- Listen for the presence of any background noises such as traffic, music, or other voices
- Decide if the voice is familiar
- The person receiving the threatening call should be prepared to ask the caller certain questions if the information has not been volunteered:
Where is the bomb? -When is it going to explode?
What does it look like? -What kind of bomb is it?
Why did you place the bomb? -What is your name?

The caller may provide specific information by answering these questions. Often the type of person making a threat of this nature becomes so involved that they will answer questions impulsively. Any additional information obtained will be helpful to police and explosive technicians. To assist the person receiving the call, it is suggested a printed form be readily available. A sample is provided in

Appendix D. Typically, this checklist is kept readily available to the transit dispatcher or administrative personnel most likely to receive such a threat.

Written and Letter/Package Threats should be treated as "suspicious objects" (see Step 4).

Step 2: Threat Evaluation

Two basic descriptions of threats can be identified:

- Non-specific threat: This is the most common type of threat, usually with little information given other than, "There is a bomb in your building."
- Specific threat: This threat is given in more detail. Reference is often made to the exact location of the device, or the time it will detonate.

Specific threats should be considered more serious in nature, requiring a more concerted effort in the response. The non-specific threat, however, cannot be ignored. A policy must be developed to respond effectively to both threat levels.

Certain actions should be taken regardless of the threat category:

- Notify law enforcement (whether internal transit police and/or security or local law enforcement)
- Notify management personnel
- Initiate the search procedure
- Search before evacuation of personnel (employee search)
- Search after evacuation of personnel (volunteer search)

Notification to internal and/or external law enforcement, security and management personnel should be prompt, and include as much detail as possible. The person who received the threatening call should be available immediately for interviewing. Copies of the completed threat checklist should be readily available to all who may need it.

The appropriate search procedure should be initiated. Searches in the transit environment – as in many other environments – have two major constraints:

- Radio communication cannot be used (it may detonate the device)
- The environment is specialized, therefore, it cannot be searched effectively by outsiders

To address these concerns, personnel who work in a particular area, or who are responsible for an area, should be used. Not only will these personnel provide a much more thorough search than outside responders, but they are knowledgeable concerning station or facility emergency communication systems, and can access "land line" telephones to manage communications more effectively during the search. A system that utilizes the employees - after evacuations have been ordered -- should always and only use volunteers.

The following criteria help determine what immediate action to take:

Factors favoring a search before the movement of personnel (occupant search):

- There is a high incidence of hoax telephone threats
- Effective security arrangements have been established
- Information in the warning is imprecise or incorrect
- The caller sounded intoxicated, amused, or very young
- The prevailing threat of terrorist activity is low

Factors favoring movement of personnel before searching (volunteer search):

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- The area is comparatively open
- Information in the warning is precise as to the matters of location, a description of the device, the timing, and the motive for the attack
- A prevailing threat of terrorist activity is high

Step 3: Search Procedure

Pre-planning and coordination of employees are essential in implementing an effective search of transit premises, particularly for large stations and facilities. A central control mechanism is necessary to ensure a thorough and complete response. A printed station and/or facility schematic should be identified for each major transit facility. Wherever possible, stations should be divided into zones or sections (prior to the actual conduct of the search), and volunteer personnel - familiar with the zone or section - identified to support the search, by shift or position. Back-ups and supporting volunteers should also be identified for each zone or segment. A compendium of station/facility schematics should be available to those responsible for managing bomb threats and searches. Not only will these schematics support identification and assembly of the volunteer search team, but also, as the search is conducted, each area can be "crossed off" the plan as it is searched.

Areas that are accessible to the public require special attention during a search, and may be vitally important if an evacuation is to be conducted. The level of the search should be commiserate with the perceived threat level:

An occupant search is used when the threat's credibility is low. Occupants search their own areas. The search is completed quickly because occupants know their area and are most likely to notice anything unusual.

- The volunteer team search is used when the threat's credibility is high. The search is very thorough and places the minimum number of personnel at risk. Evacuate the area completely, and ensure that it remains evacuated until the search is complete. Search teams will make a slow, thorough, systematic search of the area.

During the search procedure the question often arises, "What am I looking for?" The basic rule is: Look for something that does not belong, or is out of the ordinary, or out of place. Conduct the search quickly, yet thoroughly, keeping the search time to a maximum of 15 to 20 minutes. Both the interior and exterior of the station or facility should be searched.

Historically, the following areas have been used to conceal explosive or hoax devices in the transit environment:

Outside Station Areas	Inside Stations
<ul style="list-style-type: none"> • Trash cans • Dumpsters • Mailboxes • Bushes • Street drainage • Storage areas • Parked cars • Shrubbery • Newspaper stands 	<ul style="list-style-type: none"> • Ceilings with removable panels • Overhead nooks • Areas behind artwork, sculptures and benches • Recently repaired/patched segments of walls, floors, or ceilings • Elevator shafts • Restrooms • Behind access doors • Crawl spaces • Behind electrical fixtures • Storage areas and utility rooms • Trash receptacles • Mail rooms • Fire hose racks

Depending on the nature of the threat, searches may expand to include transit vehicles. In extremely rare instances, dispatchers have instructed operators on certain bus routes or rail lines to immediately bring their vehicles to a safe location, deboard passengers, and walk-through the vehicle looking for unidentified packages. In other instances, evacuated vehicles have been met by law enforcement officers, who actually conduct the search, including the vehicle undercarriage and rooftop areas.

Step 4: Locating an Unidentified Suspicious Package

If an unidentified or suspicious object is found, all personnel should be instructed (1) not to move it and (2) to report it to central dispatch or the search team leader immediately. The following information is essential:

- Location of the object
- Reason(s) suspected
- Description of the object
- Any other useful information -how difficult to secure area, evacuate, nearest emergency exits, etc.

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Based on this information, decisions will be made regarding the following:

- Removal of persons at risk
- Establishment of perimeter control of the area to ensure that no one approaches or attempts to move the object
- Activities to establish ownership of the object. (In the event that legitimate property has been left behind in error prior to the bomb threat being received.)
- Assignment of someone familiar with the building and the area where the object is located to meet the Explosives Disposal Unit personnel on their arrival (in the event that they have been called)
- Continue implementation of search procedure until all areas have reported to the central control, as there may be more than one unidentified object

While volunteers and public safety personnel are conducting the search, and particularly while they are managing response to a suspicious package, they should keep in mind the following information:

- Improvised Explosive Devices (IEDs) and other types of bombs inflict casualties in a variety of ways, including the following:
 - Blast over pressure (a crushing action on vital components of the body; eardrums are the most vulnerable)
 - Failing structural material
 - Flying debris (especially glass)
 - Asphyxiation (lack of oxygen)
 - Sudden body translation against rigid barriers or objects (being picked up and thrown by a pressure wave)
 - Bomb fragments
 - Burns from incendiary devices or fires resulting from blast damage
 - Inhalation of toxic fumes resulting from fires
- The following are four general rules to follow to avoid injury from an IED:
 - Move as far from a suspicious object as possible without being in further danger from other hazards such as traffic or secondary sources of explosion
 - Stay out of the object's line-of-sight, thereby reducing the hazard of injury because of direct fragmentation
 - Keep away from glass windows or other materials that could become flying debris
 - Remain alert for additional or secondary explosive devices in the immediate area, especially if the existence of a bomb-threat evacuation

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assembly area has been highly publicized

- Historically, perpetrators of bombings in the transit environment (in foreign countries such as Israel, France, India, and England) have used two tactics that intensify the magnitude of casualties inflicted by detonation of an explosive device:
- Perpetrators have detonated a small device to bring public safety personnel to the site; a larger, more deadly device has detonated sometime after the first device, thereby inflicting a large number of casualties on the first responder community.
- Perpetrators have used a real or simulated device to force the evacuation of a facility only to detonate a much more substantial device in identified bomb-threat evacuation assembly areas. These attacks are especially harmful because the evacuation assembly areas often concentrate transit personnel and passengers more densely than would otherwise be the case.

Step 5: Evacuation Procedure

If an unidentified object is found, a quiet and systematic evacuation from the area should be conducted. Prior to evacuation, all areas used in the evacuation route must be searched: stairwells, corridors, elevators, and doorways. When these areas have been checked, volunteer personnel should be assigned to direct other personnel along the searched exit routes.

As a general guideline, evacuation should be to a minimum distance of 300 feet in all directions from the suspicious package, including the area above and below the site, giving regard to the type of building construction (thin walls, glass) and the size of the suspicious package. Elevators should not be used to evacuate people under normal circumstances. A power failure could leave them trapped in a hazardous area. Attention should be paid to the need for special transportation requirements of persons with disabilities.

The essential task in evacuation procedures is to direct people to quietly leave the premises, using tact and power of suggestion, in an effort to maintain control and avoid panic. Once a complete or partial evacuation has taken place, there must be some form of accounting for all personnel. This may be a difficult task, but a necessary one to ensure the safety of all personnel.

Assembly areas should be pre-selected and well-known to personnel. Establish a clearly defined procedure for controlling, marshalling, and checking personnel within the assembly area. If possible, for major transit stations, assembly areas should be coordinated with local police in advance.

Assembly areas are selected using the following criteria:

- Locate assembly areas at least 300 feet from the likely target or building (if possible).
 - Locate assembly areas in areas where there is little chance of an IED being hidden.
- Open spaces are best. Avoid parking areas because IEDs can be easily hidden in

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- vehicles.
- Select alternate assembly areas to reduce the likelihood of ambush with a second device or small-arms fire. If possible, search the assembly area before personnel occupy the space.
 - Avoid locating assembly areas near expanses of plate glass or windows. Blast effects can cause windows to be sucked outward rather than blown inward.
 - Select multiple assembly areas (if possible) to reduce the concentration of key personnel. Drill and exercise personnel to go to different assembly areas to avoid developing an evacuation and emergency pattern that can be used by perpetrators to attack identifiable key personnel.

Step 6: Re-Occupation of Station/Facility

Re-occupation of the building is a decision that must be made by an appropriate transit agency or law enforcement official. If the evacuation was made without a search, the premises should be searched before re-occupation.

Step 7: Training

Any effective threat procedure must be accompanied with an adequate training program. Training the essential personnel should encompass both the preventative and operational aspects of the procedure. Prevention can be accomplished through employee awareness, developing good housekeeping habits, and being on the alert for suspicious items and persons.

Operational training may include lectures by transit police and security instructional staff or guest speakers, in-service training classes, and practical training exercises. Evacuation and search drills should be performed periodically under the supervision of transit police or local law enforcement. Coordination with local law enforcement is particularly important for those small agencies with no internal security.

Conclusion

Considering recent events, it is advisable to consider all threats serious. A well-prepared and rehearsed plan will ensure an effective, quick search with minimal disruption of normal operation. Panic and possible tragedy can be avoided. Appropriate security, heightened employee and passenger awareness, and good housekeeping controls will identify many potential problems.

Appendix E Emergency Telephone Directory

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Appendix F Grant Info

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Appendix G

Reporting Criminal Activity

Dispatch Form

If you observe a crime in progress or behavior that you suspect is criminal, immediately notify [dispatch or local police]. Report as much information as possible including:

Activity: What is happening? (In plain language and with as few assumptions as possible)

Description of Involved People: For each involved person, provide:

- Height
- Weight
- Gender
- Clothing
- Weapons
- Distinguishing characteristics

Location: Describe exactly where the criminal activity is occurring. If the activity is "moving," describe the direction of travel.

Vehicle: If a vehicle is involved, please provide the following:

- Color
- Year
- Make
- Model
- License

DO NOT APPROACH OR ATTEMPT TO APPREHEND THE PERSON(S) INVOLVED.

Stay on the telephone with the police dispatcher and provide additional information as changes in the situation occur, until the first police officer arrives at your location.

Appendix H

Emergency Action Plan

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PACE SUBURBAN BUS PANDEMIC INFLUENZA EMERGENCY PREPAREDNESS

Potential Impact of an Influenza Pandemic

An influenza pandemic occurs when a novel strain of the influenza virus becomes easily transmissible among people, at which point global spread typically occurs. Three influenza pandemics occurred in the 20th century, 1918, 1957, and 1968. 1918 an estimated 40-50 million people died worldwide, 500,000 of them in the United States.

Many experts consider influenza pandemics to be inevitable, although it is not possible to predict when one will next occur. The impact of such an event could have a devastating effect on the health and wellbeing of the American public. In Illinois alone, over the course of 12 weeks:

- 2 million people may become ill
- 1.8 million people may require outpatient care
- 30,000 people may require hospitalization
- 8,700 people may die

Avian Influenza

Avian Influenza is a highly contagious viral disease affecting the respiratory, digestive, and/or nervous system of many species of birds and is highly contagious among birds. Human cases of Avian Influenza have been reported among persons who handled affected poultry. If transmission of Avian Influenza from human to human begins and is sustained, a pandemic may result because most humans will not have antibodies to the new strain.

Pandemic Influenza Preparedness and Response Plan

The State of Illinois Pandemic Influenza Preparedness and Response Plan was finalized on March 17, 2006. The plan is a comprehensive framework for Illinois to stop, slow or otherwise limit the spread of an influenza pandemic and sustain infrastructure and mitigate the impact to the economy and reduce social disruption. The plan is intended to be implemented within the context of a unified command emergency operating structure involving representation from local, state, and federal governments. Pace is a resource asset/support agency that is prepared to be called upon to provide buses and drivers.

Agency Specific Contingency Plans

All state and local agencies should have plans in place to ensure maintenance of essential services during periods of high absenteeism due to illness. Pace has all hazard contingency plans which include utilizing maintenance and management personnel to operate buses and other transit vehicles in the event of high absenteeism among its bus operators.

An avian influenza outbreak will require the use of much of the same infrastructure and action as

that needed for response to other disasters in and around the Pace service area.

Pace has established the System Safety Emergency Preparedness Plan (SSEPP), conducted threat and vulnerability assessments and has established contingency plans for recovery of corporate and all operating divisions which include:

- All Hazards Approach
- Chain of Command/Unified Command
- Disaster agencies
- Alternate sites
- Public Information
- Communications
- Company records and documents

Pace is categorized as a resource asset/support agency for the State Emergency Operations Center as well as local Incident Command structures in the event of an emergency.

Pace response capabilities are enhanced by:

- Employees dedicated to public service
- Driver call up lists maintained
- More than 100 non-operating management personnel maintaining CDL licenses
- Intelligent Bus System (IBS)
- Back-up communication equipment
- Well maintained equipment
- Operator training
- Familiarity with the National Incident Management System (NIMS) and the Incident Command System (ICS)
And ongoing planning and preparedness training

Pace Suburban Bus Emergency and Contingency Planning

Pace response capabilities to external emergencies are built upon a strong foundation. Pace currently participates in all hazard emergency preparedness planning and training with various federal, state and local government agencies such as the Red Cross, Salvation Army, Crusade of Mercy, U.S. Postal Service, Illinois Department of Transportation, Illinois Terrorism Task Force, U.S. Department of Homeland Security, U.S. Transportation Security Administration, local police and fire departments (MABAS, ILEAS) as well as county offices of emergency operations and other 151 Responder agencies in Pace's six county service area. Pace also participates in the Chicago Area Transit Alert Network (CTAN).

Appendix H Emergency Action Plan

Contingency Plan for Recovery Definitions:

1. *Incident Command System (ICS)* – A standard organizational system for the management of emergencies. The purpose of the ICS is to bring people, communications, and information together to manage emergency situations. ICS provides common terminology and procedures to ensure effective coordination among a variety of agencies.
2. *Incident Commander* - The person that is responsible for the overall direction and control of a disaster or other emergency.
3. *Inner Perimeter* -The immediate areas of a disaster site or police emergency.
4. *Outer Perimeter* - The demarcation of the area subject to controlled access. Areas outside the Outer Perimeter are deemed safe and open to the public. The areas inside the Outer perimeter are deemed unstable or dangerous.
5. *Operating Commander* -The person in charge of any operation unit handling an emergency. The operations commanders include the police supervisor, fire supervisor, medical director or public service coordinator. These individuals are under the direction of the Incident Commander.
6. *Safety Officer* -The officer assigned responsibility for assessing hazardous or unsafe situations and developing measures for assuring personnel safety. Although the safety officer may exercise emergency authority to take immediate action to address a critical safety issues, he/she normally works through the Incident of Operations Commanders.
7. *Staging Area* - Location away from the site for congregation of equipment and personnel.
8. *Temporary Morgue* -A facility established to temporarily store, process and identify the deceased at the scene of a disaster.

POSSIBLE OR CONFIRMED TERRORIST ATTACK

1. Remain calm and be patient. Follow the advice of local emergency officials and listen to your radio for news and instructions. If possible, get in touch through your vehicle radio or cell phone with Red Cross.
2. If a disaster occurs near you, check for injuries. Give first aid if possible and get help for seriously injured people. Remember to avoid direct contact with blood and other body fluids. Each vehicle should have a bag with disposable gloves, first aid kit and other items.
3. If time allows, contact your family and let them know where you are.
4. If there is terrorist activity that is an immediate threat, go to a public building and take shelter as quickly as possible. Public schools and hospitals are some of the best places to go.
5. If you have passengers with you, assist them into a shelter.
6. If you are told to evacuate the area or the city, listen to radio announcements for evacuation procedures and, if possible, stay in touch with base. Follow the

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evacuation routes broadcast and do not attempt to take a shortcut as this could put you in the path of danger.

7. For large emergencies like these, you may hear a siren or the tone on the radio that you usually hear as emergency testing. Please keep your radio tuned to that station for information.

Appendix J
DRAFT MEMORANDUM OF UNDERSTANDING
LOCAL TRANSIT AGENCY AND COMMUNITY FIRST RESPONDERS
(as part of a local government Critical Incident Response Plan, for example)

Purpose: To establish specific agreement between Pace Staff and Community First responders in the event of a community incident/emergency on board a Pace vehicle or on Pace property.

Hold Harmless Agreement

Appendix K

THREAT AND VULNERABILITY
ASSESSMENT FORMS

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CRITICAL ASSET THREAT AND VULNERABILITY ASSESSMENT		
Criticality (Level of Impact in the Event of Loss)		
Assets	People (1)	System (1)
Vehicles		
Buses/vans		
Administrative vehicles		
Radios		
Fareboxes		
Other		
Maintenance Area		
In-house		
Entrances/exits		
Restrooms		
Equipment		
Other		
Contractor		
Storage Lots		
Vehicles		
Entrances/exits		
Fuel areas		
Other		
Office Facilities and Equipment		
Office furniture		
Computers		
Communications systems		
Entrances/exits		
Restrooms		
Storage areas		
Revenue collection facilities		
Employee parking lots		
Other		
Transit Center		
Entrances/exits		
Common areas		
Restrooms		
Other		
Notes: 1) Rate as "High," "Medium," or "Low"		

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THREAT AND VULNERABILITY ASSESSMENT				
	Impact of Loss			
Probability of Loss	1 Catastrophic	2 Very Serious	3 Moderately Serious	4 Not Serious
A - Certain				
B - Highly Probable				
C - Moderately Probable				
D - Improbable				
<p>1A, 1B, 1C, 2A, 2B, 3A: Unacceptable-Management must take action (i.e. "high" and "serious") 1C, 2C, 2D, 3B, 3C: Acceptable - with Management action and/or monitoring (i.e. "medium") 3D, 4A, 4B, 4C, 4D: Acceptable - No action required (i.e. "low")</p>				

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PRIORITIZED VULNERABILITY REPORT

Transit Assets	Elements of Vulnerability	Current Levels of Protection	Assessment of Adequacy of Current Levels of Protection	Action Required? (Yes/No)
Vehicles				
Buses/vans				
Administrative vehicles				
Radios				
Fareboxes				
Other				
Maintenance Area				
In-house				
Entrances/exits				
Restrooms				
Equipment				
Other				
Contractor				
Storage Lots				
Vehicles				
Entrances/exits				
Fuel areas				
Other				
Office Facilities/Equipment				
Office furniture				
Computers				
Communications systems				
Entrances/exits				
Restrooms				
Storage areas				
Revenue collection facilities				
Employee parking lots				
Other				
Transit Center				
Entrances/exits				
Common areas				
Restrooms				
Other				

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Appendix L

DRAFT MEMORANDUM OF EXECUTIVE APPROVAL

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MEMORANDUM OF EXECUTIVE APPROVAL

To: All Employees, Volunteers and Contractors
From: T. J. Ross
Date: April 1, 2007
Subject: System Security and Emergency Preparedness Program

It is the objective of Pace, to provide safe, secure and reliable service for its passengers and employees. To demonstrate our commitment, Pace has developed this System Security and Emergency Preparedness Program Plan (SSEPPP).

This SSEP Plan describes the policies, procedures and requirements to be followed by management, maintenance and operating personnel in order to provide a secure environment for agency employees, volunteers, and contractors, and to support community emergency response. All personnel are expected and required to adhere to the policies, procedures, and requirements established herein and to properly and diligently perform security-related functions.

Each Pace employee, is governed by the requirements and terms of this Plan, and must conscientiously learn and follow prescribed security and emergency rules and procedures. Each employee shall take active part in the identification and resolution of security concerns.

The responsibility for security falls within the Revenue Services area. If you should have any questions concerning the Security Plan, please contact Department Manager, Safety, training & Security, at (630) 801-3012.

Thank you for your cooperation.

Appendix M

CONTACTS AND OTHER RESOURCES

Contacts

For additional information contact the following.

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Harry Saporta
Office of Safety and Security
Federal Transit Administration
400 7th Street, SW, Room 9305
Washington, D.C. 20590
www.fta.dot.gov
www.volpe.dot.gov

Federal Emergency Management Agency
Contact phone number: 303 235-4800

Colorado Department of Public Health and Environment

Martin A. Stolmack
MCI/Counter-Terrorism Planning and Management
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Colorado Regional Planners

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Steve Denney
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970 248-7317

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679-4503 FAX 970
669-7717

Patricia Gavelda 970
247-7674 FAX
970 247-7032

Cindy Mohat
719 544-6563 FAX
719 545-1876

Colorado Local Emergency Managers and Sheriffs are listed at
www.dola.state.co.us/oem/localem.htm.

Intermountain Region: Boulder, Broomfield, Chaffee, Clear Creek, Douglas, Gilpin, Jackson, Jefferson, Grand, Lake, Park, and Summit counties

Northwest Region: Moffat, Routt, Rio Blanco, Eagle, Garfield, Mesa, Delta, Montrose, Pitkin, Gunnison, San Miguel and Ouray counties

Northeast Region: Larimer, Weld, Logan, Morgan, Washington, Denver, Adaros, Arapahoe, Elbert, Lincoln, Sedgwick, Philips, Yuma, Kit Carson and Cheyenne counties

Southwest Region: Dolores, Montezuma, La Plata, San Juan, Archuleta, Mineral, Hinsdale, Saguache, Rio Grande, Alamosa, Conejos and Costilla counties

Southeast Region: Teller, El Paso, Fremont, Custer, Pueblo, Huerfano, Las Animas, Crowley, Otero, Kiowa, Bent, Prowers, and Baca counties

Other Resources

Additional technical resources include the following:

Title: Transit System Security Program Planning Guide

Author(s): John Balog and Anne Schwarz

Year: 1994

Sponsoring Agency: Federal Transit Administration (FTA)

Volpe Report #: DOT-VNTSC-FTA-94-01

DOT Number: FTA-MA-90-7001-94-1

NTIS Number: PB94-161973

Available: <http://www.transit-safety.dot.gov>

Title: Transit Security Handbook

Author(s): Annabelle Boyd and James Caton

Year: 1998

Sponsoring Agency: Federal Transit Administration (FTA)

Volpe Report #: DOT-VNTSC-FTA-98-03

DOT Number: FTA-MA-90-9007-98-1

NTIS Number: PB98-157761

Available: <http://www.transit-safety.dot.gov>

Title: Critical Incident Management Guidelines

Authors: Annabelle Boyd and James Caton

Year: 1998

Sponsoring Agency: Federal Transit Administration (FTA)

Volpe Report #: DOT-VNTSC-FTA-98-05

DOT Number: FTA-MA-26-7009-98-1

Available: <http://www.transit-safety.dot.gov>

Title: Transit Security Procedures Guide

Author(s): John Balog and Anne Schwarz

Year: 1996

Sponsoring Agency: Federal Transit Administration (FTA)

Volpe Report #: DOT-VNTSC-FTA-94-08

DOT Number: FTA-MA-90-7001-94-2 9

Available: <http://www.transit-safety.dot.gov>

Title: Emergency Preparedness for Transit Terrorism

Authors: Annabelle Boyd and John P. Sullivan

Year: 1997

Sponsoring Agency: Transportation Research Board

Report Number Transit Cooperative Research Program Synthesis Number

27 Web site: <http://nationalacademies.org/trb/publications/tcm/tsyn27.pdf>

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Perspectives on Transit Security in the 1990s: Strategies for Success Author(s): Annabelle Boyd and Patricia Maier
Year: 1996
Sponsoring Agency: Federal Transit Administration (FTA)
Volpe Report #: DOT-VNTSC-FTA-96-02
DOT Number: FTA-MA-90-7006-96-01
NTIS Number: PB96-185871
Available: <http://www.transit-safety.dot.gov>

Title: Transit Security in the 90's
Author(s): Kathryn Powell and Annabelle Boyd
Year: 1996
Sponsoring Agency: Federal Transit Administration (FTA)
Keywords: Local transit-Security measures
Volpe Report #: DOT-VNTSC-FTA-96-11
DOT Number: FTA-MA-26-
NTIS Number: PB97-146989
Available: <http://www.transit-safety.dot.gov>

Title: Protecting Surface Transportation Systems and Patrons from Terrorist Activities - Volume One
Author: Brian Michael Jenkins
Year: January 1997
Sponsoring Agency: San Jose University, Mineta International Institute for Surface Transportation Policy Studies
Report Number: IISTPS 97-4
Full text available at: <http://www.transweb.sjsu.edu/publications/terrorism/Protect.htm>

Title: Protecting Surface Transportation Systems Against Terrorism and Serious Crime- 2001 Update
Author: Brian Michael Jenkins
Year: October 2001
Sponsoring Agency: San Jose University, Mineta International Institute for Surface Transportation Policy Studies
Report Number: IISTPS 01-7
Full text available at: <http://www.transweb.sjsu.edu/publications/terrorism/Protect.htm>

Title: Improving Transit Security
Authors: Jerome A. Needle and Renee M. Cobb, J.D.
Year: 1997
Sponsoring Agency: Transportation Research Board
Report Number Transit Cooperative Research Program Synthesis Number 21
Web site: <http://nationalacademies.org/trb/publications/tcrp/tsyn21.pdf>

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Appendix N
HOMELAND SECURITY ADVISORY SYSTEM
RECOMMENDATIONS

The Homeland Security Advisory System Recommendations for businesses are presented on the following page. This was taken from the American Red Cross web site www.redcross.org/services/disaster/beprepared/hsas/business.pdf

. Effective immediately, the procedures outlined below will be followed corresponding to the level of alert recommended by the Department of Homeland Security. .

LEVEL 1 ALERT (ELEVATED).

- Maintenance foremen to inspect garage area at least two (2) times per shift and complete proper documentation.
- All doors are to be closed and locked except gated and authorized entry doors.
- All employees must display their employee identification card at all times while on Pace property. The only exception would be for employees in uniform, who are required to carry their Pace ID at all times.
- All visitors must sign in and out at the appropriate location at each property and display visitor passes at all times while on the premises.
- Employees are not to allow entry for any visitor, except at designated entry locations. .
- Employees are to request that anyone not displaying proper identification identify themselves and their visiting purpose, and report the person to management staff.
- All employees are to be on the lookout for any suspicious activity or person on Pace property without the proper employee or visitor identification. . If you encounter what appears to be a suspicious person, report this immediately to management staff.
- All employees are to be on the lookout for any unattended packages in the buildings or buses, or any unattended or abandoned vehicles in parking lots or at terminals. Do not attempt to touch or move suspicious objects, but report them immediately to your immediate supervisor, dispatcher or management staff.
- Properties are responsible to see that all vehicles are accounted for. .

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.. LEVEL 2 ALERTS (HIGH)

- Complete recommended actions at *Level 1*, and:
- Supervision to check terminals and buildings and fill out check-off sheet.
- Maintenance foremen to inspect garage area, building outside perimeter and fence, at least two (2) times per shift and complete proper documentation.
- While vehicles are in for repair, maintenance employees will inspect vehicles in all areas for signs of tampering
- Service lane employees will check the underside of seats using an extension type mirror (checking for packages which may be taped underneath seat bottoms).
- Only vehicles with Pace authorized permits will be permitted in the building.

LEVEL 3 ALERT (SEVERE!)

- Complete all actions at both the *Level 1* and *Level 2* alert levels, and:
- Restrict all entrance points.
- Maximize work force.
- Re-deploy staff as appropriate.
- Provide staffing at appropriate locations to inspect underside of both bus body and under seats (using an extension type mirror), before allowing vehicles into building, parking or designated areas.
- Assign staff to check identification cards of all personnel who wish to enter, including uniformed employees.

MJM_/molsecuritycodesmemoreg grs

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Exhibit I

2020 to 2030

**RFP# 419292
City of Chicago
ADA Paratransit Services**

City of Chicago ADA Paratransit Services

Amendment #4 November 20, 2019

Sally Ann Williams

Pace Suburban Bus Service

**EXHIBIT I
CITY OF CHICAGO
ADA PARATRANSIT SERVICES
SCOPE OF WORK**

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SCOPE OF WORK

DEFINITIONS

Americans with Disabilities Act (ADA): Public Law 336 of the 101st Congress, enacted July 26, 1990 (42 U.S.C. 12101 et seq.). The ADA prohibits discrimination and ensures equal opportunity for persons with disabilities in employment, State and local government services, public accommodations, commercial facilities, and transportation. Public entities that operate fixed route transportation services for the general public are required by the U.S. Department of Transportation (DOT) regulations implementing the ADA to provide complementary paratransit service for persons who, because of their disability, are unable to use the fixed route system. These regulations (49 CFR Parts 27, 37, and 38) include eligibility requirements and service criteria that must be met by complementary paratransit service programs.

ADA Paratransit: It is the demand response service required to provide comparable transportation service in accordance with ADA transportation regulations for individuals with disabilities who are not able to access the fixed route system. This service is to be comparable to the fixed route system in the service area.

Demand Responsive System: Any non-fixed route system of transporting individuals that requires advanced scheduling including services provided by public entities, non-profits, and private providers. An advance request for service is a key characteristic of demand responsive service.

Dispatch: This is the communication of trip information to designed transportation vehicles and or service providers and monitoring for proper service delivery. This also includes eligible rider assistance with trip status, modifications or cancellations.

Driver: A person who operates a vehicle in revenue service providing passenger transportation.

Eligible Rider (also referenced to as a rider): An eligible rider is a person with disabilities who is certified as eligible by the Regional Transportation Authority and has an identification number beginning with "P" or possess an RTA ADA Paratransit permit or a person Pace has approved for service. Persons accompanying a rider, such as a companion or a personal care attendants (PCA), are not eligible riders. Companions and PCAs may only travel with an eligible rider.

Facilitate: This is the comprehensive management of eligible rider trips provided by service providers. Facilitating includes dispatching, monitoring, providing service provider oversight for compliance with Pace guidelines, coordinating service providers for seamless service when transfers are part of the eligible rider itinerary and assistance eligible rider to accomplish eligible travel plans as requested.

Fixed Route System: Public transportation service provided in vehicles operated along pre-determined routes according to a fixed schedule.

Human Service Transportation: Transportation services provided by or on behalf of a human service agency to provide access to agency services and/or to meet the basic, day-to-day mobility needs of transportation-disadvantaged populations, especially individuals with disabilities, older adults, and people with low incomes.

Individual with a Disability: An individual who, because of illness, injury, age, congenital malfunction, or other incapacity or temporary or permanent disability (including an individual who is a wheelchair user or has semi-ambulatory capability), cannot use effectively, without special facilities, planning, or design, public transportation service or a public transportation facility. 49 U.S.C. 5302(a)(5).

Mobility Management: Mobility management is intended to build coordination among existing public transportation providers and other transportation service providers with the result of expanding the availability of service. Mobility management activities may include: The operation of transportation brokerages to coordinate providers, funding agencies and customers; Travel coordination activities such as coordinating individualized trip or travel planning activities for customers; The operation of one-stop transportation Call Centers to coordinate transportation information on all travel modes and to manage eligibility requirements and arrangements for customers among supporting programs.

Non-profit Organization: A corporation or association determined by the Secretary of the Treasury to be an organization described by 26 U.S.C. 501(c) which is exempt from taxation under 26 U.S.C. 501(a) or one which has been determined under State law to be non-profit and for which the designated State agency has received documentation certifying the status of the non-profit organization.

Operator: An individual employed by a service provider that may operate a vehicle, used in Pace service, in revenue or non-revenue services

Paratransit: A mode of transportation provided in accessible and non-accessible vehicles on a demand response basis.

Productivity: Productivity shall be calculated by dividing the total number of one-way trips provided to eligible rider by the total number of revenue hours. Companions and Personal Care Attendants are not included in trip counts or productivity measures.

Reservation: The processing of a trip request by eligible riders for paratransit demand response service.

Service Provider/Contractor: A transportation carrier under contract with Pace to provide transportation services. This includes but is not limited to Taxi Independent providers, Taxi Affiliations, Companies in Livery service and Paratransit bus or van providers.

Sponsor: A local jurisdiction or human service agency that sponsors paratransit service provided by Pace.

Taxi/Accessible Taxi: A taxi is a vehicle that is used by a private provider of on-demand transportation service to the public that is regulated and licensed for such use by the municipality, county or other government entity. An accessible taxi is one which has the capacity to accommodate an eligible rider who uses a wheelchair as defined under 49 CFR 37.3, at a minimum, while remaining in his/her personal mobility device inside the vehicle, and meets the same requirements for lifts, ramps and securement systems specified in 49 CFR Part 38, Subpart B.

Trip: A trip shall be defined as transporting an eligible rider from the scheduled origin to destination. Travel from an origin to a destination is one trip.

Trip Broker: The feature in the Trapeze system to process the distribution of trip information for service delivery to the appropriate and cost-effective service provider.

ACRONYMNS

ADA	Americans with Disabilities Act of 1990
ASE	Automotive Service Excellence
AVL	Automatic Vehicle Location
CDL	Commercial Driver's License
CTA	Chicago Transit Authority
DAR	Dial-a-Ride
DOT	Department of Transportation
ETA	Estimated Time of Arrival
FMVSS	Federal Motor Vehicle Safety Standards
FTA	Federal Transit Administration
IDOT	Illinois Department of Transportation
IVR	Interactive Voice Response
LEP	Limited English Proficiency
MD	Mobility Direct
MDC/MDT	Mobile Data Computer/Mobile Data Terminal
NDV	Non-Dedicated Vehicle
NTD	National Transit Database
NMMCC	North Mobility Management Call Center
RMMCC	Regional Mobility Management Call Center
PCA	Personal Care Attendant
RTA	Regional Transportation Authority
SP	Service Provider/Carrier/Service Contractor
TAP	Taxi Access Program
USDOT	U.S. Department of Transportation

INTRODUCTION

Pace Suburban Bus, the Suburban Bus Division of the Regional Transportation Authority (RTA) invites proposals in response to the *Request for Proposal (RFP) No. 419292*. This RFP is for the procurement of:

Service Providers (Contractors) to provide origin-to-destination, demand response paratransit service for people with disabilities in the City of Chicago ADA service area and in areas designated by Pace and for the purpose of coordinating paratransit services with Pace Suburban services. Paratransit services under this contract shall be provided to and from origins and destinations that lie within an area approximately 3/4 of a mile on either side of existing Chicago Transit Authority (CTA) fixed routes and rail stations in the City of Chicago during the hours and days the service operates and in areas designated by Pace. Paratransit service includes but is not limited to scheduling and dispatching of vehicles according to Pace policy and procedures. Call center services, including reservations, scheduling and same-day service facilitation, will be provided through the Regional Mobility Management Call Center (RMMCC), described below.

The contracted services will run from **April 1, 2020 through March 31, 2027, with one (1) three (3) year option to renew until March 31, 2030.**

Contractor shall provide pricing for service to be provided as described in this *Exhibit I, Scope of Work*.

Please see *Exhibit A, Price Proposal* for more details on proposal pricing requirements.

All documents required and described in **each** exhibit of this RFP shall be submitted in response to this proposal. This includes detail on the firm's experience, certification documents, and itemized cost sheets for each proposed rate. Reference *Exhibit B, RFP Process for bid submission instructions*.

Pace reserves the right to make multiple awards. Pace anticipates selecting four or more service providers operating under this Contract.

BACKGROUND

Pace, the Suburban Bus Division of the Regional Transportation Authority (RTA), is a public transit agency based in Arlington Heights, Illinois, providing fixed route bus, ADA Paratransit, Vanpool, Suburban Dial-a-Ride and On Demand services to a six-county region of northeastern Illinois made up of Chicago and the suburbs. Total annual ridership across these services is approximately 40 million. The agency was established as a unit of local government in 1983 via state legislation and began operation a year later. Pace is governed by a 13-member board of directors comprised of current and former suburban mayors or village presidents, along with the City of Chicago Commissioner of the Mayor's Office for People with Disabilities. Pace operates one of the largest fleets in North America and one of the largest ADA Paratransit (accessible transportation for people with disabilities) systems in the county. Dial-a-ride services in suburban areas are provided in partnership with municipalities and some human service agencies; each sponsoring entity sets its own rules for eligibility, fares, advance-reservations, and service area. Additional agency information is available on the Pace website: www.pacebus.com.

Pace has been a leader in demonstrating innovative methods to coordinate paratransit services in the six-county service area. Pace first began coordinating paratransit service delivery in the mid-1980s in four of the six counties. Multiple paratransit operations in these four counties were pulled into one service contract per county, each with one call/dispatch center. Pace took these coordination efforts to a new level with the implementation of Ride DuPage in 2004, North Cook County - Township Riders Initiative Pilot (TRIP) in 2005, Ride in Kane in 2008, MCRide in 2010, Lake County DOT Coordinated Paratransit service in 2011 and Will Ride in 2013.

Pace contracted for centralized mobility management centers for service access to the constituents of entities purchasing demand response service. Riders call one number to access service in their respective county to access a myriad of services. Trips are assigned to a low-cost paratransit, taxi or livery provider, operating under contract with Pace. In 2008, the mobility management functions for DuPage and Kane counties were consolidated in a single Regional Mobility Management Call Center (RMMCC). In 2012, this call center also assumed responsibilities for mobility management functions in Will County and City of Chicago services. In 2013 mobility management functions for McHenry and Lake counties were consolidated into the North Mobility Management Call Center (NMMCC), operated by the McHenry County Contractor. The NMMC service is provided at a Pace-owned facility in McHenry County.

Pace currently contracts with 12 paratransit Contractors and 10 taxi companies to provide paratransit services in the six-county region. Pace has eight contracted paratransit call centers that take calls from riders, schedule trips, and dispatch vehicles; three call centers currently serve the City of Chicago and five call centers serve suburban areas. Seven of the call center contractors operate vehicles and are responsible for all aspects of service operation, including the three in Chicago as well as North Cook, West Cook, South Cook and McHenry counties.

Currently, the RMMCC is responsible for reservations, scheduling, and day-of-service facilitation for DuPage, Kane, and Will counties, as well as trip distribution and day-of-service facilitation for all four City of Chicago ADA Paratransit contractors (and four taxi contractors). Effective August 1, 2019, the RMMCC also will be responsible for reservations, scheduling and day of service

facilitation for the South Cook service area. The RMMCC does not operate vehicles. In contrast, the NMMCC Contractor is responsible for reservations, scheduling and day-of-service facilitation for Lake and McHenry counties, and operates vehicles for McHenry County.

The Trapeze PASS automated program is used for scheduling, dispatching and to maintain a database of all paratransit service information.

In addition to City of Chicago ADA Paratransit service, Pace also administers the Taxi Access Program (TAP). TAP service is mandated by a City of Chicago ordinance and all Chicago taxi providers are required to accept TAP cards. TAP provides ADA Paratransit-eligible riders the option of using taxis at reduced rates for same-day trips that begin within the City of Chicago. In 2018, TAP provided more than 170,000 rides. This service is **not** included in this contract.

SUMMARY

Pace, the Suburban Bus Division of the Regional Transportation Authority in Chicago, IL is the second largest paratransit transit system in the United States. Pace provides Americans with Disabilities Act (ADA) complementary paratransit, vanpool and other coordinated paratransit services for Cook, DuPage, Kane, Lake, McHenry and Will counties. In addition, Pace provides fixed route service in the six- county suburban areas surrounding the City of Chicago including Suburban Cook County.

Request for Proposal (RFP) No. 419292 is for the procurement of a service provider (referred to as the **Contractor**) to provide the following transportation services in the CTA City of Chicago service area:

- ADA origin-to-destination, demand-response Paratransit service for people with disabilities
- Regional Transportation Authority ADA Certification transportation
- Additional service to meetings and hearings

ADA Paratransit services under this Contract shall be provided to and from origins and destinations that lie within an area approximately three-fourths (3/4) of a mile on either side of existing CTA fixed routes in the City of Chicago during the hours and days the service operates and in areas designated by Pace. The City of Chicago ADA Paratransit service is available only to people who are registered for ADA service. The Contractor shall be compliant with all applicable U.S. Department of Transportation (DOT) and Federal Transit Administration (FTA) rules and regulations during the term of the Contract.

The RTA Certification Transportation program provides transportation to/from assessment sites for the purpose of ADA certification. Paratransit service includes but is not limited to scheduling and dispatching of vehicles in accordance with Pace policy and procedures.

Pace currently employs the **Trapeze** scheduling and routing database for managing all services.

The City of Chicago ADA Paratransit services are operated using multiple service providers including dedicated paratransit services and non-dedicated service providers under a central call center environment. Trip distribution is based on service performance, trip cost and provider capacity. Attachment 3 in this Exhibit I Scope of Work is a table of estimated revenue hours and one-way trips based on potential productivity levels and daily trip requests assuming four (4) dedicated service providers. This illustrates potential service demand based on two (2) service providers operating 20% of ridership and two (2) service providers operating 30% of ridership. (See **Attachment 1 Potential Daily ADA Paratransit Service Demand Data in this Exhibit I Scope of Work** for daily average information).

Contracted service providers/Carriers are required to maintain vehicle and driver capacity to meet the demand for paratransit services in the City of Chicago. Minimum service capacity of the daily service demand for each day of the week shall be affirmed by Pace after the assessment of Carriers proposed daily service capacity. A week is defined as Monday through Sunday including holidays.

I. GENERAL DESCRIPTION OF SERVICE

The Contractor shall provide the paratransit services described in Components I through III. This includes all tasks and function required for delivery of service as described herein. Routing/Scheduling, and dispatching of vehicles and drivers, as well as vehicle operations, including direct service delivery, window dispatching and vehicle maintenance in accordance with Pace policies and procedures. The Contractor shall provide detailed procedures as required in *Exhibit B*.

Under this contract, reservation requests will be taken and initially scheduled by the Regional Mobility Management Call Center, which is under contract to Pace to perform these services. The RMMCC also will be responsible for day-of-service trip facilitation for riders. RMMCC staff in Pace service shall be employed by the RMMCC Contractor.

The Contractor shall be flexible in the methods of operation and assignment of staff. The Contractor shall have the ability to increase or decrease scheduling and dispatch personnel, as needed, and have the expertise to employ innovative techniques and technology to effectively provide service as required by Pace. Pace reserves the right to adjust the boundaries of the service areas described in this Contract at any time. The Contractor shall have the ability to expand services into adjacent Pace service areas to meet public transit service demand and FTA DOT ADA requirements for complementary paratransit services.

The Contractor agrees to comply with Pace policies and procedures as outlined in *Pace's Paratransit Manual for Private Providers Contracting Directly with Pace (Exhibit G)* and in this *Scope of Work (Exhibit I)*.

Contractor personnel shall be familiar with and abide by the operating standards set forth in *Exhibit G and Exhibit I*. In addition, personnel performing the delivery of service shall fully understand Pace's overall goals and policies as defined in this Contract when carrying out their responsibilities. In the event of a conflict between the policies and procedures as defined in *Exhibits G and I, Exhibit I* shall take precedence.

Component I – City of Chicago ADA Paratransit Service: This component of service is open and limited to persons with disabilities who are certified as eligible by the Regional Transportation Authority and have an identification number beginning with “P” or possess an RTA ADA Paratransit permit. The Contractor shall provide origin-to-destination, demand response paratransit service for people with disabilities. Service shall be provided to persons with disabilities whose trip origin and destination lie within an area approximately three-fourths (3/4) of a mile from existing CTA fixed-routes in the City of Chicago. Service shall be provided during the hours and days fixed-route service operates and in areas designated by Pace. Contractor shall be responsible for coordination of Chicago ADA services with suburban ADA services as directed by Pace.

At Pace's discretion, other non-ADA certified riders may be provided transportation under Component I, subject to approval by Pace and consistent with the standards of service provided under this Component.

Component II – Regional Transportation Authority ADA Certification Transportation:

During the term of this contract, Pace may require the Contractor to provide origin-to-destination, demand response paratransit service for people with disabilities to and from the designated RTA certification interview/assessment sites. All trips provided under this component shall be booked by Pace and scheduled by the Contractor. This component of service is limited to persons who are applying for ADA Paratransit service eligibility. All trips provided under this component shall first be authorized by Pace.

Component III – Additional Service to Meetings and Hearings: During the term of this Contract, Pace may require the Contractor to provide service to and from meetings, public hearings, and other events as specified by Pace.

Pace may require the Contractor to add other service components during the life of the Contract at the stated hourly rates. The Contractor shall be capable of expanding dispatch, maintenance, and vehicle storage capabilities to accommodate added service components.

II. DETAILED DESCRIPTION OF SERVICE

The service requirements below apply to each Component unless otherwise specified. Pace reserves the right to adjust the boundaries of the service areas described in this Contract at any time. Pace will provide the Contractor with specific information detailing any boundary changes.

Holidays are run as Sunday service days. Where the term “**holiday**” is used, it means the day of observation for the six (6) following holidays (unless otherwise specified in each component):

- New Year’s Day
- Memorial Day
- Independence Day (Fourth of July)
- Labor Day
- Thanksgiving Day
- Christmas Day

Pace reserves the right to increase or decrease the hours of service upon written notice to the Contractor. The Contractor shall be given no less than 14 days’ notice of such changes.

Pace reserves the right to modify service guidelines for implementation by the Contractor upon providing written notice. The Contractor shall be given no less than 14 days’ notice of such changes.

The Contractor shall coordinate transfers with adjacent Pace funded services and other public transportation services within the service area and in the surrounding region whenever required by Pace. The Contractor shall honor all Pace fare instruments as directed by Pace and shall follow the requirements contained in *Pace’s Paratransit Manual for Private Providers Contracting Directly with Pace (Exhibit G)*.

The actual number of revenue hours and trips for all components of service shall depend on actual demand and on Pace’s budget. Trips assigned to Contractors shall be at the discretion of Pace. Pace reserves the right to increase or decrease the number of daily trips. Daily trips stated in each section are only included to give proposers a historical perspective of past service levels. A summary of recent historical performance is included in *Attachments 1 and 2* at the end of this *Exhibit I*.

The Contractor shall be flexible in the deployment of vehicles and vehicle revenue hours throughout the day. The Contractor shall schedule rider trips and deploy vehicles to provide service to meet as much of the demand for service as possible in the most efficient manner possible.

Where necessary, the Contractor shall be prepared to employ split shifts to provide more service during peak hours and be prepared to deploy a vehicle to provide a single trip, if

necessary. Pace may give the Contractor direction regarding deployment of vehicle hours throughout the day.

The Contractor shall deploy vehicles and schedule trips to maximize the efficiency of all services to meet demand. **The Contractor shall provide detailed procedures as required in *Exhibit B*.**

The Contractor shall monitor service in real-time and to be aware of Contract performance levels during all hours of operation. The Contractor shall have a constant knowledge of their compliance with required performance measures for all aspects of the Contract including but not limited to: service on the street, dispatch, reservations, window dispatching, and vehicle maintenance.

The Contractor shall maintain a recordkeeping system to identify trips by each component of service and type of trip. Pace will provide guidance to the Contractor to develop a recordkeeping system which will provide the information required by Pace and other funding sources. This includes such information as vehicle hours, trips, and other service data by component of service. Contractor shall reconcile data daily.

Details specific to each Component are listed below.

IMPORTANT SERVICE DESCRIPTION NOTE: During the term of the Contract, service components described in this Contract may be restructured to accommodate the goals and service guidelines of the project. It is the stated goal of the project to provide coordinated demand response type transportation across the service area in an efficient manner, which permits the greatest amount of service for the funds available. The service component descriptions below are intended to be descriptions of current services provided in the City of Chicago service area. These services may be restructured over the term of this Contract to create a more efficient service system as additional services are added.

Pace reserves the right to modify the service guidelines described below for any or all Service Components covered by this Contract, including the defined service area, hours of operation, fares, eligibility guidelines, subscription definition, reservation guidelines, and, in general, any guideline applicable to an individual service component or all service components collectively. The Contractor will be given as much notice of such changes as possible and will be given no less than 14 days' notice.

Component I – City of Chicago ADA Paratransit Service

Service shall be origin-to-destination, demand response ADA Paratransit as described in this Service Component. Service shall be provided to persons with disabilities whose trip origin and destination lie within an area three-fourths ($\frac{3}{4}$) of a mile on either side of an existing Pace fixed route within the boundaries described on the map(s) attached to this contract. Services are to be provided during the hours and days the Pace fixed route service operates and in areas designated by Pace for the purpose of coordinating ADA Paratransit services.

1. Service Area – The Contractor shall provide origin-to-destination ADA Paratransit service within the City of Chicago service area. Service shall be operated to mirror the level of fixed route bus service provided by Chicago Transit Authority (CTA) and Pace in the City of Chicago service area.

The ADA Paratransit service area is generally within three-fourths ($\frac{3}{4}$) of a mile of CTA and Pace bus routes and up to ($\frac{3}{4}$) of a mile radius of each CTA rail station. The service area includes O'Hare and Midway airports and may also include other areas as designated by Pace (see *Attachment 4*). A map showing the distribution of pick-ups throughout the City of Chicago service area during March 2018 is included for reference in *Attachment 5* of this *Exhibit I*.

The Contractor will be provided with service area maps that will specify boundaries. The service areas are coded in the Trapeze scheduling system. Pace reserves the right to update the service area map periodically to reflect changes in fixed route services. The Contractor will provide service across service boundaries within a reasonable distance as authorized by Pace. An ADA Service area map is included as *Attachment 4* of this *Exhibit I*.

Any changes in the service areas specified in the service area description must have the prior approval of Pace. Pace may extend or reduce the boundaries of the ADA service areas described in this Contract at any time with no less than 14 days' notice to Contractor.

2. Hours of Service – The Contractor shall provide service within the CTA and Pace Paratransit service area described above during the days and hours regular (non-commuter) fixed route bus and rail services operate in the area as directed by Pace. Pace Chicago ADA Paratransit Service shall generally mirror the level of service provided by CTA fixed-route services. The service area and hours of service may vary by day of week and time of day.
 - a. Currently, ADA Paratransit service is operated 24 hours a day, seven days a week.
 - b. Any changes in the hours of service or service area specified in the service description must have the prior approval of Pace. Pace, at any time, may extend or reduce the boundaries or service hours of any or all of the ADA service areas described in this Contract.

3. Deployment of Vehicles – The Contractor shall deploy vehicles throughout the service area in the most efficient manner possible. In the event that a transfer is arranged, the Contractor shall ensure that the vehicle carrying the eligible rider to the transfer location waits with the eligible rider until the second transfer vehicle arrives. The Contractor shall record each leg of the trip as a separate trip. The eligible rider will not be charged an additional fare for a Contractor-arranged transfer. Under no circumstances will an eligible rider be required to transfer more than once within the service area.
4. Eligibility – Prior to using the City of Chicago ADA Service, an individual must be eligible and registered for ADA Paratransit Services and possess an ADA Paratransit I.D. card or letter verifying eligibility. Eligible individuals will be identified in the client files in Trapeze. Registration applications shall not be accepted by the Contractor, nor shall the Contractor provide paratransit service to an individual who is not registered for ADA Paratransit without prior approval from Pace. Pace reserves the right to expand or reduce the number of certified riders, and to modify the method(s) and standard(s) used for the certification of riders.

If the Contractor receives a trip request from an unregistered/unauthorized person, that person must be referred to the RTA for ADA registration information.

The Contractor will not be reimbursed for service provided to any rider who is not registered for ADA Paratransit Services or other registration method as authorized by Pace, unless such service has been specifically authorized by Pace staff.

5. Personal Care Attendants (PCAs) and Companions – The Contractor shall allow eligible riders to have one (1) non-fare paying PCA while utilizing the services under Component I, as described above. In addition to one non-fare paying PCA, a full cash fare paying Companion may ride with the eligible rider. A total of two attendants/companions shall be allowed to travel with the eligible rider.

Attendants and/or companions shall be picked up and dropped off at the same location as the eligible rider. Additional companions may accompany the eligible rider if vehicle capacity permits. Additional attendants/companions will pay the full cash fare. The Contractor shall not provide an attendant for eligible riders.

Pace reserves the right to change the definition and/or policy regarding Personal Care Attendants and Companions.

6. Fares – Each eligible rider will pay the one-way fare in effect at the time of the delivery of the ride. The Contractor shall be responsible for collecting the required fare from each eligible rider. The Contractor shall be required to accept tickets, transfers, or other fare mechanisms as approved by Pace. The Contractor's Bus Operators shall be required to properly punch and issue transfers in accordance with Pace's transfer policies and fare structure. The Contractor shall require drivers to carry an accurate time piece and transfer punch while on duty. The Contractor shall provide the fare amount to collect at the time of

the trip when communicating trip information to the driver. Pace reserves the right to change the fare during the period of the Contract.

7. Subscription Service – Subscription service is limited to currently approved subscription riders. The Contractor shall not provide new subscription service unless authorized by Pace.
8. Reservations – For this component of service, reservations shall be made one day in advance of the day service is required, with the exception of authorized subscription requests. The RMMCC shall take reservations for this service on the following days and times:
 - Monday through Friday 6:00 a.m. to 6:00 p.m.
 - Saturday, Sunday, Holidays 6:00 a.m. to 6:00 p.m.

Requests for same-day service will only be accepted based on available vehicle capacity without adversely affecting trips already scheduled for the day (see *Section V, Item A.5* below).

At its option, Pace may change the number of days in advance that reservations may be accepted or adjust the hours during which reservations are accepted.

9. Estimated Daily Service – This information is made available for an overview of service based on historical data. The Contractor is responsible for projecting service demand. A summary of recent historical performance is included in *Attachments 1 and 2* in this *Exhibit I*.

Component II – Regional Transportation Authority (RTA) ADA Certification Transportation

This component is for transportation to and from ADA Paratransit certification interview sites operated by the RTA. Currently, service is primarily provided by taxi operators; however, during the course of the Contract the Contractor may be required to provide trips under this Component.

1. Service Area – Service shall be provided from the City of Chicago service area to the ADA Paratransit certification interview sites, currently located at 8753 S. Greenwood Avenue and 4320 W. Montrose Ave in Chicago, or as designated by Pace.
2. Hours of Service – The Contractor shall provide service to and from the designated interview site for appointments from approximately 7:30 a.m. to 5:30 p.m., Monday through Friday. Some Saturday and evening service may be required.
3. Deployment of Vehicles – The Contractor shall deploy vehicles throughout the service area in the most efficient manner possible. Applicants may share transportation with ADA-certified riders. However, riders traveling under this component of service are not subject to transfers.
4. Eligibility – Pace is notified by the RTA when applicants are eligible for transportation to certification interviews. Contractors shall provide transportation service only to those RTA customers referred to the Contractor by Pace. Except as otherwise noted in this section, riders traveling to and from RTA certification locations are subject to the same rules and entitled to the same privileges as ADA certified riders.
5. Personal Care Attendants and Companions – The Contractor shall accommodate each applicant to travel with up to two accompanying persons. Additional accompanying persons shall be accommodated if space permits.
6. Fares – The Contractor shall not collect any fares from RTA clients or their companions.
7. Subscription Service – The Contractor shall not provide subscription service under this component.
8. Reservations – Pace will book trips for RTA certification riders to be transported to evaluation appointments during regular business hours. Pace will book the appointment time for arrival at the interview site. The Contractor shall schedule a pick-up time in the origin section of the trip booking screen that shall allow the rider to meet the required arrival time. For the return trip Pace will book the pick-up time. Contractors shall have trips scheduled by 11:00 p.m. the same day Pace books the trip into the Pace-provided scheduling and dispatch system. Requests for same-day service shall be accommodated only if the schedule will allow it.
9. Estimated Daily Service – Service under this Component is primarily provided through taxis but may be assigned to Contractors during the term of this Contract.

Component III – Additional Service to Meetings and Hearings

Periodically during the term of the Contract, Pace may require the Contractor to provide transportation service to and from meetings and public hearings, or to and from other events as specified by Pace. Depending on the location and the starting time of these meetings, the Contractor may be required to provide service to ADA-eligible riders, or other riders identified by Pace, beyond normal service area or hours, as directed by Pace. For such events, the Contractor shall provide the service authorized by Pace until the last rider is transported to his/her final destination after the meeting has concluded. Pace will inform the Contractor of the meeting schedule prior to each meeting, hearing or other event for which transportation will be required under this component.

III. INTEGRATION AND COORDINATION OF SERVICE

- A. **Integration of Service:** The Contractor shall make every attempt to integrate service provided for Components and shall make every effort to increase service efficiency and capacity through such integration of services.

Wherever possible, within the guidelines of this Contract, the Contractor shall schedule trip requests for the eligible component of service which will provide service in the most efficient, least expensive method, taking into account the cost to the rider.

The Contractor is responsible for the distribution of trips, for all service components, to the appropriate and cost-effective service provider for service delivery in compliance with all Pace guidelines and DOT ADA regulations.

- B. **Coordination of Service:** The Contractor shall coordinate service with Pace and other public transportation services where available. The service dispatcher shall be knowledgeable of other public transportation services available in the service area covered by this Contract.

The Contractor shall coordinate all transfer trips required for trips originating within the contracted service area. This includes but is not limited to communication with the connecting Contractor to accomplish the transfer in an efficient and safe manner. The Contractor shall document communication of transfers as required by Pace. If the Contractor will be late to pick-up or drop-off a rider for a vehicle-to-vehicle transfer and does not try to contact connecting provider or contract manager, liquidated damages may be imposed.

For efficient transfer to Pace and other public transportation services, Pace may designate transfer points. In the absence of designated transfer points, all transfers shall be made at points which give the safety and convenience of the rider a high priority.

It will be the responsibility of the eligible rider traveling into other service areas to contact the respective service providers to arrange a transfer between service areas. However, the RMMCC may assist eligible riders, when required, in coordinating such transfers. This may include contact with other Contractors to facilitate the transfer.

IV. VEHICLES (This entire section has changed)

Pace shall coordinate with all Contractors to provide a standard uniform fleet for ADA Paratransit services in the City of Chicago. Pace reserves the right to remove and exclude any vehicle from use in Pace service.

The Contractor is required to keep vehicle information current during the contract period and abide by all requirements of non-Pace vehicles as described in *Pace's Paratransit Manual for Private Providers Contracting Directly with Pace (Exhibit G)*.

All vehicles providing services under the terms of this Contract shall be licensed and meet the minimum vehicle requirements as mandated by Federal regulations, the State of Illinois Vehicle Code, and all applicable laws or regulations of governmental bodies having jurisdiction over the Contractor's operations.

Contractors are required to maintain a minimum 10% spare fleet ratio to assure Contractor operates at capacity required daily.

The proper vehicle credentials shall always be displayed as required.

All vehicles shall include Title VI and any other signage as required by DOT/FTA Regulations and provided by Pace.

The Contractor shall ensure each vehicle shall be equipped with an operating two-way radio or equivalent communicating device for voice communication with the Contractor's dispatcher.

Vehicles must be cleaned and wash at minimum as described in *Pace's Paratransit Manual for Private Providers Contracting Directly with Pace (Exhibit G)*. In addition, vehicles shall be equipped with seat belt covers and/or seat covers to maintain a neat and clean appearance, as needed. Pace reserves the right to inspect vehicles and remove any vehicle from Pace service which Pace representatives deem to be unsafe, mechanically unsound, dirty, in non-compliance with the terms of this Contract, or unacceptable to Pace.

The Contractor shall use all vehicles assigned for this Contract interchangeably, as needed, in the most efficient manner possible to satisfy the demand for all services covered by this Contract. The Contractor must oversee vehicle usage to ensure all vehicles are rotated into service regularly. Contractor-owned vehicles approved for Pace service shall only transport Pace riders. Non-Pace Vehicles

A. Non-Pace Vehicles

1. All Contractor-owned vehicles shall comply with vehicle requirements described herein and with *Attachment 6 Revenue Vehicle Requirements* of this *Exhibit I*.
2. All vehicles shall comply with all applicable ADA requirements to ensure equal access

- to persons with disabilities (DOT/FTA vehicle requirements are described in 49 CFR Part 37 and Part 38). DOT/FTA vehicle accessibility requirements may be obtained via the FTA website: www.transit.dot.gov.
3. The Contractor shall submit, and maintain current, a roster of vehicles, in compliance with the vehicle requirements herein, to be used in Pace service. This information is to be submitted in the format provided in *Attachment 7 Sample Fleet Information and submitted with* the Contractor's technical proposal.
 4. The Contractor shall ensure all vehicles providing services under this Contract meet or exceed the Federal Motor Vehicle Safety Standards (FMVSS), are equipped with properly functioning restraints/seat belts available for all riders transported, have working heaters and air conditioners, and are clean, safe and in proper operating condition. A vehicle in Pace service shall not exceed 200,000 original vehicle miles or be more than six (6) years old. Prior to the six (6) year maturity of a vehicle, the Contractor may request a waiver to extend the use of a vehicle. The waiver may be granted at the discretion of Pace. Pace reserves the right to approve or remove any vehicle in Pace service.
 5. Contractor-owned vehicles shall display the Pace logo and accessibility decals as required by Pace. All vehicles shall have their paint colors approved by Pace before being placed in service. **Decals, labels, graphics, and or advertisements not approved by Pace are prohibited.** All color schemes and/or displays in the interior or exterior of the vehicle shall be approved by Pace.
 6. The Contractor shall ensure Pace has access to company and/or owner-operated vehicles, used in Pace service, for inspection upon request.

B. Pace-Owned Vehicles

Pace-owned vehicles may be provided to the Contractor at the discretion of Pace to meet service demand. In reference to Pace vehicles, the Contractor agrees to comply with Pace policy and procedures as outlined in *Pace's Paratransit Manual for Private Providers Contracting Directly with Pace (Exhibit G)*. Pace vehicles shall be used exclusively for Pace service.

Pace-owned vehicles may be equipped with Pace owned fareboxes. The farebox vault keys are the responsibility of the Contractor. Pace is responsible for the farebox mounting keys. A mounting key shall be provided to the Contractor for the duration of the contract. The Contractor agrees to comply with Pace policy and procedures as outlined in *Pace's Paratransit Manual for Private Providers Contracting Directly with Pace (Exhibit G)*.

V. RESERVATIONS, SCHEDULING, DISPATCHING, WINDOW DISPATCHING AND RELATIONSHIP OF CONTRACTOR TO CALL CENTER

The Regional Mobility Management Call Center or RMMCC, shall take reservations for each service at the times and on the days specified for each component of service contained in *Section II. Detailed Description of Service of Exhibit I. Call-taking/Reservation functions include trip screening.*

The RMMCC shall ensure that reservation and dispatch functions are always staffed by adequately trained personnel and all scheduling, dispatching, facilitating, and call taking tasks are handled in a manner that meets or exceeds the terms of the Contract during all service and call-taking hours.

The RMMCC shall have sufficient staff on site and physically present in the call center to adequately carry out all duties during both standard operating circumstances and in the event of an emergency.

For this Contract, the Contractor shall notify Pace, in writing, prior to the start of the Contract, of the scheduled hours that each dispatcher and scheduler will work. The Contractor shall provide schedules to Pace, in order of staff position, indicating level and adequacy of training coverage being maintained. These staffing reports shall be submitted weekly or upon request. The Contractor shall keep Pace informed throughout the term of the Contract of changes in staff.

Natural disasters, power or other equipment failures, on the road emergencies or other service problems do not relieve the Contractor from the requirement to maintain sufficient staff in the office to meet the Contract terms.

All Contractors shall comply with Executive Order No. 13166, "Improving Access to Services for Persons with Limited English Proficiency," 42 U.S.C. §2000d, and with the provisions of U.S. Department of Transportation Notice, "DOT Guidance to Recipients on Special Language Services to Limited English Proficient (LEP) Beneficiaries," 70 Fed. Reg. 74087, December 14, 2005.

A. Reservations and Scheduling Requirements – RMMCC

1. Reservations: Reservations shall be made in accordance with the procedures set forth in the *Reservations* section of each component. The call taker shall follow the reservation script provided by Pace (included for reference in *Attachment 8 Pace Reservation Script*). Pace reserves the right to modify the script at any time.

The RMMCC shall provide sufficient, adequately trained personnel who are capable of taking rider calls to meet the standards required in its contract with Pace.

2. Reservation Information to Record: The call-taker shall record the information listed below for each trip request. Please note that riders may request a pick-up time or a drop-off time, but not both.
 - a. Name of rider
 - b. Name of person requesting trip for rider (if other than rider)
 - c. Component of service/funding source
 - d. Caller's ADA Paratransit ID Number, when appropriate
 - e. Trip origin address
 - f. Trip destination address
 - g. Desired pick-up time (if requested by rider)
 - h. Desired drop-off time/appointment time (if requested by rider)
 - i. Telephone number where caller can be reached at the trip origin and destination
 - j. If the rider chooses to receive an IVR call-back, a call-back phone number for the rider
 - k. Number of riders for trip requested (PCA, companion(s), children etc.)
 - l. Mobility device(s) (including those needed for companions and/or PCAs)
 - m. Space type(s) (including those needed for companions and/or PCAs)
 - n. Other required information for trip booking as instructed by Pace
 - o. Trip purpose (for information only) as specified by Pace for each component

The call-taker shall inform the rider of the negotiated pick-up time. The RMMCC shall not change the rider's negotiated pick-up time without contacting and negotiating a new time with the rider a day in advance of the date of service. If the rider does not agree to the new pick-up time the change cannot be made. If the rider agrees to a new pick-up time. The RMMCC is to code the original request as an Advance Cancel and book a new trip with the new pick-up time. Notification of the amended pick-up time shall be documented, recording the time of the call and identifying the RMMCC's staff member that contacted the rider. The original trip booking shall be canceled, and a new trip booking created with the amended negotiated pick-up.

The RMMCC shall be responsible for screening the conditional eligibility of rider trip requests. This function is termed *trip screening*. Pace reserves the right to modify these procedures.

3. Reservations for Transfer Trips: Reservation information for each leg of a trip request requiring a transfer shall be taken by the RMMCC who makes the reservation where the trip originates. The RMMCC shall coordinate all transfers required for trips originating within the contracted service area. This includes but is not limited to communication with the connecting Contractor to accomplish the transfer in an efficient and safe manner.
4. Cancellations: Any scheduled ride cancelled by the rider at least two (2) hours prior to the scheduled pick-up time. Rides which are cancelled by the Contractor for any reason shall be recorded. For the purposes of this Contract, cancellations shall be classified as follows:

- a. **Late Cancellations:** Any scheduled ride that is canceled by the rider less than two (2) hours prior to the scheduled pickup.
 - b. **Advance Cancellations:** Any Scheduled ride that was cancelled the day before the pickup.
 - c. **Same Day Cancellations:** Any ride that was canceled on the same day that the trip was scheduled two (2) or more hours prior to the scheduled pickup time.
5. **Same-Day Requests:** The RMMCC shall allow same day trip requests only when the schedule allows changes to be made. For a same-day trip request to be accommodated, the request shall be made by the rider with enough notice so that the RMMCC can book the trip without any interruptions or negative impacts on service. If the same day trip request can be accommodated, and is a modification of a previously booked trip, the original trip shall be canceled, and the new trip booked.
6. **Trip Status:** The RMMCC shall provide an estimated time of arrival (ETA) and or status or information on trips as requested by the riders.
7. **Trip Denials:** Trip Denials shall be defined as follows:
- a. **Eligibility Denial:** Any ride request that cannot be accommodated within the guidelines of this Contract. This includes the following:
 - i. The rider is not eligible for the service under any of the components of this Contract
 - ii. The request is outside the service area of the Contract
 - iii. The requested trip time is outside of service hours for the relevant component
 - iv. The trip is not an eligible trip
 - b. **Adversarial Denial:** A trip offered by the RMMCC that is within one useable hour of the trip request which is declined by the rider.
 - c. **Capacity Denial:** The rider requests a trip which the RMMCC declines to book and does not offer a new time to the eligible rider within one useable hour.

For ADA Paratransit service, capacity denials are not allowed and violate the DOT ADA regulations. ADA Capacity denials shall be reported to Pace by the Call Center Contractor within one (1) working day. For more information, refer to the FTA website at www.transit.dot.gov. The RMMCC shall accommodate trip requests as required by the DOT ADA regulations. Pace may provide assistance in extenuating circumstances should the Contractor be unable to fulfill this requirement.

The RMMCC shall record all trip denials of any type using the Pace provided scheduling software. If a capacity denial violation occurs, the Call Center Contractor shall notify Pace within one business day.

B. Scheduling/Routing Dispatching and Window Dispatching Requirements – Contractor

1. Scheduling/Routing: The Contractor is responsible for finalizing the schedules and routing for all the specific services provided under this Contract according to guidelines established for each service Component herein and Pace guidelines. The Pace provided scheduling and dispatching software shall be used as the tool for scheduling trip requests. If there is a failure of the scheduling and dispatch system, the Contractor shall schedule and dispatch using manual processes. It is the Contractor's responsibility to ensure appropriate scheduling is achieved taking into account travel time, geographic area, traffic patterns, appointment times, requested pick-up times, requested travel plan and other factors that may affect the timely delivery of service.

The Contractor is responsible for scheduling/routing and providing all trips assigned daily as part of the final trip distribution process. An assigned trip not provided by the Contractor may be coded as a Missed Trip Not Transported (NM). This includes trips reassigned to an alternate Contractor due to poor performance by the assigned Contractor.

The Contractor shall provide sufficient, adequately trained personnel who are capable of schedule optimization and dispatching during hours of operation described and at all times service is on the street. Scheduling/routing optimization includes using system scheduling and routing features including batching to reduce deadhead, dwell time, slack time, and all processes for fine tuning runs to maximize on-time performance and productivity and minimize travel time. The Contractor shall have sufficient staff on site and physically present in dispatch to adequately carry out these duties during both standard operating circumstances and in case of emergencies.

2. Dispatching: The County Contractor shall be responsible for the communication of trip information to designated transportation vehicles and monitoring for proper service delivery. This also includes eligible rider assistance with trip status, modifications or cancellations. Eligible rider assistance with trip status, modification or cancellations shall be assumed by the RMMCC (see *Section A, Item 6. Trip Status* of this section).
3. Window Dispatching: The Contractor shall direct the movement of vehicles through a dispatch center where in-service vehicles are based, and pull-outs and pull-ins can be monitored in person. On-the-road vehicles are to be directed from the dispatch center where real-time adjustments to vehicle assignment and runs can be made on-the-fly in response to weather conditions, vehicle breakdowns, traffic conditions, or any other circumstances that might impact schedule performance.

The Contractor shall assign drivers their runs, vehicles, keys and all other tools and documents required to perform their duties. Drivers shall be checked for Pace in-service status, valid driver's license, proper DOT identification, uniform and that their appearance meets Pace dress standards before being given their keys.

4. Dispatch Monitoring Subscription Trips: The Contractor shall monitor Subscription Trips and report patterns of no shows or cancel at the door to the RMMCC and Pace staff. A pattern is defined as five consecutive pick-up attempts for which a rider is no showed or cancels at the door. Dispatch shall document the no shows or cancel at the door using the Trapeze tracker note feature.
5. Deviation from Scheduled Pick-Up Time: The dispatcher may **not** notify the rider of a delay in service. The dispatcher may request the RMMCC to contact the rider of the delay in service and the estimated time of arrival. If the rider requests a new pick-up time, the RMMCC is to code the original request as a Missed Trip Not Transported (NM) and book a new trip with the new scheduled pick-up time (unless otherwise advised by Pace staff). The RMMCC shall document the time of the call and identify the RMMCC staff that contacted the rider. Scheduled rider pick-up times are never to be changed. The original trip information shall be maintained in the system. Tracker notes are required to document all pertinent information.

C. Relationship of Contractor to RMMCC

The functions listed herein describe the relationship between the Contractor and the RMMCC.

1. Overview of Call Center/Mobility Management Functions: Reservations and other Mobility Management functions will be provided by the RMMCC. The RMMCC shall be responsible for reservations, scheduling and the comprehensive facilitation and management of rider trips. Facilitation includes dispatching, monitoring, and oversight for compliance with Pace guidelines, coordinating transfers for seamless service when transfers are part of the rider itinerary, and assisting riders to accomplish eligible travel plans as requested.

The Contractor shall communicate and cooperate with the RMMCC to achieve efficient service delivery to Pace eligible riders. If there is a failure of the scheduling and dispatch system, the Contractor shall schedule and dispatch using manual processes. In case of a failure of the scheduling and dispatch system, the Contractor and the RMMCC shall communicate via phone, two-way radio or by other means.

2. Reservations and Scheduling: The RMMCC shall be responsible for reservations and scheduling defined in *Section V, Item A Reservations and Scheduling Requirements*. The RMMCC shall inform the eligible rider of the approximate pick-up time.

The RMMCC will be responsible for scheduling trip requests for all of the specific services provided under the Components of this Contract according to guidelines established for each service and Pace guidelines. The Pace provided scheduling and dispatching software shall be used as the tool for scheduling trip requests. Trips are scheduled and confirmed with the rider at the time of the reservation request by the RMMCC. It shall be the RMMCC's responsibility to ensure appropriate scheduling is

achieved, taking into account travel time, geographic area, traffic patterns, appointment times, requested pick-up times, requested travel plan and other factors that may affect the timely delivery of service.

The RMMCC shall work with each service provider to optimize a master schedule of runs (sometimes called a run schedule or run structure) for each day of the week. The run schedules shall specify the start and end times of each dedicated vehicle run for each contracted service provider, along with the capacity and characteristics of the vehicle. As non-dedicated vehicles (NDVs) are added to the service mix, NDV runs may also be established. The run schedules shall be developed in consultation with Pace and the service provider with final approval by Pace. The run schedules shall be based on the actual mix of vehicles operated by each service provider and shall observe any parameters established in the contracts between Pace and service providers, such as any service area limitations, vehicle revenue hour ranges for specific service providers, limitations to specific trip types (e.g., subscription trips), etc. It will be the responsibility of the service providers to hire and schedule drivers to operate service.

Within these limitations, the RMMCC shall, in coordination with the service providers, establish run schedules that permit the most productive possible scheduling of trips while maintaining service quality standards taking into account typical demand patterns and productivity at each time of day. As NDVs are added to the service mix, the run schedules shall take advantage of the availability of NDVs.

The run schedule for each service provider should include some contingency runs that can be opened as needed to serve unusually heavy demand. Run schedules shall be reviewed and revised at least twice a year or as directed by Pace.

The RMMCC shall be responsible for monitoring the automated batching job, when applicable and the final daily trip distribution. for the City of Chicago services. All trips are to be assigned to all service providers no later than 20:00 daily. This schedule is subject to change as needed to achieve efficient scheduling of services. The Contractor shall provide Pace with revenue hours, trips and productivity pre- and post-service daily.

The RMMCC may review and assist the Contractor to optimize schedules for the next service day using the tools available in Trapeze. The Contractor shall also make adjustments to the run schedule for the next service day, including modification of start and end times or deletion of unneeded runs.

The Contractor is responsible for scheduling/routing and providing all trips assigned daily as part of the final trip distribution process. An assigned trip not provided by the Contractor may be coded as a Missed Trip Not Transported (NM). This includes trips reassigned to an alternate Contractor due to poor performance by the assigned Contractor.

The RMMCC shall communicate with the Contractor to coordinate service between connecting service providers to accomplish transfers in an efficient and safe manner.

The Contractor is responsible for optimizing their run structure post scheduling, as defined in *Section V, Item B. Scheduling/Routing, Dispatching and Window Dispatching Requirements*. This includes using the tools in the routing and scheduling software to identify slack time and or gaps in service and adjust runs accordingly.

The Contractor shall **not** change the eligible rider's scheduled pick-up time without notifying the RMMCC. Notification of the amended pick-up time shall be documented recording the time of the call and identifying the Contractor's staff that contacted the RMMCC. The RMMCC shall receive permission from the eligible rider to change the scheduled pick up time for trips in advance of the day of service. The original trip booked shall be cancelled by the RMMCC and a new trip booked with the amended negotiated pick up time. Detailed tracker notes are required for amended bookings.

3. Trip Denials: The RMMCC is responsible for recording trip denials in accordance with Pace policies and procedures. All trip denials shall be recorded by the RMMCC according to Pace guidelines in effect and submitted to Pace on a form supplied by Pace. A separate "Trip Denial" list shall be maintained for each service component. The information required shall include, but not be limited to, trip request date, time request call was received, rider's name, requested trip date, trip origin, trip destination, requested pick-up time, requested return pick-up time, alternate times offered to the rider by the RMMCC, reason for the trip denial, and other information relevant to the trip request.
4. Deviation from Scheduled Pick-Up Time: On the day of service, the Contractor may contact the RMMCC if a deviation of more than fifteen (15) minutes from the scheduled pick-up time will occur. The Contractor shall notify the RMMCC of the delay and the estimated pick-up time. The RMMCC shall document that the call was made recording the time of the call and identifying the RMMCC's staff that contacted the eligible rider. The dispatcher may not notify the rider of a delay in service. The dispatcher may request the RMMCC to contact the rider of the delay in service and the estimated time of arrival. If the rider requests a new pick-up time, the RMMCC is to code the original request as a Missed Trip Not Transported (NM) and book a new trip with the new scheduled pick-up time (unless otherwise advised by Pace staff). The RMMCC shall document the time of the call and identify the RMMCC staff that contacted the rider. Scheduled rider pick-up times are never to be changed. The original trip information shall be maintained in the system. Tracker notes are required to document all pertinent information.
5. No-Shows/Cancel at the Door: The Contractor shall document the attempt to contact the eligible rider. The driver must request an authorization from Contractor's dispatch for a no show or cancel at the door. The dispatcher shall enter the appropriate code for a No Show (NS) or Cancel at the Door (CD). The Contractor shall record the time of the call, the customer phone number called and who was contacted to confirm the

- eligible rider was canceling, and that the vehicle was at the correct location. The location shall be confirmed via Automatic Vehicle Location (AVL) The Contractor shall document all information regarding the No Show/Cancel at the Door in the Trapeze Tracker feature. The Contractor shall contact the RMMCC to authorize the no show or cancel at the door. The RMMCC is responsible for confirming the proper cancellation code was used and the No Show/Cancel at the door procedure was followed.
6. Cancellations: The RMMCC is responsible for recording all advance, same-day and late rider cancellations.
 7. Same-Day Requests: A same-day request or a requested change of an existing reservation is not always possible and will only be allowed if the Contractor's schedule can accommodate the request. In addition, the RMMCC is responsible for same-day requests or reservation changes in accordance with Pace policies and procedures. Reservation changes by the RMMCC must be approved by the eligible rider. Changes that are not confirmed by the eligible rider are not considered eligible trip changes.
 8. Service Capacity: The Contractor shall be responsible for maintaining the capacity that is necessary to meet the daily service demand. The Contractor shall provide guaranteed services for trips submitted by the RMMCC.
 9. Dispatching: The Contractor is responsible for dispatching and managing the service on the street in real time as described in *Section V, Item B Scheduling/Routing, Dispatching and Window Dispatching Requirements*.
 10. Service Performance: The Contractor is responsible for monitoring their service performance. This includes evaluating their performance measures (e.g., productivity, dwell time, on board time and on time performance) perpetually during the day of service. In addition, the Contractor is responsible for evaluating potential outcomes prior to the day of service and reviewing final outcomes of performance measures post day of service. The Contractor is responsible for adjusting the runs or addressing operating issues as they occur to achieve the performance measure goals and adhere to the Pace Contract requirements. **The Contractor shall provide detailed procedures as required in *Exhibit B*.**
 11. Data Reconciliation: The Contractor shall reconcile trip information in the Pace provided scheduling and dispatching software for each run provided, on a daily basis, as described in *Exhibit I. Section VII. Standards/Requirements, Item H. Trip Data Reconciliation*.

VI. TRIP DELIVERY PROCEDURE**A. Pick-Ups**

When the vehicle arrives at a pick-up location, the driver shall sound the horn to inform the rider of the vehicle's arrival and record the vehicle's arrival time. The pick-up window is zero (0) to twenty (20) minutes after the scheduled pick-up time. The driver is required to wait five (5) minutes past the scheduled pick-up time or five (5) minutes past the vehicle time of arrival, whichever is later, for the rider to board the vehicle. When the rider boards, the driver shall communicate with the dispatcher, indicating that the pick-up has been made. The driver shall then record the items listed below:

1. Actual arrival and departure time
2. Actual fare or fare media collected from the rider
3. Whether a transfer was issued
4. Other information as may be required by Pace

B. No Shows/Cancel at the Door

If the rider does not appear at the arrival of the vehicle, the driver shall request instructions from the dispatcher. Dispatchers shall make every attempt to contact the rider to notify the passenger that the vehicle has arrived for the scheduled pick-up. The Contractor shall document the attempt to contact the eligible rider. The dispatcher shall enter the appropriate code for a No Show (NS) or Cancel at the Door (CD). The Contractor shall record the time of the call, the customer phone number called and who was contacted to confirm the eligible rider was canceling trip, the RMMCC facilitator authorizing the no show/cancel at the door, and that the vehicle was at the correct location. The location is may be identified shall be confirmed via Automatic Vehicle Location (AVL). The Contractor shall document all information regarding the No Show/Cancel at the Door in the Trapeze Tracker feature. The Contractor shall contact the RMMCC to authorize the no show or cancel at the door. The dispatcher may direct the driver to continue to the next scheduled pick-up, providing all the conditions listed below are met:

1. Every possible attempt has been made to notify the rider that the vehicle is waiting.
2. The vehicle has waited no less than five (5) minutes after the scheduled pick-up time or arrival time of the vehicle, whichever is later.
3. The schedule does not permit additional waiting time for the vehicle.
4. The dispatcher shall document the attempt to contact the rider and document who they made contact with, the time of the call, and the dispatchers name. If the Contractor is not successful in making contact, they shall record other details such as answering machine messages heard to verify the attempt.

C. Recording No Shows

For the purposes of this Contract a no-show will be recorded, when all of the following conditions occur:

1. The rider has a scheduled paratransit trip.
2. The driver arrives at the scheduled pick-up point no later than twenty (20) minutes after the scheduled pick-up time.
3. The driver waits at least five (5) full minutes beyond the scheduled pick-up time or five (5) full minutes beyond the time the vehicle arrives, whichever is later, and the rider fails to approach the vehicle. When scheduling a trip, visually impaired riders can request to be notified when the vehicle approaches.

D. Recording Missed Trips Not Transported

For the purposes of this Contract a missed trip not transported will be recorded, when all of the following conditions occur:

1. The rider has a scheduled paratransit trip.
2. The driver arrives at the scheduled pick-up point more than thirty-five (35) minutes after the scheduled pick-up time.
3. The driver waits at least five (5) full minutes beyond the time the vehicle arrives, and the rider fails to approach the vehicle. When scheduling a trip, visually impaired riders can request to be notified when the vehicle approaches.
4. Record the trip as a “Missed Trip Not Transported” in the system.

E. Drop-offs

Upon arrival at the destination, the driver shall communicate with the dispatcher that the drop-off has been made. The driver shall then record the following:

1. Actual drop-off time.
2. Other information as required by Pace.

F. Cancellations

Any scheduled ride canceled by the rider at least two (2) hours prior to the scheduled pick-up time. Rides that are canceled by the Contractor for any reason, shall be recorded. For the purposes of this Contract cancellations shall be classified as follows:

1. Cancel at Door: Any scheduled ride that is canceled at the pickup location by the rider or guardian of the rider, after the vehicle arrives on location.
2. Site Closure Cancel: Any scheduled ride that was canceled due to emergency circumstances or closure at the pickup location.

G. Trip Changes Through Dispatch Center

Destination changes are not permitted while on board the vehicle or at the time of pick-up unless authorized by the dispatcher. When warranted by the dispatcher a destination change to a scheduled trip may be accommodated in accordance with Pace policy and procedures.

Original booked trip is to be canceled with the appropriate cancellation code and a new trip is to be booked with the new trip request. Drivers are not permitted to make any unscheduled changes to a trip.

Riders requesting to exit a vehicle at a safe location prior to reaching their destination may be allowed to exit before completing their trip if the requested stop does not require any deviation from the scheduled route and the driver receives approval from dispatch. Vehicles may not deviate their routing to accommodate requests to alight prior to the scheduled destination.

VII. STANDARDS/REQUIREMENTS**A. Rider Travel Time**

While the dispatcher shall attempt to schedule a series of pick-ups so as to load the vehicle to the highest capacity and operate at the highest possible productivity, the dispatcher shall also attempt to minimize a rider's ride time to ensure that it is not excessive.

Standard: Rider travel time shall be comparable to or less than the travel time for the same trip on fixed-route buses, including walk time and all bus transfers associated with the trip. The Contractor shall use the *RTA Trip Planner* at www.rtachicago.org to determine if their travel times are equal to or less than the fixed-route travel time. This standard shall not apply when verifiable circumstances exist beyond the Contractor's control, such as inclement weather, unusually heavy traffic, etc.

Requirement: Contractor shall comply with FTA requirements regarding rider travel time. For trips provided where the rider travel time exceeds comparable travel time for fixed-route service, the Contractor shall provide a written explanation for the additional travel time, upon Pace request.

B. On-Time Performance for Pick-up Time

Definition: Picking up a rider on-time shall be defined as making the pick-up within twenty (20) minutes after the scheduled time.

Requirement: The Contractor shall be expected to achieve on-time performance equaling or exceeding 95% of the pick-ups within twenty (20) minutes of the scheduled pick-up time. On-time performance shall be calculated using data collected through Pace-supplied scheduling software and submitted by the Contractor. **On-time performance is calculated by dividing the number of on-time trips for eligible riders by the total number of trips provided. Personal Care Attendants and Companions are not included in on-time performance calculations.**

C. On-Time Performance for Appointment Time

Definition: Dropping off a rider on-time for their appointment shall be defined as dropping the rider off at their destination within zero (0) to thirty (30) minutes before the recorded appointment time.

Requirement: The Contractor shall be expected to achieve on-time performance equaling or exceeding 90% of the drop-off appointment times. On-

time performance shall be determined based on data submitted through Pace owned software described in *Section VII. Standards/Requirements, Item K Computerized Scheduling and Dispatch System.*

D. Trip

Definition: A trip shall be defined as transporting an eligible rider from the scheduled origin to destination. Travel from an origin to a destination is one trip.

Requirement: A trip occurs when the Contractor picks up and drops off an eligible rider at their scheduled origin and destination. A non-eligible rider transported with other eligible riders such as PCAs and companions do not count towards performed trips. For example, when a Pace eligible rider is transported from origin to destination with a companion this will be counted as a single trip.

E. Missed Trip

Definition: A missed trip shall be defined as follows:

1. A scheduled trip for which the Contractor does not make the pick-up for any reason other than rider cancellation or rider no-show. Unless a cancellation is first requested by the rider, rides cancelled by the Contractor shall be considered a missed trip.

OR

2. A scheduled trip for which the pick-up is made more than sixty (60) minutes late from the scheduled pick up time.

OR

3. A scheduled trip for which the Contractor arrives at the pick-up location more than (15) minutes past the twenty (20) minute window (i.e., thirty-five (35) minutes after the scheduled pick-up time) and does not transport the rider. This situation would be a “missed trip not transported.”

Requirement: The Contractor shall report to Pace each missed trip by submitting a *Provider Missed Trip Report* generated through the Pace-provided scheduling and dispatching describing all details of the missed trip, including an explanation for the missed trip, the date and time of the missed trip, the rider whose pick-up was missed, the origin and destination of the missed trip, and the communication with the rider,

shall be recorded in the Pace provided scheduling software. The Contractor shall submit such report via email as soon as possible, but no later than twenty-four (24) hours after each occurrence. (See *Attachment 9* for a copy of a *Sample Missed Trip Report* to be submitted by the Contractor.)

F. Unauthorized Service

Definition: Unauthorized Service to Ineligible Riders - Service provided to an ineligible rider is defined as a trip provided to a rider who is not eligible for the component of service under which his or her ride is provided.

Unauthorized Service to Ineligible Location - An unauthorized location is defined as a location outside of the service boundaries that are in effect at the time of the trip.

Standard: The Contractor shall not provide unauthorized service. The Contractor shall not be reimbursed for service provided to unauthorized riders, or to unauthorized locations.

Prior Pace Authorization - Periodically during the term of the Contract Pace may require the Contractor to provide service to riders who are not considered eligible under the components of this Contract. The Contractor shall not provide service to such persons without prior approval from Pace.

G. Vehicle Maintenance

Standard: The Contractor shall provide their own maintenance facility and maintenance staff. The Contractor shall perform preventive maintenance inspections and general routine repairs in-house. Pace recognizes that it may be necessary for the Contractor to use outside vendors to perform some maintenance functions such as engine, transmission, or differential replacements.

Requirement: The Contractor shall follow Pace guidelines and schedules for all vehicle maintenance as outlined in *Pace's Paratransit Manual for Private Providers Contracting Directly with Pace (Exhibit G)*. The Contractor shall ensure that all vehicles providing services under this Contract meet or exceed the Federal Motor Vehicle Safety Standards, are equipped with properly functioning seat belts available for all riders transported, have working heating and air conditioning, are clean, and are safe and in proper operating condition.

Pace reserves the right to remove any vehicle from Pace service at any time.

H. Trip Data Reconciliation

Standard:

The Contractor shall reconcile trip information in the Pace provided scheduling and dispatching software for each run provided, on a daily basis. The Contractor is responsible for capturing all data required by Pace. When data cannot be entered in real-time through the MDTs/Tablets or the Pace provided scheduling and dispatch software due to equipment or other failure, the Contractor shall have processes to manually record all data. The Contractor shall enter data required into the scheduling and dispatch software. The Contractor's monthly reimbursement may be withheld until such time as information on incomplete logs is resolved to Pace's satisfaction. Reconciliation shall include:

1. Driver's name
2. Date
3. Vehicle number
4. Time the driver leaves the terminal
5. Time of arrival at all pick-up locations
6. Time of each departure from all pick-up locations
7. Time of arrival for all drop-offs
8. Time of departure after all drop-offs
9. Time of arrival back at the terminal
10. Odometer reading leaving the terminal
11. Odometer reading at first pick-up
12. Odometer reading at the driver's last drop-off
13. Odometer reading on arrival at the terminal
14. Other information as required by Pace

Requirement:

Trip data reconciliation shall be complete and accurate and submitted on-time daily.

Pace will assist the Contractor in developing procedures and forms or, if the Contractor already has procedures and forms in place that will provide the desired information, Pace may accept those procedures and forms. This information may be produced using Pace's scheduling and dispatch computerized system, however the Contractor is responsible for providing this information. Manual procedures are required to maintain information and services as a failsafe in the event the operation of the computerized system is interrupted.

I. Personnel***Standard:***

The Contractor shall, at a minimum, employ sufficient, trained personnel to meet the terms and guidelines of this Contract. Prior to the effective date of the Contract, the Contractor shall submit to Pace in writing, the names of the individuals who will have management, supervision, safety, and training responsibilities. The key management, administrative and operating personnel proposed for this service shall be the people who will actually perform the duties associated with their respective positions. No substitution of key personnel shall be allowed without prior written approval from Pace. Resumes shall be submitted for the people proposed, and Pace may require interviews of the candidates.

The Contractor may choose to subcontract the provision of some portion of service delivery to a subcontractor. If so, the Contractor shall comply with all provisions of ***Section X. Provisions for Subcontracting***. In addition, the Contractor shall submit to Pace in writing, the names of the individuals employed by all subcontractors who will have management, supervision, safety, and training responsibilities. The key subcontractor administrative and/or operating personnel proposed for this service must be the people who will actually perform the duties associated with their respective positions. No substitution of personnel shall be allowed without prior written approval from Pace. Resumes shall be submitted for the people proposed, and Pace may require interviews of the subcontractors' and/or their key employees. ***Please see Attachment 10 of this Exhibit I for additional requirements regarding Key Minimum Staff Qualifications.***

Pace shall deduct cost of staff positions accordingly for management and maintenance staff positions proposed that are vacant for more than 60 days and for the General Manager/Project Manager position vacant for more than 90 days.

Requirement:

Provide sufficient staff to meet Contract requirements and ensure that they are sufficiently trained to perform their duties. In addition, The Contractor shall:

1. Submit documentation of the ongoing training provided for Contractor and or subcontractor employees during the previous month with each monthly billing for service.
2. Receive approval for all key Contractor and or subcontractor personnel before they are put in Pace service.
3. Submit a staffing plan monthly to show how each required position is being filled.

4. Shall comply with all requirements as described in *Pace's Paratransit Manual for Private Providers Contracting Directly with Pace (Exhibit G)*.

J. Telephone Systems and Peripheral Equipment and Services

Telephones – .

The Contractor shall maintain adequate phone equipment capacity and staffing to insure an efficient and expedient response time to the RMMCC and for outgoing calls to passengers when required.

The phone system shall accommodate a specified line to expedite access for the purpose of communicating with the RMMCC for canceling trips, obtaining estimated time of arrival (ETA) calls or other coordination functions via a single phone system. The phone system shall have the capabilities to expand as service demand dictates and as Pace requires for service design.

In addition, the Contractor must maintain two-way voice communication via a compatible direct connect services with the RMMCC. Direct connect communication must be adequate to meet the service demand.

The Contractor shall also maintain separate administrative phone lines for conducting business calls and other calls not related to passenger services. This number(s) need not be toll free.

The Contractor may be required to assign phone numbers to Pace or its Agent.

Hearing and Speech Impaired Callers – The Contractor shall ensure that the communication and language needs of all callers are addressed. This applies to people who have vision impairments, hard of hearing or deaf individuals. **Contractors are not required to provide a TTY line for deaf or hard of hearing individuals; communication will be made through the free 711 State Relay System.**

1. Limited English Proficiency –The Contractor shall provide its plans for meeting the needs of non-English speaking riders, including maintaining compliance with Federal guidelines for responsibilities to assist persons with Limited English Proficiency (LEP). The recipient cannot be charged for translator or interpreter services. The recipient (rider) cannot be charged for a translator or interpreter services.
2. Voice Logging/Call Recording System – The Contractor shall be responsible for the purchase, installation, connection and maintenance of a voice logging telephone conversation recording device to the Contractor's telephone system. The system shall record telephone conversations for both dispatchers and call takers in compliance with the appropriate laws governing this activity which may include caller notification and audible tones during the call. The Contractor must regularly review laws and process

to ensure continuous compliance. It is not Pace's intent to monitor or record Contractor administrative telephone lines or conversations. To avoid recording calls related to conducting company business, the Contractor must separate the handling of administrative and eligible rider calls by installing a separate phone system or structuring the installed phone system to separate these calls. If the Contractor installs any phone equipment which is intended to handle both eligible rider calls via the toll-free number and company business calls, Pace shall require the Contractor to permit recording of calls handled by this equipment regardless of call purpose.

The purpose of the system is to provide a tool by which Pace and the Contractor shall monitor the quality of service provided by reservation and dispatch staff, as well as to provide documentation for complaint and conflict resolution. The Contractor shall insure the recordings are secure, in compliance with HIPPA standards, with controlled electronic access through VPN or equivalent security levels and are digitally archived for a minimum of three (3) months. The Contractor shall maintain sufficient trained personnel to listen to and review calls as required by Pace. Pace shall be provided a secure electronic access to the stored files for access at any time. The access process, including logins, shall be consistent with Contractor voice recording systems at other locations under Pace contracts. Pace's remote access shall be accomplished securely over the internet and shall not require special software. The Contractor will train their personnel on the use of the system and shall provide Pace with similar training on access to necessary voice files. The Contractor shall monitor and maintain the system and report to Pace any problems that arise. The Contractor shall notify Pace to report any change to the Contractor's telephone system including relocation of phones.

K. Computerized Scheduling and Dispatch System

Pace services are networked through the region. Trapeze software is employed to manage transportation services. This includes the use of Trapeze compatible mobile data computers/terminals (MDC/MDT/Tablet).

1. Trapeze PASS Computerized Scheduling and Dispatch System – The Contractor should be aware that the Trapeze system should not be considered a replacement for Contractor's scheduler, or Contractor knowledge of the service guidelines, service areas, and riders. While Pace staff shall endeavor to create and maintain whatever features are necessary to operate the service, the Contractor will remain responsible for the day to day knowledge of the service area to assist riders whenever needed and/or whenever the automated system cannot supply the necessary information. All Contractor personnel whose responsibilities include the functions of scheduling and/or dispatching of service under this Contract, as well as the management of Contractor staff performing these functions, shall be required to have sufficient knowledge of service guidelines and Trapeze/MDT/Tablet software use to perform their assigned functions and schedule/dispatch trips in the absence of regular staff assigned to these duties.

The Contractor shall provide all training of the Contractor's personnel in the use of the system. The Contractor to maintain sufficient trained personnel to operate the system once installed. Additionally, the Contractor shall have at least one person on-site who will serve as the system supervisor, with the ability to train and support other Contractor personnel in the use of the system.

The hardware and software assigned to this project for the scheduling and dispatching of vehicles under this Contract is the property of Pace or Trapeze Software Group, Inc., who has granted the usage of this product through proper contractual arrangement. Contractor shall use this hardware and software only for the scheduling and dispatch of service under this Contract. All terms and conditions regarding the Contractor's responsibility for Pace-issued equipment as stated in *Exhibit J Equipment* shall apply to the equipment issued to the Contractor for the scheduling and dispatching system. Pace will pay for the maintenance and upkeep of the hardware and software.

The Contractor shall have the capability to manually schedule and dispatch trips, and collect service data, in the event of a failure of the Pace provided computer system. **The Contractor shall provide detailed procedures as required in *Exhibit B*.**

2. Mobile Communication Required for Service Implementation – The Contractor shall install, at the Contractor's expense, Trapeze Ranger 4.4 or later MDC hardware and software or Android Tablet hardware with Trapeze DriverMate software in Pace-owned vehicles assigned to the Contractor to provide service under this Contract. Contractor equipment must be compatible to communicate with and operate within the Pace Trapeze and MDC or Tablet networks in operation at the start of the Contract. The Contractor' equipment shall be, at minimum, 4G cellular and IPv6 compatible. In order to ensure compatibility with Pace's Private Network IP environment, the contractor shall contact Pace Operations Support to confirm the Destination Address which is internally programmed in MDCs before purchase or configured in the DriverMate software for Tablet hardware. The software, hardware, and Verizon data communication shall successfully interface with the current version of Pace's Trapeze software.

Verizon is the current Pace wireless communication provider. The wireless communication provider may change during the life to this contract at Pace's discretion. The Contractor shall adhere to the transition plan and timeline to be implemented by Pace if migrating from Verizon to a new wireless communication provider.

Specifically, the MDC equipment supplied by the Contractor shall be:

The Trapeze Ranger 4.4 or later All-In-One unit or the newest version of the Trapeze Ranger which is compatible with existing Pace system hardware and software. Each Ranger 4.4 or later version MDC shall include the following:

1. The Ranger Mobility software license and the most recent version of the Ranger Mobility software application required to operate the Ranger4 that will run in the Pace environment;
2. Navigation software which permits drivers to utilize Trapeze geocoded addresses for on the road navigation assistance;
3. GPS Odometer option or other odometer connection to the vehicle which provides accurate calculation of miles traveled by the vehicle in which the Ranger is installed;
4. XGate software license and the required XGate software installed;
5. XMM software license and the most recent version of any XMM software required installed on the Ranger;
6. Wireless modem which communicates with the Verizon Wireless network.

Note: Pace uses Verizon Wireless for communication between the Ranger and the Trapeze System. Ranger communication via Verizon Wireless service is a requirement for this Contract. The wireless communication provider may change during the life to this contract at Pace's discretion. The Contractor shall adhere to the transition plan and timeline to be implemented by Pace if migrating from Verizon to a new wireless communication provider.

The Contractor shall have an arrangement with Trapeze or a third party for ongoing service of the Ranger hardware after the Trapeze supplied new unit warranty period expires. This service arrangement shall provide reasonable turnaround on units submitted for repair by the Contractor. The Contractor is responsible for maintaining a sufficient number of Ranger 4.4 or later units to permit continuous MDC service in all vehicles on the street, regardless of the number of units that are off-site for repair. This includes spare requirements for fleet expansion. Accurate quantification of MDC installed will be required of the Contractor and provided to Pace.

Specifically, the Tablet hardware for mobile communication supplied by the Contractor, at a minimum, shall have:

1. Processor type must be ARM
2. Minimum API / OS of 4.4.2
3. Large clear screen (7 inches or greater)
4. Verizon cellular modem
5. Integrated speakers and microphone
6. GPS with at minimum updates every two (2) years
7. WiFi
8. Bluetooth
9. Camera (Front, Rear or Both) is optional

The Tablet hardware equipment supplied by the Contractor shall be compatible with the Trapeze hardware recommendations above.

If utilizing tablets, cellular communication costs will be the responsibility of the Contractor either directly or indirectly through cost allocation from Pace. Accurate quantification of tablets installed will be required of the Contractor and provided to Pace.

Tablet internet access is provided through Pace's Private Network IP environment. Contractor tablets shall be used for Pace's scheduling activity only. Pace reserved the right to dictate usage and site access and Pace requires EndPoint-type security to be installed on individual tablets at the carrier's expense. Pace reserves the right to revoke tablet use upon violation of these parameters including fines for costs associated with unauthorized internet use.

The Contractor's MDT/Tablet install and start-up plans, including timelines, shall be approved by Pace and subject to Pace's cellular communications and system preparation and configuration plans.

The Contractor shall be responsible for the following:

1. Installation of the required wiring, cabling and optional antenna (if not installed by Pace) to operate the Ranger in Pace-owned vehicles.
2. Maintenance of the vehicle wiring, cabling, and optional antenna, if failure of the wiring, cabling, or antenna occurs. The Contractor shall be responsible for payment for the repair of damage to any wiring, cabling, or optional antenna caused by Contractor personnel. Pace shall determine whether the required repairs are due to failure of the installation or damage by Contractor personnel.
3. The Contractor shall maintain a paid annual software maintenance contract with Trapeze which provides ongoing software support for all Ranger MDCs or DriveMate Tablet licenses and software under this Contract.
4. Contractor shall notify Pace of any in-bus hardware or SIM changes/relocations by emailing at ParaOpsSupport@pacebus.com. Pace system reconfigurations may be necessary.
5. The Contractor shall implement a current mapping system at the start of the contract. The Contractor shall maintain an updated mapping system for mobile data computers or tablets to provide accurate GPS information to drivers. This includes updating system maps at minimum every two (2) years.

Pace shall be responsible for the following:

1. Pace shall be responsible for providing Verizon static IP addresses to cover all Rangers or Tablet hardware which will be operating in daily service and all spare vehicles assigned to the Contractor. IP addresses required for future expansion of the fleet size over the term of the Contract will be provided by Pace when additional MDCs/Tablets are placed in service.
2. Pace's responsibility extends to initial setup and configuration of the block of Verizon IP addresses assigned to the Contractor by Verizon. Pace will accomplish the initial setup and configuration of the Rangers or Tablets with Verizon and in

- the Pace system, and will ensure that sufficient, configured IP's are available prior to the start and throughout the term of the Contract.
3. Transition to tablet technology, if approved by Pace, may require review and changes to IP ownership as stated in this section.
 4. Pace is responsible for maintenance of a central server system that interfaces with the Trapeze Ranger equipment.
 5. Pace is responsible for the Trapeze PASS MON licenses sufficient to cover the number of Ranger 4 MDCs or Tablets required to operate service under the Contract.
 6. Pace is responsible for the communication between the Pace servers and the Verizon Wireless system.
 7. Pace is responsible for all central system Trapeze components not specifically covered under this Contract.
 8. Verizon is the current Pace wireless communication provider. The wireless communication provider may change during the life to this contract at Pace's discretion. The Contractor shall adhere to the transition plan and timeline to be implemented by Pace if migrating from Verizon to a new wireless communication provider.

All Contractor personnel whose responsibilities include the functions of scheduling and/or dispatching of service under this Contract, as well as the management of Contractor staff performing these functions, shall be required to have sufficient knowledge of service guidelines and Trapeze/MDC or Tablet software use to perform their assigned functions and schedule/dispatch trips in the absence of regular staff assigned to these duties.

L. Video Surveillance System

Pace will require the Contractor to purchase and install surveillance cameras, computer equipment, and software in vehicles used in Pace service. A comprehensive on-board surveillance system is required with off-board data collection and maintenance for managing incidents and operations. The system shall include, but not be limited to, the following features:

1. Cameras with video resolution of at minimum 1920x1080 is required for event investigation
2. Continuous recording, inconspicuous manual activation, and event-based camera activation including the ability to retain continuous recording access for a period of no less than thirty (30) days up to sixty (60) days
3. Camera system data, including date/time, location, speed, door status, alarm sensor, event sensor information, etc.
4. Off-board data management
5. Industry standard encryption for evidence audit and anti-tamper protection
6. Maintenance and status reporting of the system and cameras

The Contractor shall provide Pace a copy of its policies and procedures for using video surveillance data to address safety issues identified, including driver training and retraining.

M. Minimum Driver/Operator Standards

Driver/Operators shall have a valid Commercial Driver License (CDL), in order to operate a vehicle requiring a CDL. The CDL shall be a minimum class "C" license with a passenger (P) endorsement. It is the Contractor's responsibility to determine that the operator's license is valid, and of the correct classification. It is the Contractor's responsibility to assure that a vehicle requiring a CDL is assigned to an Operator with the proper CDL license and endorsements. The Contractor shall follow all driver/operator standards outlined in *Pace's Paratransit Manual for Private Providers Contracting Directly with Pace (Exhibit G)*.

N. Driver Training

The Contractor shall provide Pace with evidence that all drivers have completed the training program offered by the Contractor as proposed in the Contractor's Proposal. Prior to being placed on the road for service under this Contract, all drivers shall demonstrate sufficient knowledge of the area in which they will drive to prevent service delays due to getting lost. This training should be documented on the Driver Training Checklist found in *Pace's Paratransit Manual for Private Providers Contracting Directly with Pace (Exhibit G)*. The Contractor will receive information regarding the Pace program.

Prior to being placed on the road for service under this Contract, all drivers shall demonstrate sufficient knowledge of the area in which they will drive to prevent service delays due to getting lost. Drivers shall also be trained in the use of MDTs/Tablet and demonstrate the ability to use them before being put into service by the Contractor. For each driver regularly assigned to any component of service, the Contractor shall be able to document to Pace, upon request, that the driver possesses sufficient geographical knowledge of the area, service guidelines, and the ability to use on-board MDTs/Tablet.

O. Voice Communication

The Contractor shall provide two-way voice communications between the dispatcher and driver that can be expected to ensure immediate and continual contact between the dispatcher and any vehicle in service. Voice communication is to be used only when mobile communication is not available or sufficient.

Two-way radio communication shall be on a dedicated channel. The Contractor shall implement procedures to minimize or eliminate the broadcasting of radio communication in the vehicle.

P. Rider Complaints

The Contractor shall respond to Pace on all complaints. A summary of the procedures for handling complaints follows:

1. Customers that wish to file a complaint shall be referred to Pace Customer Relations at (800) 606-1282, option #2.
2. The Contractor shall not respond to eligible rider service complaints. However, the Contractor shall address real-time service issues for eligible riders.
3. The Contractor shall provide a complaint response within three (3) business days after receiving a complaint from Pace. An extension beyond three (3) business days are at the discretion of Pace's Quality Assurance Manager.
4. Pace may require immediate responses for complaints that are serious in nature

Q. Vehicle Dispatching

It shall be the responsibility of the dispatcher to know the location of each vehicle in service at all times. The Contractor shall receive data reported by drivers via MDTs/Tablets. The Contractor is responsible for receiving and recording all data required in ***Section VII. Standards/Requirements, Item H. Trip Data Reconciliation***. Data shall be recorded by the Contractor in real-time as it is reported to dispatch from the drivers via MDTs/Tablets. In addition, the driver shall notify the dispatcher of any situation which will make him arrive at a pick-up or drop-off point after the scheduled time, breaks, lunches, break-downs, accidents or any situation out of the ordinary. If there is a failure in MDT/Tablet communication, the Contractor shall receive all required data from the drivers via two-way voice communication.

R. On-the-Road Service Monitoring

The Contractor shall perform random on the road monitoring of drivers. Observations of drivers shall include both on-board monitoring and physical observation, unknown to the driver. Observations are to determine compliance with Contract guidelines, proper procedures, and that safe driving principles are being followed. Observations shall include but not be limited to:

1. On-time performance for rider pick-ups and appointments as defined in this Contract.
2. Knowledge of the geographical area and street system. This includes the ability to minimize rider travel time by using the most direct route to the specified destination.
3. Rider assistance when appropriate.
4. Completeness and accuracy of required driver record keeping, including use of MDTs/Tablet if installed.
5. Personal appearance of the driver.
6. Appearance of the interior of the vehicle with respect to bus equipment maintenance and cleanliness.
7. Use of wheelchair securement devices and rider restraints.
8. Driver compliance with Pace procedures.

9. Following defensive and safe driving principles.

The Contractor shall provide road supervisors for special events and other meetings or hearings as required by Pace to ensure rider pick-ups and drop-offs are provided in a safe and efficient manner. Special events requiring Contractor supervisors and the number of supervisors required for events will be determined by Pace. Special event pick-up and drop-off locations shall be coordinated by Pace with other municipal authorities as required.

The Contractor shall submit a plan for on the road monitoring with the proposal for this Contract and be able to demonstrate the plan is being followed. If during the term of this Contract the plan is changed, a new plan shall be submitted to Pace for approval. Documentation of on-the-road service monitoring shall be submitted with the Contractors monthly billing to Pace.

S. Emergency Procedures

In addition to those outlined in *Pace's Paratransit Manual for Private Providers Contracting Directly with Pace (Exhibit G)* the Contractor shall provide Pace with a written outline of the company's emergency procedures prior to the start of the contract. Procedures provided to Pace by the Contractor shall include detailed processes for each action in case of natural disasters, strike, power failures or telephone failures, and other unanticipated disruptions of service that may be beyond the Contractors control. The Contractor is responsible for implementing and maintaining an alternate power source (e.g. generator) in the event of a power outage. The written Emergency Procedure shall name specific personnel responsible for emergency actions and for implementing these procedures during service operation. A copy of the emergency procedures shall be posted in the Contractor's dispatch and driver areas.

T. Vehicle Storage and Maintenance Facility

The Contractor shall provide Pace with a detailed plan for storage, maintenance, and window dispatching of vehicles. Any change to the storage, maintenance and window dispatching of vehicles shall be submitted to Pace for review and approval.

U. Uniforms

Drivers shall display a neat and clean appearance at all times and be attired in a *Pace-approved* uniform. Uniform colors and type shall be approved by Pace prior to use in Pace service. The Contractor shall provide drivers with an armband containing the company name and driver number. Pace will provide driver numbers. This armband shall be visible on drivers at all times. The armband is required on the exterior of any outer garment for easy identification at all times. No denim slacks, collarless shirt, gym shoes, sandals or toeless shoes are allowed at any time. Shirts shall be tucked in at all times except for maternity shirts and worn by pregnant drivers.

V. Fuel Provision Policy (This entire section has changed)

As part of this Contract, Pace will provide fuel to the Contractor for Pace services. The following provisions apply:

1. Pace agrees to supply the fuel for the Components listed in this *Exhibit I*. Fuel will be provided by fuel cards provided by Pace to be used at designated facilities in the region or by fueling on site at the Contractor facility. Fueling on site is preferred.
2. If using fuel cards, the Contractor shall be responsible for the security of fuel cards to avoid misuse and for the reconciliation of fuel purchased. The Contractor shall provide Pace detailed procedures for the security of fuel cards, the distribution and reconciliation of fuel used.
3. If the Contractor is fueling on site, they shall have a minimum two 2,500-gallon fuel tank at their facility. The tank shall meet requirements of the local municipal code. All fuel supplied by Pace will be delivered in loads of 5,000 gallons at no cost to the Contractor.
4. Contractor shall comply with all Federal, State, and local environmental laws, rules and regulations regarding the use, storage, and dispensing of diesel fuel. In the event of any kind of a leak or spill as a result of a defective fuel tank used for storing diesel fuel for this service, or as a result of any other action by the Contractor, the Contractor shall be responsible for the clean-up and removal of all contaminated soil in compliance with all applicable laws, rules and regulations.
5. Contractor agrees to follow Pace Fuel Delivery Acceptance procedures.
6. In accordance with this policy, Contractor shall supply miles per gallon data per vehicle on a monthly basis or as determined by Pace.
7. Contractor shall indemnify and hold Pace harmless for all actions, claims, or costs arising out of the use of the fuel by the Contractor or the violation by the Contractor of any applicable laws, rules or regulations.
8. Contractor understands that the fuel provided by Pace pursuant to this policy is exempt from the Illinois Motor Fuel Tax, so long as the fuel is used in public transportation service.

VIII. LIQUIDATED DAMAGES FOR NON-COMPLIANCE WITH PERFORMANCE STANDARDS

Pace requires the Contractor to meet or exceed the Performance Standards specified in this Contract.

Pace may waive liquidated damages for Contractor failure to meet the contract service standards and requirements if Pace determines extenuating circumstances beyond the control of the Contractor exist and Pace determined the Contractor made a good faith effort to meet the contract service standards and requirements. Pace may consider waiving liquidated damages in full or in part for each required standard, for which a liquidated damage is assessed, on a case-by-case basis.

The following liquidated damages shall apply for non-compliance:

A. Liquidated Damages for On-Time Performance

Late Pick-ups: On a monthly basis, liquidated damages shall be assessed at 40% of the contractor hourly rate for the balance of trips below the On-Time Performance standard (see *VII. Standard/Requirements B. On Time Performance for Pick-up Time*).

For example: 100 trips are performed. According to the 95% Standard, 95 of the 100 trips are required to be on time. The monthly OTP was 90%, or 90 of the 100 trips were on time. Therefore, 5 trips failed to meet the 95% on-time standard and will be used to assess LDs. With an hourly rate of \$50.00, the LD would be \$100 (5 x \$50.00 x .40).

B. Liquidated Damages for Missed Trips

For each reported missed trip as defined in *Section VII. Standards/Requirements, Item E Missed Trips, Definition 1 and 2 (does not include Definition 3)* the value of two (2) times the Contractor's hourly rate or twice the trip rate shall be deducted from the Contractor's monthly reimbursement. For any missed trip **not** reported the value of four (4) times the Contractor's hourly rate or four (4) times the trip rate shall be deducted from the Contractor's monthly reimbursement.

C. Liquidated Damages for Failure to Communicate Transfers

For each instance where the Contractor fails to communicate with the connecting Contractor to accomplish a transfer as required in *Section III, Integration and Coordination of Service*, 100% of the value of one revenue hour will be deducted from the Contractor's monthly reimbursement.

D. Liquidated Damages for Unauthorized Service

The revenue hour(s) billed as a result of providing the trip will be deducted from the Contractor's reimbursement.

Or

If the specific hours required to provide the trip cannot be identified, liquidated damages of two-times (2X) the hourly rate will be assessed for each unauthorized trip performed.

E. Liquidated Damages for Failure to Coordinate Dispatch Procedures

For any monthly reporting period, failure to consistently adhere to dispatch procedures as listed in *Section V., Item B. Scheduling/Routing, Dispatching and Window Dispatching Requirements – Contractor* and *Item C. Relationship of Contractor to RMMCC*, and perform all required data entry accurately and completely as required by Pace may result in liquidated damages assessed in the amount of \$500.00 per month.

F. Liquidated Damages for Vehicle Maintenance

Pace may impose liquidated damages in the amount of \$150.00 per day, or \$0.33 per mile, whichever is greater, for each day or mile beyond the Pace-required preventive maintenance schedule the vehicle is in operation.

If Pace requires a vehicle to be repaired and the repair is not made as required by Pace according to the schedule, Pace may impose liquidated damages in the amount of \$1,000.00 monthly and/or \$100.00 per vehicle per day, for each day beyond the schedule or for which the required repair has not been performed. This liquidated damage may not be levied if, in the opinion of Pace, the Contractor is making a good faith effort to respond in a timely manner and/or there are extenuating circumstances.

For other maintenance not performed to the standards required in *Pace's Paratransit Manual for Private Providers Contracting Directly with Pace (Exhibit G)*, Pace reserves the right to have the maintenance performed and charge the Contractor for all costs incurred. The Contractor shall receive seven (7) days written notice of Pace's intention to take such action.

G. Liquidated Damages for Reporting Requirements

The liquidated damages listed below may be imposed if the Contractor exhibits a pattern of neglect with regard to submittal of reports and information as required by this Contract. It is not the intent of Pace to levy these liquidated damages for minor oversights on the part of the Contractor or failure to meet Pace guidelines due to extenuating circumstances. The intent of these liquidated damages is to ensure that accurate and timely reporting occurs.

1. General Monthly Reporting – Pace may impose liquidated damages in the amount of \$500.00 per month if the Contractor exhibits a pattern of failure to comply with Pace’s reporting requirements by submitting inaccurate or incomplete reports.
2. Responses to Complaints – Pace may impose liquidated damages in the amount of \$500.00 and/or \$50.00 per complaint (to be determined by Pace staff) per month if the Contractor fails to comply with Pace’s guidelines concerning responses to complaints or by submitting inaccurate or incomplete reports. **Multiple liquidated damages may be assessed on a complaint until it comes into compliance with Pace requirements.** This liquidated damage may not be levied if, in the opinion of Pace, the Contractor is making a good faith effort to respond in a timely manner and/or there are extenuating circumstances.
3. Accident Reporting – Pace may impose liquidated damages in the amount of \$500.00 per incident if the Contractor exhibits a pattern of failure to comply with Pace guidelines on accident reporting and handling.
4. Denial Reporting – Pace may impose liquidated damages in the amount of \$500.00 per month if the Contractor exhibits a pattern of failure to record and report denials.

H. Liquidated Damages for Failure to Comply with Pace Policy, Procedures, Standards/Requirements

Pace’s Policy and Procedure including Standard/Requirements as Described within Exhibit I Scope of Work – Pace may impose liquidated damages in the amount of \$100.00 to \$500.00 per incident, dependent on the severity of the incident, if the Contractor exhibits a pattern of failure to comply with Pace policies and procedures described in this *Exhibit I*.

Pace Policies and Procedures as Described within Exhibit G Pace’s Paratransit Manual for Private Providers Contracting Directly with Pace – Pace may impose liquidated damages in the amount of \$100.00 to \$500.00 per incident, dependent on the severity of the incident, if the Contractor exhibits a pattern of failure to comply with Pace policies and procedures described in *Exhibit G*.

IX. DATA AND REPORTING**A. General**

The Contractor shall provide reports as requested by Pace. Pace reserves the right to withhold payment to the Contractor subject to receipt of all required monthly reports, including responses to rider complaints. Reports the Contractor shall provide include, but not be limited to the following:

1. Daily
 - a. Accident/Incident Reports (see *Exhibit G*).
 - b. Telephone Report: Sequencer Reports are required as defined in *Section VII. Standards/Requirements, J. Telephone Systems and Peripheral Equipment and Services* under Electronic Answering Device. **This report is not required for Service Providers.**
 - c. Missed Trip Reports: Contractors shall submit Missed Trip Reports as defined in *Section VII. Standards/Requirements, E. Missed Trip*.
2. Weekly
 - a. Transfer Reports: Contractors shall report the transfer of vehicles that are Pace owned when they are returned by the Contractor to Pace or re-assigned from one Contractor to another.
 - b. Customer No Pay Reports: Contractors shall provide trip information for riders who over the course of a week did not pay the correct fare.
 - c. Contractor Staffing Schedules: Contractors shall provide Pace with a schedule of all management, supervisors, dispatchers and reservationists by Friday prior to the start of a new week.
 - d. Saturday and Sunday On-time Performance: Contractors shall report their On-time performance via email to Pace on weekends.
 - e. Productivity Report: Contractors shall submit their pre- and post-productivity weekly.
3. Monthly
 - a. Monthly Vehicle Reports (see *Exhibit G*).
 - b. Report of IDOT Inspection Change: Contractors shall report to Pace all IDOT inspections for vehicles in Pace service monthly.
 - c. Operating Data Sheet (see *Exhibit G*).
 - d. NTD R-20 Form Revenue Vehicle System Failure: Contractors shall report vehicle breakdowns per NTD requirements.
 - e. NTD R-30 Form Energy Consumption Summary: Contractors shall report vehicle fuel consumption per NTD requirements.
4. Quarterly

Quarterly Verification Reports: Contractors shall verify that Contractor employee information reported to Pace is current and that there are no employees working for the Contractor that have not been reported to Pace.

5. Annually

- a. Peak Fleet Vehicle Usage Survey: The Contractor shall report to Pace vehicles that were in service on the highest service day of the year.
- b. MIS Drug and Alcohol Report: The Contractor shall submit all DOT Drug and Alcohol tests and results for the calendar year.
- c. NTD Revenue Vehicle Inventory (see *Exhibit G*).

B. Monthly Invoice and Service Report

All monthly data shall be submitted by the Contractor with the monthly invoice. Data to be collected on a daily basis for the monthly Pace summary include, but are not limited to, the following. Pace may require the Contractor to collect and report some or all of the following data separately by component as required for reporting and billing purposes.

1. Number of one-way rider trips and attendants by weekday service and weekend service
2. Total weekday days of service
3. Total weekend days of service
4. Total weekday vehicle hours of service
5. Total weekend vehicle hours of service
6. Total cost to provide the service based on the contracted rates
7. Imputed and collected fares
8. Net cost to provide service (total cost less imputed fares)
9. Trip requests that are denied, by denial category
10. Documentation of the Contractor's on-the-road monitoring work during the month and a summary of the results of the on the road monitoring done
11. Summary of the Contractors on-the-road observations made for the month
12. Documentation providing the number of employees trained and retrained during the month
13. Agendas and rosters from each Safety and Training meeting
14. Monthly video surveillance system data and reports

The Contractor shall provide all required monthly data, along with a billing statement, which shall be delivered to Pace within five (5) days of the end of the month for which the billing is being submitted. Pace will work with the Contractor to develop a monthly summary report prior to the start of the Contract which includes the desired information and data. Data required in this report may change at any time during the Contract term at the discretion of Pace.

At Pace's request, the Contractor shall be prepared to provide Pace, each Tuesday, with service data by component for the previous week (Monday through Sunday). The information shall include, but not be limited to, the following:

1. Number of one-way rider trips
2. Total hours of vehicle service
3. Copies of the trip tickets and/or log sheets, whichever is applicable

C. Vehicle Revenue Hours

Vehicle revenue hours as used in this Contract shall mean an hour that an individual vehicle is operated by the Contractor in connection with this Contract in the service of transporting riders, going to or coming from a rider delivery or pick-up, providing service as described in this Contract, or otherwise available for service as authorized by Pace, provided that any time taken for driver's breaks, lunches, other personal business or other "out of service" activities is excluded.

No deadhead time shall be paid under this Contract. Hours incurred traveling to and from the terminal are not reimbursable, except as authorized in the Component detailed description or as specified under *Section IX. Data and Reporting, D. Additional Payment for Non-Revenue Hours* below.

A vehicle shall **not** be considered in revenue service under this Contract until the first pick-up of the day is made or the vehicle is available for service to meet documented demand. Also, once a vehicle has made the last scheduled drop-off on its scheduled shift of service, and the Contractor does not plan to keep the vehicle available for service to meet a documented demand, the vehicle shall be considered out of service under this Contract. Documented demand for this Contract shall mean a scheduled ride that is picked-up or a no-show or late cancellation.

Vehicle revenue hours shall not include time taken or assessed for lunch, which shall be calculated by deducting the time taken between the last drop-off before lunch and the first pick-up after lunch. This time shall be clearly identified on the driver log sheets. If there is no deduction for meals on a route of 7.5 hours or more, and there is not a deduction for time during which a meal may have been taken, Pace may designate free time in the route as meal time.

Vehicle revenue hours shall not include the following other "out of service" activities:

1. Travel time to and from the garage or other facilities for fueling, vehicle maintenance, etc.
2. Breakdowns or accidents, except that the disabled vehicle shall be considered "in revenue service" until all riders have been transferred to a relief vehicle, at which time the relief vehicle shall be considered "in revenue service". In the event of a breakdown or accident when there are no riders on board, the disabled vehicle shall be considered "out of service" at the time the breakdown or accident occurs.

3. Elapsed time from the last drop-off to the next pick-up in excess of 90 minutes, unless an explanation for the elapsed time is submitted to Pace by the Contractor with the Monthly Report Package and it is found to be reasonable by Pace. For the purposes of determining elapsed time in excess of 90 minutes, no shows and late cancels may be considered to be a reasonable explanation for such an occurrence.

The Contractor shall deploy vehicles in the most efficient manner possible and to deploy vehicles to meet documented demand. Where necessary, the Contractor shall be prepared to employ split shifts to meet demand during peak service times and maintain a high level of efficiency throughout the remainder of the day.

D. Additional Payment for Non-Revenue Hours

For Component-IV III, Pace may at times require the Contractor to provide service beyond the regular parameters of this Contract. For these special trips, Pace staff shall provide the Contractor with the trip schedule as soon as the information is available.

The calculation of vehicle revenue hours for these trips shall include deadhead travel time to and from the pick-up and drop-off of these trips, and approved staging time. Staging times shall be determined and approved by Pace prior to the event or trip. Deadhead shall be calculated from the location the bus was last used (i.e., Component drop-off), or the garage, whichever is less, and the location to the next Component pickup, or the garage, whichever is less.

E. Data Collection

Driver log sheets or other trip data collection tools shall be kept in each vehicle or be available to drivers at all times and are to be used each time there is a software or MDT/Tablet failure. The Contractor shall have a procedure in place to collect service data in the event of such a failure. All data shall be provided to Pace upon request. The Contractor shall not be reimbursed for revenue hours that are not reported. This procedure shall collect all data in real-time and shall capture all information specified below for each run to verify that the service was provided.

1. Date
2. Vehicle number
3. Driver's name
4. Rider names and I.D. numbers
5. Complete pick-up addresses
6. Complete drop-off addresses
7. Requested pick-up time
8. Requested drop-off time
9. Number of PCAs/Attendants
10. Fare amount to be collected
11. Actual fare amount collected

12. Indicate if rider cancels or is a no-show
13. Time the driver leaves the terminal
14. Time of arrival at all pick-up locations
15. Time of each departure from all pick-up locations
16. Time of arrival for all drop-offs
17. Time of departure after all drop-offs
18. Time of arrival back at the terminal
19. Odometer reading leaving the terminal
20. Odometer reading at first pick-up
21. Odometer reading at the driver's last drop-off
22. Odometer reading on arrival at the terminal
23. Other information as required by Pace

F. Scheduling and Dispatching

The Contractor shall be responsible for reconciling all required data in Pace's scheduling and dispatch system daily. The Contractor is responsible for all Contractor staff errors. The Contractor shall have the capability to manually schedule and dispatch trips, and collect service data, in the event there is a failure of the Pace-provided computer system.

G. Trip Denial Request Reports

The Contractor shall submit a complete report showing each ride request turned down for the month, and returned to Pace with the other materials, for the month for which Pace is being billed. If for any reason, there should ever be a Capacity Denial in violation of federal regulations, Pace staff shall be notified immediately.

H. Contractor Employee Standards

The Contractor shall follow all requirements of *Pace's Paratransit Manual for Private Providers Contracting Directly with Pace (Exhibit G)* regarding Personnel Standards.

X. PROVISIONS FOR SUBCONTRACTING

- A. The Contractor shall identify any and all major subcontractor(s) proposed to be utilized in the provision of Pace Paratransit Services prior to award of the underlying contract. A major subcontractor is a subcontractor providing a significant part of the Scope of Work of the underlying Contract. The Contractor shall not subcontract the direct operations of the call center/dispatch functions of the service. The call center/dispatch staff in Pace services shall be employed by the Contractor.
- B. The Contractor shall provide documentation to Pace of compliance with all applicable federal, state, and local regulations and statutes and Pace standards and requirements, as described in the underlying Contract, for any and all subcontractor(s) proposed to provide Pace Paratransit Services.
- C. The Contractor shall not substitute proposed subcontractor(s) without prior written approval from Pace. The Contractor shall notify Pace in advance of any modifications to a major subcontractor(s) agreement or Contract.
- D. The Contractor agrees to include the clause below in each subcontract to be used for the underlying Contract. It is further agreed that the clause shall not be modified, except to identify the subcontractor who will be subject to its provisions:

It is understood between the parties that Pace is not a party to this Agreement and is not subject to the obligations of the Parties in this Agreement.

- E. The Contractor shall provide documentation to support the indemnification clauses in the underlying Contract.
- F. The Contractor shall provide Pace the following documentation for each major subcontract(s):
 - 1. Identification of the proposed subcontractor.
 - 2. A copy of the major subcontractor(s) agreement or Contract including the full detailed description of the services to be subcontracted that will be used in performance of the Contract.
 - 3. Identification of the type of subcontract to be used.
 - 4. The proposed subcontract pricing.
 - 5. The Contractor shall give Pace immediate written notice of any action or suit filed and prompt notice of any claim made against the Contractor by any subcontractor or vendor that, in the opinion of the Contractor, may result in litigation related in any way to this Contract.

- G. The Contractor shall insert the following clauses in major subcontracts:

- 1. Contractor Code of Business Ethics and Conduct (Apr 2010) (Pub. L. 110-252, Title VI, Chapter 1 (41 U.S.C. 251 note)), if the subcontract exceeds \$5,000,000

and has a performance period of more than 120 days. In altering this clause to identify the appropriate parties, all disclosures of violation of the civil False Claims Act or of Federal criminal law shall be directed to the agency Office of the Inspector General, with a copy to the Contracting Officer.

2. Whistleblower Protections Under the American Recovery and Reinvestment Act of 2009 (Jun 2010) (Section 1553 of Pub. L. 111-5), if the subcontract is funded under the Recovery Act.
3. Utilization of Small Business Concerns (Dec 2010) (15 U.S.C. 637(d)(2) and (3)), if the subcontract offers further subcontracting opportunities. If the subcontract (except subcontracts to small business concerns) exceeds \$650,000 (\$1.5 million for construction of any public facility), the subcontractor shall include 52.219-8 in lower tier subcontracts that offer subcontracting opportunities.
4. Equal Opportunity (Mar 2007) (E.O. 11246).
5. Equal Opportunity for Veterans (Sep 2010) (38 U.S.C. 4212(a)).
6. Affirmative Action for Workers with Disabilities (Oct 2010) (29 U.S.C. 793).
7. Notification of Employee Rights Under the National Labor Relations Act (Dec 2010) (E.O. 13496).
8. Drug and Alcohol Testing 49 U.S.C. §533149 CFR Parts 653 and 654 The Contractor agrees to establish and implement a drug and alcohol testing program that complies with 49 CFR Parts 653 and 654, produce any documentation necessary to establish its compliance with Parts 653 and 654, and permit any authorized representative of the United States Department of Transportation or its operating administrations, the State Oversight Agency of Illinois and or Pace to inspect the facilities and records associated with the implementation of the drug and alcohol testing program as required under 49 CFR Parts 653 and 654 and review the testing process. The Contractor agrees further to certify annually its compliance with Parts 653 and 654 and to submit the Management Information System (MIS) reports. To certify compliance the Contractor shall use the "Substance Abuse Certifications" in the "Annual List of Certifications and Assurances for Federal Transit Administration Grants and Cooperative Agreements," which is published annually in the Federal Register.
9. Any other clause as required in *Exhibit D*.

XI. PERIOD OF PERFORMANCE

The contract period will be seven (7) years, with one (1) three-year option. This Contract shall be effective as of the date executed by Pace. Service provided under this Contract shall commence on **April 1, 2020** and terminate after the last scheduled revenue vehicle hour on **March 31, 2027**. In the event that the three-year Pace option is exercised, the services provided under this contract shall terminate after the last scheduled revenue vehicle hour on **March 31, 2030**. The three-year option may be added at Pace's sole discretion.

ATTACHMENTS

**CITY OF CHICAGO PARATRANSIT SERVICES
ATTACHMENT 1: DEDICATED PARATRANSIT SERVICE HISTORICAL DATA***

2017	2018
Percentage of Ambulatory Trips 88%	Percentage of Ambulatory Trips 88%
Percentage of Subscription Trips 19%	Percentage of Subscription Trips 18%
Average Weekday Ridership 8,420	Average Weekday Ridership 8,036
Average Saturday Ridership 3,660	Average Saturday Ridership 3,943
Average Sunday Ridership 4,963	Average Sunday Ridership 4,788
Average Revenue Miles per Trip 10.03	Average Revenue Miles per Trip 9.85
Average Direct Miles per Trip 7.30	Average Direct Miles per Trip 7.21

*Does not include taxi information

**CITY OF CHICAGO PARATRANSIT SERVICES
ATTACHMENT 2: TRIP & RIDERSHIP INFORMATION**

(UPDATED TABLE)

**City of Chicago
Summary Updated Information: 2017**

2017 Monthly Total by Day of Week	Trips	Non Ambulatory Trips	% of Non Ambulatory trips to total trips	Subscription Trips	% of subscription trips to total trips	Revenue Miles	Service Miles	Revenue Hours	Productivity	No Shows	Transfer Trips	On time Performance	Missed Trips	Average Ridership
Saturday	15,285	1,898	12%	672	4.40%	187,914	217,577	12,637.92	1.21	969				3,821
Sunday	27,149	2,930	11%	139	0.51%	298,571	345,362	19,437.38	1.40	1,717				4,525
Weekday	171,855	21,287	12%	42,257	24.59%	1,722,001	1,992,074	124,265.72	1.38	9,946				8,184
January Total	214,289	26,115	12%	43,068	20.10%	2,208,486	2,555,013	156,341.02	1.37	12,632	5,885	93%	1,276	
Saturday	17,237	2,280	13%	660	3.83%	207,228	239,237	13,632.10	1.21	1,125				4,309
Sunday	21,418	2,378	11%	113	0.53%	226,749	261,198	14,623.50	1.42	1,229				5,355
Weekday	185,190	22,755	12%	46,705	25.22%	1,837,014	2,121,301	120,136.40	1.40	10,046				9,260
February Total	223,845	27,413	12%	47,478	21.21%	2,270,991	2,621,736	148,392.00	1.39	12,400	5,952	93%	1,211	
Saturday	16,010	2,063	13%	669	4.18%	193,077	224,659	13,335.13	1.20	1,002				4,003
Sunday	20,906	2,317	11%	120	0.57%	217,589	246,566	14,433.25	1.45	1,260				5,227
Weekday	194,325	23,969	12%	47,432	24.41%	1,889,473	2,240,234	139,223.42	1.40	10,442				8,449
March Total	231,241	28,349	12%	48,221	20.85%	2,300,139	2,711,459	166,991.80	1.38	12,704	6,800	92%	1,822	
Saturday	20,159	2,623	13%	816	4.05%	233,709	267,575	16,162.32	1.25	1,207				4,032
Sunday	26,054	2,959	11%	152	0.58%	267,343	300,640	17,845.99	1.46	1,658				5,211
Weekday	170,069	21,293	13%	40,457	23.79%	1,659,877	1,914,711	120,997.17	1.41	8,709				8,503
April Total	216,282	26,875	12%	41,425	19.15%	2,160,929	2,482,926	155,005.48	1.40	11,574	6,381	92%	1,651	
Saturday	15,887	1,967	12%	636	4.00%	186,815	213,282	12,605.87	1.26	963				3,972
Sunday	23,150	2,769	12%	106	0.46%	251,735	286,475	16,464.14	1.41	1,456				4,630
Weekday	186,466	22,569	12%	44,801	24.03%	1,816,170	2,100,404	134,188.71	1.39	9,180				8,476
May Total	225,503	27,305	12%	45,543	20.20%	2,254,720	2,600,161	163,258.72	1.38	11,599	6,760	91%	2,022	
Saturday	16,114	2,168	13%	593	3.68%	190,096	218,596	13,052.53	1.23	1,089				4,029
Sunday	21,099	2,433	12%	110	0.52%	214,294	240,711	14,262.79	1.48	1,244				5,275
Weekday	181,909	22,145	12%	42,411	23.31%	1,801,559	2,086,974	133,267.94	1.36	9,618				8,269
June Total	219,122	26,746	12%	43,114	19.68%	2,205,948	2,546,281	160,583.26	1.36	11,951	6,690	91%	1,934	

Summary Updated Information: 2017 – cont'd

2017 Monthly Total by Day of Week	Trips	Non Ambulatory Trips	% of Non Ambulatory trips to total trips	Subscription Trips	% of subscription trips to total trips	Revenue Miles	Service Miles	Revenue Hours	Productivity	No Shows	Transfer Trips	On time Performance	Missed Trips	Average Ridership
Saturday	19,522	2,599	13%	724	3.71%	232,733	266,317	15,965.18	1.22	1,408				3,904
Sunday	28,581	3,384	12%	161	0.56%	306,086	346,801	19,919.01	1.43	1,689				4,764
Weekday	164,420	20,130	12%	37,859	23.03%	1,638,839	1,896,668	118,414.09	1.39	9,436				8,221
July Total	212,523	26,113	12%	38,744	18.23%	2,177,658	2,509,786	154,298.28	1.38	12,533	6,742	91%	1,712	
Saturday	15,982	2,169	14%	569	3.56%	191,613	217,061	12,861.85	1.24	1,138				3,996
Sunday	20,643	2,445	12%	132	0.64%	213,633	238,885	13,887.60	1.49	1,155				5,161
Weekday	189,650	23,572	12%	43,028	22.69%	1,889,588	2,175,574	135,017.32	1.40	10,447				8,246
August Total	226,275	28,186	12%	43,729	19.33%	2,294,834	2,631,520	161,766.76	1.40	12,740	7,511	91%	1,792	
Saturday	20,124	2,563	13%	714	3.55%	236,934	267,171	15,893.27	1.27	1,278				4,025
Sunday	23,620	2,693	11%	127	0.54%	251,545	282,932	16,248.41	1.45	1,431				4,724
Weekday	171,002	20,905	12%	38,706	22.63%	1,672,975	1,915,522	120,918.49	1.41	9,553				8,550
September Total	214,746	26,161	12%	39,547	18.42%	2,161,453	2,465,625	153,060.17	1.40	12,262	7,050	89%	2,506	
Saturday	15,290	1,815	12%	573	3.75%	177,617	202,170	12,081.05	1.27	1,252				3,823
Sunday	25,150	2,731	11%	146	0.58%	259,860	291,677	17,085.63	1.47	1,606				5,030
Weekday	187,874	23,321	12%	42,042	22.38%	1,820,336	2,075,983	132,712.55	1.42	10,915				8,540
October Total	228,314	27,867	12%	42,761	18.73%	2,257,813	2,569,830	161,879.24	1.41	13,773	7,491	89%	2,701	
Saturday	14,964	1,853	12%	533	3.56%	172,129	196,090	11,820.26	1.27	1,032				3,741
Sunday	24,450	2,775	11%	116	0.47%	265,497	299,187	17,063.74	1.43	1,546				4,890
Weekday	175,105	21,489	12%	38,400	21.93%	1,690,283	1,939,975	124,314.31	1.41	10,767				8,338
November Total	214,519	26,117	12%	39,049	18.20%	2,127,910	2,435,252	153,198.31	1.40	13,345	6,979	89%	2,332	
Saturday	19,645	2,401	12%	631	3.21%	227,518	257,744	15,648.03	1.26	1,476				3,929
Sunday	28,588	3,037	11%	117	0.41%	302,332	340,195	19,816.83	1.44	2,249				4,765
Weekday	158,438	18,822	12%	32,259	20.36%	1,568,707	1,839,781	114,004.81	1.39	10,986				7,922
December Total	206,671	24,260	12%	33,007	15.97%	2,098,558	2,437,720	149,469.68	1.38	14,711	6,605	89%	2,936	
GRAND TOTAL	2,633,330	321,507	12%	505,686	19.20%	26,519,440	30,567,309	1,884,245	1.39	152,224	80,846	91%	23,895	
Avg Month	219,444	26,792	12%	42,141	19%	2,209,953	2,547,276	157,020	1.39	12,685	6,737	91%	1,991	
Avg Sat	17,185	2,200	13%	649	4%	203,115	232,290	13,808	1.24	1,162				3,965
Avg Sun	24,234	2,738	11%	128	1%	256,269	290,052	16,757	1.44	1,520				4,963
Avg Wkday	178,025	21,855	12%	41,363	23%	1,750,569	2,024,933	126,455	1.40	10,004				8,413

Source: Trapeze reconciled data

(UPDATED TABLE)

City of Chicago Summary Updated Information: 2018

2018 Monthly Total by Day of Week	Trips	Non Ambulatory Trips	% of non Ambulatory trips to total trips	Subscription Trips	% of subscription trips to total trips	Revenue Miles	Service Miles	Revenue Hours	Productivity	No Shows	Transfer Trips	On time Performance	Missed Trips	Average Ridership
Saturday	15,374	1,708	11%	522	3.40%	176,068	199,275	12,017.26	1.28	938				3,844
Sunday	21,996	2,081	9%	115	0.52%	232,966	263,973	15,027.45	1.46	1,347				4,399
Weekday	177,951	20,571	12%	38,457	21.61%	1,718,290	1,968,145	125,180.26	1.42	10,396				8,089
January Total	215,321	24,360	11%	39,094	18.16%	2,127,325	2,431,393	152,224.96	1.41	12,681	6,628	90%	2,030	
Saturday	15,057	1,790	12%	511	3.39%	173,080	196,435	11,934.15	1.26	1,149				3,764
Sunday	18,028	1,700	9%	100	0.55%	190,355	213,988	12,741.48	1.41	1,229				4,507
Weekday	158,512	18,606	12%	33,904	21.39%	1,517,888	1,789,548	112,678.62	1.41	12,329				7,926
February Total	191,597	22,096	12%	34,515	18.01%	1,881,323	2,199,971	137,354.26	1.39	14,707	5,934	84%	5,621	
Saturday	20,413	2,378	12%	598	2.93%	232,502	263,605	15,894.27	1.28	1,395				4,083
Sunday	20,944	2,225	11%	86	0.41%	208,773	234,358	13,920.15	1.50	1,534				5,236
Weekday	182,555	22,013	12%	40,135	21.99%	1,726,207	1,972,572	125,820.14	1.45	11,223				8,298
March Total	223,912	26,616	12%	40,819	18.23%	2,167,483	2,470,536	155,634.56	1.44	14,152	6,880	88%	3,063	
Saturday	16,078	1,892	12%	468	2.91%	191,525	216,333	12,959.91	1.24	1,088				4,020
Sunday	25,426	2,767	11%	101	0.40%	265,443	296,991	17,373.39	1.46	1,502				5,085
Weekday	175,827	20,977	12%	39,153	22.27%	1,664,162	1,888,974	122,008.31	1.44	9,861				8,373
April Total	217,331	25,636	12%	39,722	18.28%	2,121,130	2,402,299	152,341.61	1.43	12,451	6,756	88%	2,784	
Saturday	15,991	1,958	12%	432	2.70%	189,081	213,880	13,061.65	1.22	1,134				3,998
Sunday	22,662	2,592	11%	91	0.40%	251,503	284,703	16,364.82	1.38	1,412				4,532
Weekday	180,404	21,915	12%	39,799	22.06%	1,738,153	1,977,384	129,045.05	1.40	10,199				8,200
May Total	219,057	26,465	12%	40,322	18.41%	2,178,737	2,475,968	158,471.52	1.38	12,745	6,698	89%	2,616	
Saturday	19,831	2,607	13%	545	2.75%	240,043	271,126	16,181.38	1.23	1,433				3,966
Sunday	20,142	2,264	11%	74	0.37%	215,242	240,119	14,273.52	1.41	1,294				5,036
Weekday	169,538	20,833	12%	36,522	21.54%	1,645,383	1,874,474	121,857.97	1.39	10,029				8,073
June Total	209,511	25,704	12%	37,141	17.73%	2,100,668	2,385,718	152,312.87	1.38	12,756	6,412	89%	2,726	

Summary Updated Information: 2018 – cont'd

2018 Monthly Total by Day of Week	Trips	Non Ambulatory Trips	% of non Ambulatory trips to total trips	Subscription Trips	% of subscription trips to total trips	Revenue Miles	Service Miles	Revenue Hours	Productivity	No Shows	Transfer Trips	On time Performance	Missed Trips	Average Ridership
Saturday	15,394	2,140	14%	443	2.88%	187,444	212,996	12,850.19	1.20	1,046				3,849
Sunday	28,297	3,330	12%	97	0.34%	305,618	344,785	20,281.05	1.40	2,038				4,716
Weekday	166,722	21,218	13%	36,508	21.90%	1,617,009	1,840,521	118,917.33	1.40	9,704				7,939
July Total	210,413	26,688	13%	37,048	17.61%	2,110,071	2,398,302	152,048.57	1.38	12,788	6,883	90%	2,315	
Saturday	16,311	2,180	13%	431	2.64%	194,217	218,732	13,198.92	1.24	1,180				4,078
Sunday	20,284	2,371	12%	76	0.37%	211,160	234,816	13,953.84	1.45	1,329				5,071
Weekday	181,588	23,265	13%	39,144	21.56%	1,767,066	2,007,564	129,847.24	1.40	10,416				7,895
August Total	218,183	27,816	13%	39,651	18.17%	2,172,443	2,461,113	157,000.00	1.39	12,925	7,380	90%	2,102	
Saturday	19,734	2,409	12%	568	2.88%	230,204	261,137	16,009.06	1.23	1,558				3,947
Sunday	28,252	3,229	11%	108	0.38%	295,856	331,696	19,695.76	1.43	1,776				4,709
Weekday	156,796	19,715	13%	34,240	21.84%	1,482,401	1,677,824	111,087.80	1.41	9,194				8,252
September Total	204,782	25,353	12%	34,916	17.05%	2,008,461	2,270,658	146,792.62	1.40	12,528	6,754	86%	3,731	
Saturday	16,254	2,092	13%	478	2.94%	188,289	212,277	12,910.66	1.26	1,106				4,064
Sunday	19,751	2,126	11%	78	0.39%	206,479	230,414	13,722.72	1.44	1,426				4,938
Weekday	188,528	23,364	12%	40,390	21.42%	1,782,627	2,017,513	132,830.11	1.42	11,949				8,197
October Total	224,533	27,582	12%	40,946	18.24%	2,177,395	2,460,205	159,463.49	1.41	14,481	7,152	86%	3,997	
Saturday	15,648	1,924	12%	451	2.88%	180,039	204,104	12,297.79	1.27	1,123				3,912
Sunday	22,861	2,561	11%	72	0.31%	248,349	280,827	16,307.66	1.40	1,843				4,572
Weekday	164,438	20,052	12%	33,275	20.24%	1,580,362	1,797,259	117,833.42	1.40	11,839				7,830
November Total	202,947	24,537	12%	33,798	16.65%	2,008,751	2,282,190	146,438.86	1.39	14,805	6,310	87%	3,852	
Saturday	18,941	2,545	13%	529	2.79%	214,948	244,523	14,907.55	1.27	1,464				3,788
Sunday	27,941	3,298	12%	76	0.27%	291,696	329,379	19,127.34	1.46	2,571				4,657
Weekday	147,242	18,424	13%	27,780	18.87%	1,421,894	1,735,809	105,630.47	1.39	11,214				7,362
December Total	194,124	24,267	13%	28,385	14.62%	1,928,538	2,309,711	139,665.36	1.39	15,249	6,138	88%	3,312	
GRAND TOTAL	2,531,711	307,120	12%	446,357	17.60%	24,982,324	28,548,063	1,809,749	1.40	162,268	79,925	88%	38,149	
Avg Month	210,976	25,593	12%	37,196	17.60%	2,081,860	2,379,005	150,812	1.40	13,522	6,660	88%	3,179	
Avg Sat	17,086	2,135	12%	498	2.92%	199,787	226,202	13,685	1.25	1,218				3,943
Avg Sun	23,049	2,545	11%	90	0.39%	243,620	273,838	16,066	1.44	1,608				4,788
Avg Wkday	170,842	20,913	12%	36,609	21.39%	1,638,454	1,878,966	121,061	1.41	10,696				8,036

Source: Trapeze reconciled data

**CITY OF CHICAGO RIDERSHIP: January – December 2017
(ADA-ELIGIBLE RIDERS INCLUDING PCAs & COMPANIONS)**

City ADA & RTA Cert Services	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Total 2017
Contractors	247,042	238,280	265,789	250,765	260,540	254,602	249,073	264,559	249,156	263,606	248,140	240,676	3,032,228
Contracted Taxi	2,863	3,623	5,044	6,526	8,708	8,439	2,841	3,215	4,205	4,788	5,044	6,025	61,321
Subtotal ADA	249,905	241,903	270,833	257,291	269,248	263,041	251,914	267,774	253,361	268,394	253,184	246,701	3,093,549
RTA ADA Certifications*	3,147	3,216	3,422	3,496	3,738	3,646	3,217	3,750	3,411	3,055	3,520	3,284	40,902
Total City Services ADA & RTA	253,052	245,119	274,255	260,787	272,986	266,687	255,131	271,524	256,772	271,449	256,704	249,985	3,134,451

*RTA ADA Certification trips primarily provided by taxi

Note: Pace cannot verify loads for Personal Care Attendants (PCAs) and Companions

**CITY OF CHICAGO RIDERSHIP: January – December 2018
(ADA-ELIGIBLE RIDERS INCLUDING PCAs & COMPANIONS)**

City ADA & RTA Cert Services	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Total 2018
Contractors	248,573	220,781	259,304	250,888	253,799	244,366	246,497	255,319	236,793	259,270	234,935	226,651	2,937,176
Contracted Taxi	5,660	7,928	11,287	8,814	10,686	8,064	8,883	9,123	9,297	11,028	10,648	14,646	116,064
Subtotal ADA	254,233	228,709	270,591	259,702	264,485	252,430	255,380	264,442	246,090	270,298	245,583	241,297	3,053,240
RTA ADA Certifications*	3,910	3,132	4,004	3,686	3,545	3,545	3,580	3,886	3,184	4,102	3,070	4,066	43,710
Total City Services ADA & RTA	258,143	231,841	274,595	263,388	268,030	255,975	258,960	268,328	249,274	274,400	248,653	245,363	3,096,950

*RTA ADA Certifications primarily provided by taxi

Note: Pace cannot verify loads for Personal Care Attendants (PCAs) and Companions

Source: Trapeze reconciled data

NEW TABLE
Supplemental Information
City of Chicago Trips by Hour
(Paratransit Bus Only)
October 1-5, 2018
Weekdays

Hour	Weekday Total Trips Booked	Weekday Total Trips Performed	% Trips Performed	% Trips Canceled
0 Hour	192	68	35%	65%
1 Hour	63	49	78%	22%
2 Hour	116	92	79%	21%
3 Hour	322	273	85%	15%
4 Hour	844	749	89%	11%
5 Hour	1,399	1,182	84%	16%
6 Hour	2,505	2,102	84%	16%
7 Hour	5,306	4,538	86%	14%
8 Hour	5,282	4,351	82%	18%
9 Hour	3,780	3,047	81%	19%
10 Hour	3,629	2,763	76%	24%
11 Hour	3,754	2,717	72%	28%
12 Hour	3,946	2,826	72%	28%
13 Hour	4,076	2,954	72%	28%
14 Hour	6,477	4,927	76%	24%
15 Hour	4,517	3,355	74%	26%
16 Hour	2,892	1,971	68%	32%
17 Hour	1,943	1,261	65%	35%
18 Hour	1,354	862	64%	36%
19 Hour	871	596	68%	32%
20 Hour	972	668	69%	31%
21 Hour	696	476	68%	32%
22 Hour	494	344	70%	30%
23 Hour	335	246	73%	27%
24 Hour	1	0	0%	100%
Total	55,766	42,417	76%	24%

Source: Trapeze

NEW TABLE
Supplemental Information
City of Chicago Trips by Hour
(Paratransit Bus Only)
October 6, 2018
Saturday

Hour	Saturday Total Trips Booked	Saturday Total Trips Performed	% Trips Performed	% Trips Canceled
0 Hour	39	16	41%	59%
1 Hour	14	10	71%	29%
2 Hour	26	17	65%	35%
3 Hour	57	47	82%	18%
4 Hour	111	97	87%	13%
5 Hour	97	85	88%	12%
6 Hour	136	107	79%	21%
7 Hour	281	227	81%	19%
8 Hour	415	333	80%	20%
9 Hour	566	438	77%	23%
10 Hour	583	442	76%	24%
11 Hour	491	335	68%	32%
12 Hour	524	352	67%	33%
13 Hour	407	265	65%	35%
14 Hour	430	308	72%	28%
15 Hour	409	273	67%	33%
16 Hour	298	204	68%	32%
17 Hour	215	130	60%	40%
18 Hour	205	130	63%	37%
19 Hour	154	99	64%	36%
20 Hour	114	74	65%	35%
21 Hour	106	64	60%	40%
22 Hour	111	72	65%	35%
23 Hour	70	41	59%	41%
24 Hour	0	0	0%	0%
Total	5,859	4,166	71%	29%

Source: Trapeze

NEW TABLE
Supplemental Information
City of Chicago Trips by Hour
(Paratransit Bus Only)
October 7, 2018
Sunday

Hour	Sunday Total Trips Booked	Sunday Total Trips Performed	% Trips Performed	% Trips Cancelled
0 Hour	43	13	30%	70%
1 Hour	24	16	67%	33%
2 Hour	17	13	76%	24%
3 Hour	17	13	76%	24%
4 Hour	31	24	77%	23%
5 Hour	81	60	74%	26%
6 Hour	221	168	76%	24%
7 Hour	408	331	81%	19%
8 Hour	765	599	78%	22%
9 Hour	795	588	74%	26%
10 Hour	624	443	71%	29%
11 Hour	485	321	66%	34%
12 Hour	615	415	67%	33%
13 Hour	870	547	63%	37%
14 Hour	568	354	62%	38%
15 Hour	288	164	57%	43%
16 Hour	229	126	55%	45%
17 Hour	256	170	66%	34%
18 Hour	180	104	58%	42%
19 Hour	118	77	65%	35%
20 Hour	110	66	60%	40%
21 Hour	95	54	57%	43%
22 Hour	75	51	68%	32%
23 Hour	50	34	68%	32%
24 Hour	2	2	100%	0%
Total	6,967	4,753	68%	32%

Source: Trapeze

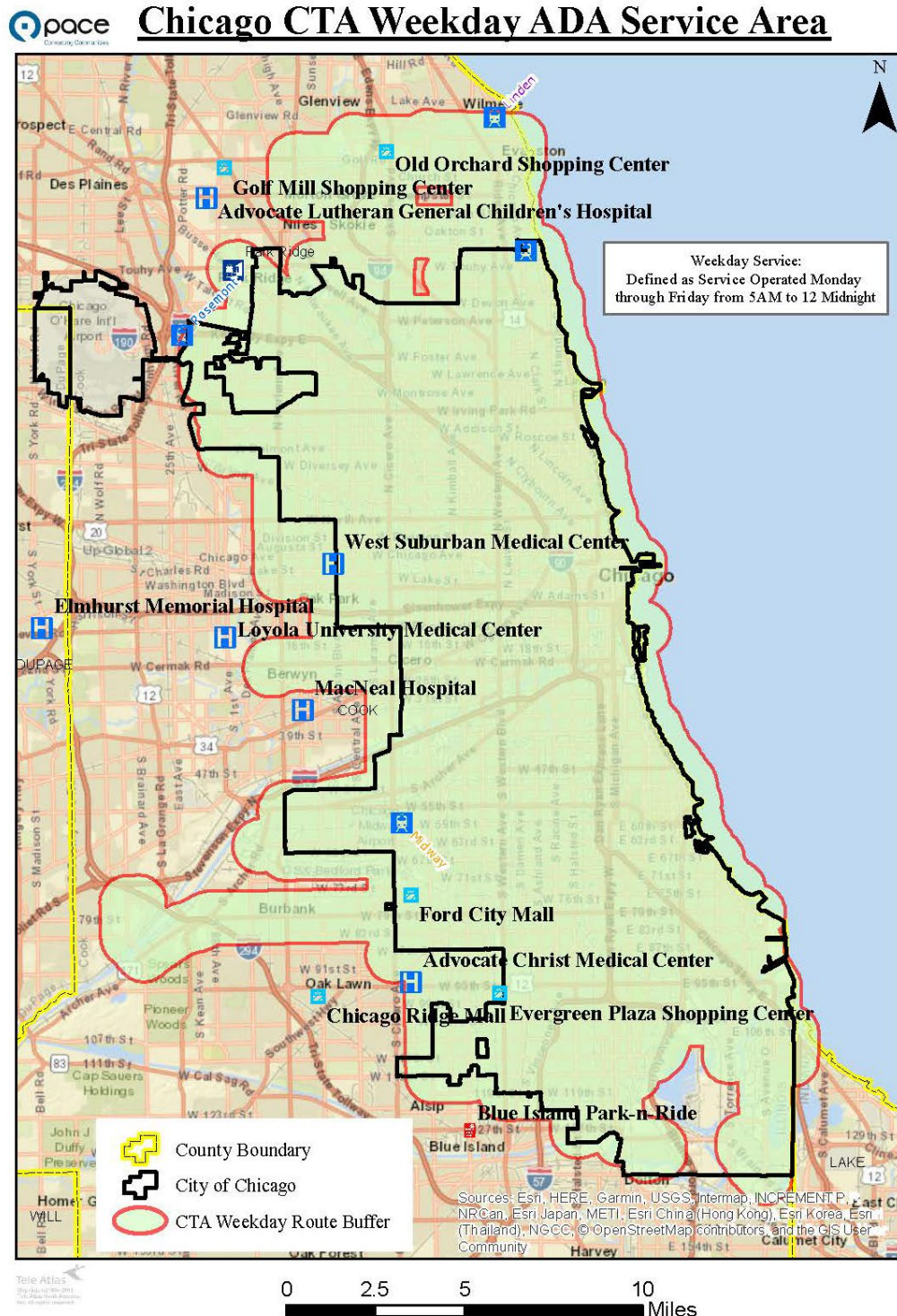
**CITY OF CHICAGO PARATRANSIT SERVICES
ATTACHMENT 3: POTENTIAL DAILY ADA PARATRANSIT SERVICE DEMAND**

The City of Chicago ADA Paratransit services are operated using multiple service providers including dedicated paratransit services and non-dedicated service providers under a central call center environment. Trip distribution is based on service performance, trip cost and provider capacity. Below is a table of estimated revenue hours and one-way trips based on potential productivity levels and daily trip requests assuming four (4) dedicated service providers. This illustrates potential service demand based on two (2) service providers operating 20% of ridership and two (2) service providers operating 30% of ridership.

Contracted service providers/Carriers are required to maintain vehicle and driver capacity to meet the demand for paratransit services in the City of Chicago. Minimum service capacity of the daily service demand for each day of the week shall be affirmed by Pace after the assessment of Carriers proposed daily service capacity. A week is defined as Monday through Sunday including holidays.

City of Chicago Potential Daily ADA Paratransit Service Demand																					
Rev Hour Distribution																					
Productivity	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	
Trips	12,000	11,500	11,000	10,500	10,000	9,500	9,000	8,500	8,000	7,500	7,000	6,500	6,000	5,500	5,000	4,500	4,000	3,500	3,000	2,500	2,000
Hours	8,000	7,667	7,333	7,000	6,667	6,333	6,000	5,667	5,333	5,000	4,667	4,333	4,000	3,667	3,333	3,000	2,667	2,333	2,000	1,667	1,333
30%	2,400	2,300	2,200	2,100	2,000	1,900	1,800	1,700	1,600	1,500	1,400	1,300	1,200	1,100	1,000	900	800	700	600	500	400
30%	2,400	2,300	2,200	2,100	2,000	1,900	1,800	1,700	1,600	1,500	1,400	1,300	1,200	1,100	1,000	900	800	700	600	500	400
20%	1,600	1,533	1,467	1,400	1,333	1,267	1,200	1,133	1,067	1,000	933	867	800	733	667	600	533	467	400	333	267
20%	1,600	1,533	1,467	1,400	1,333	1,267	1,200	1,133	1,067	1,000	933	867	800	733	667	600	533	467	400	333	267
100%	8,000	7,667	7,333	7,000	6,667	6,333	6,000	5,667	5,333	5,000	4,667	4,333	4,000	3,667	3,333	3,000	2,667	2,333	2,000	1,667	1,333
Trip Distribution																					
Productivity	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
Trips	12,000	11,500	11,000	10,500	10,000	9,500	9,000	8,500	8,000	7,500	7,000	6,500	6,000	5,500	5,000	4,500	4,000	3,500	3,000	2,500	2,000
Hours	8,000	7,667	7,333	7,000	6,667	6,333	6,000	5,667	5,333	5,000	4,667	4,333	4,000	3,667	3,333	3,000	2,667	2,333	2,000	1,667	1,333
30%	3,600	3,450	3,300	3,150	3,000	2,850	2,700	2,550	2,400	2,250	2,100	1,950	1,800	1,650	1,500	1,350	1,200	1,050	900	750	600
30%	3,600	3,450	3,300	3,150	3,000	2,850	2,700	2,550	2,400	2,250	2,100	1,950	1,800	1,650	1,500	1,350	1,200	1,050	900	750	600
20%	2,400	2,300	2,200	2,100	2,000	1,900	1,800	1,700	1,600	1,500	1,400	1,300	1,200	1,100	1,000	900	800	700	600	500	400
20%	2,400	2,300	2,200	2,100	2,000	1,900	1,800	1,700	1,600	1,500	1,400	1,300	1,200	1,100	1,000	900	800	700	600	500	400
100%	12,000	11,500	11,000	10,500	10,000	9,500	9,000	8,500	8,000	7,500	7,000	6,500	6,000	5,500	5,000	4,500	4,000	3,500	3,000	2,500	2,000
Rev Hour Distribution																					
Productivity	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45
Trips	12,000	11,500	11,000	10,500	10,000	9,500	9,000	8,500	8,000	7,500	7,000	6,500	6,000	5,500	5,000	4,500	4,000	3,500	3,000	2,500	2,000
Hours	8,276	7,931	7,586	7,241	6,897	6,552	6,207	5,862	5,517	5,172	4,828	4,483	4,138	3,793	3,448	3,103	2,759	2,414	2,069	1,724	1,379
30%	2,483	2,379	2,276	2,172	2,069	1,966	1,862	1,759	1,655	1,552	1,448	1,345	1,241	1,138	1,034	931	828	724	621	517	414
30%	2,483	2,379	2,276	2,172	2,069	1,966	1,862	1,759	1,655	1,552	1,448	1,345	1,241	1,138	1,034	931	828	724	621	517	414
20%	1,655	1,586	1,517	1,448	1,379	1,310	1,241	1,172	1,103	1,034	966	897	828	759	690	621	552	483	414	345	276
20%	1,655	1,586	1,517	1,448	1,379	1,310	1,241	1,172	1,103	1,034	966	897	828	759	690	621	552	483	414	345	276
100%	8,276	7,931	7,586	7,241	6,897	6,552	6,207	5,862	5,517	5,172	4,828	4,483	4,138	3,793	3,448	3,103	2,759	2,414	2,069	1,724	1,379
Trip Distribution																					
Productivity	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45
Trips	12,000	11,500	11,000	10,500	10,000	9,500	9,000	8,500	8,000	7,500	7,000	6,500	6,000	5,500	5,000	4,500	4,000	3,500	3,000	2,500	2,000
Hours	8,276	7,931	7,586	7,241	6,897	6,552	6,207	5,862	5,517	5,172	4,828	4,483	4,138	3,793	3,448	3,103	2,759	2,414	2,069	1,724	1,379
30%	3,600	3,450	3,300	3,150	3,000	2,850	2,700	2,550	2,400	2,250	2,100	1,950	1,800	1,650	1,500	1,350	1,200	1,050	900	750	600
30%	3,600	3,450	3,300	3,150	3,000	2,850	2,700	2,550	2,400	2,250	2,100	1,950	1,800	1,650	1,500	1,350	1,200	1,050	900	750	600
20%	2,400	2,300	2,200	2,100	2,000	1,900	1,800	1,700	1,600	1,500	1,400	1,300	1,200	1,100	1,000	900	800	700	600	500	400
20%	2,400	2,300	2,200	2,100	2,000	1,900	1,800	1,700	1,600	1,500	1,400	1,300	1,200	1,100	1,000	900	800	700	600	500	400
100%	12,000	11,500	11,000	10,500	10,000	9,500	9,000	8,500	8,000	7,500	7,000	6,500	6,000	5,500	5,000	4,500	4,000	3,500	3,000	2,500	2,000
Rev Hour Distribution																					
Productivity	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4
Trips	12,000	11,500	11,000	10,500	10,000	9,500	9,000	8,500	8,000	7,500	7,000	6,500	6,000	5,500	5,000	4,500	4,000	3,500	3,000	2,500	2,000
Hours	8,571	8,214	7,857	7,500	7,143	6,786	6,429	6,071	5,714	5,357	5,000	4,643	4,286	3,929	3,571	3,214	2,857	2,500	2,143	1,786	1,429
30%	2,571	2,464	2,357	2,250	2,143	2,036	1,929	1,821	1,714	1,607	1,500	1,393	1,286	1,179	1,071	964	857	750	643	536	429
30%	2,571	2,464	2,357	2,250	2,143	2,036	1,929	1,821	1,714	1,607	1,500	1,393	1,286	1,179	1,071	964	857	750	643	536	429
20%	1,714	1,643	1,571	1,500	1,429	1,357	1,286	1,214	1,143	1,071	1,000	929	857	786	714	643	571	500	429	357	286
20%	1,714	1,643	1,571	1,500	1,429	1,357	1,286	1,214	1,143	1,071	1,000	929	857	786	714	643	571	500	429	357	286
100%	8,571	8,214	7,857	7,500	7,143	6,786	6,429	6,071	5,714	5,357	5,000	4,643	4,286	3,929	3,571	3,214	2,857	2,500	2,143	1,786	1,429
Trip Distribution																					
Productivity	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4
Trips	12,000	11,500	11,000	10,500	10,000	9,500	9,000	8,500	8,000	7,500	7,000	6,500	6,000	5,500	5,000	4,500	4,000	3,500	3,000	2,500	2,000
Hours	8,571	8,214	7,857	7,500	7,143	6,786	6,429	6,071	5,714	5,357	5,000	4,643	4,286	3,929	3,571	3,214	2,857	2,500	2,143	1,786	1,429
30%	3,600	3,450	3,300	3,150	3,000	2,850	2,700	2,550	2,400	2,250	2,100	1,950	1,800	1,650	1,500	1,350	1,200	1,050	900	750	600
30%	3,600	3,450	3,300	3,150	3,000	2,850	2,700	2,550	2,400	2,250	2,100	1,950	1,800	1,650	1,500	1,350	1,200	1,050	900	750	600
20%	2,400	2,300	2,200	2,100	2,000	1,900	1,800	1,700	1,600	1,500	1,400	1,300	1,200	1,100	1,000	900	800	700	600	500	400
20%	2,400	2,300	2,200	2,100	2,000	1,900	1,800	1,700	1,600	1,500	1,400	1,300	1,200	1,100	1,000	900	800	700	600	500	400
100%	12,000	11,500	11,000	10,500	10,000	9,500	9,000	8,500	8,000	7,500	7,000	6,500	6,000	5,500	5,000	4,500	4,000	3,500	3,000	2,500	2,000

**CITY OF CHICAGO PARATRANSIT SERVICES
ATTACHMENT 4: CHICAGO CTA WEEKDAY ADA SERVICE AREA MAP***

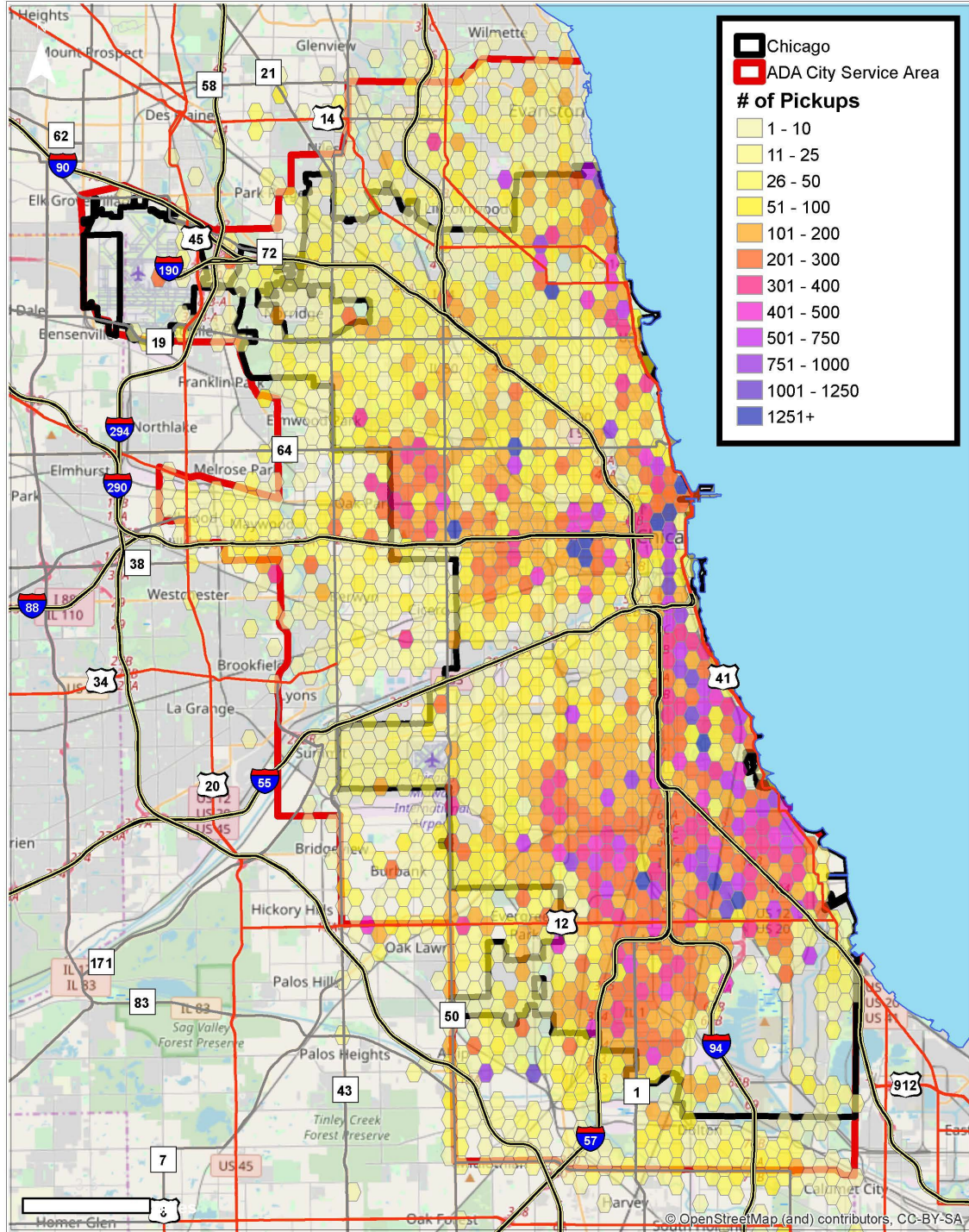


*Additional information regarding CTA service available at www.transitchicago.com

CITY OF CHICAGO PARATRANSIT SERVICES
ATTACHMENT 5: OCTOBER 2018 ADA PICKUPS CITY PARATRANSIT MAP



October 2018 ADA Pickups
City Paratransit Bus



**CITY OF CHICAGO PARATRANSIT SERVICES
ATTACHMENT 6: REVENUE VEHICLE REQUIREMENTS****(This entire section has changed)****Minimum Vehicle Requirements in Pace ADA Service**

Recommendation from the ADA Advisory Committee held October 31, 2019 have been incorporated into the following vehicle requirements:

1. One hundred percent (100%) of the vehicles in Pace revenue service shall be wheelchair accessible and compliant with all applicable U.S. Department of Transportation (DOT) Americans with Disabilities Act of 1990 (ADA) vehicle regulatory requirements included in 49 CFR Parts 37 and 38.
2. All vehicles entering Pace revenue service shall be new 2019 or 2020 model vehicles. New vehicles shall not have more than five hundred (500) miles at time of certification for Pace service. Ride quality is a prime concern for Pace for the safe and comfortable transportation of our passengers. Vehicles shall be designed for passenger transportation. ***Conversion of commercial utility vehicles for passenger transit are not acceptable.***
3. All vehicles in Pace revenue service shall not exceed two hundred (200,000) miles or six (6) years whichever occurs first. The age requirement is based upon the model year of the manufacturer of the vehicle and not the year in which it was placed in Pace service.
4. Vehicles shall be a body on cutaway chassis based on a **Ford Transit model T350 with a wheelbase of one hundred fifty-six inch (156") as long as it has a flat floor with no wheel wells present or one hundred seventy-eight inch (178") with Dual Rear Wheels (DRW) not to exceed 282 ¾ inch total vehicle length.**
5. Vehicles shall have a lift/ramp in the middle of the side and a full-size door for ambulatory passengers.
6. Vehicles shall be equipped with slip resistant composite flooring.
7. Seating configurations shall be compartmentalized for passenger safety. No aisle seating.
8. Seats shall be permanently installed and pull tested to Federal Motor Vehicle Safety Standards (FMVSS) requirements.
9. Fold up passenger seats are to be deployed when wheelchair seating is not in use. Fold up seats shall be permanently installed and shall be pull tested to Federal Motor Vehicle Safety Standards (FMVSS) requirements.
10. A minimum of two percent (2%) of the Contractor's fleet in service shall accommodate three (3) passengers using mobility devices (e.g. standard wheelchairs, motorized wheelchairs or scooters). Floor plan shall accommodate four (4) ambulatory **and** three (3)

mobility device spaces, *excluding* the driver, and shall preclude a front passenger seat in the cab area.

11. All vehicles in service shall accommodate a minimum of two (2) passengers using mobility devices (e.g. standard wheelchairs, motorized wheelchairs or scooters) with a maximum ambulatory passenger capacity of eight (8). Floor plan shall accommodate eight (8) ambulatory **and** two (2) mobility device spaces, *excluding* the driver, and shall preclude a front passenger seat in the cab area.
12. Passenger seating dimensions for third row, if applicable, at **minimum** Leg Room thirty-five (35) inches, Head Room forty-one (41) inches, Shoulder Room fifty-six (56) inches, Hip Room forty-seven (47) inches.
13. Vehicles shall provide each mobility device space with a minimum of thirty-three (33) inches in width and fifty (50) inches in length. See Figure I. illustration below:

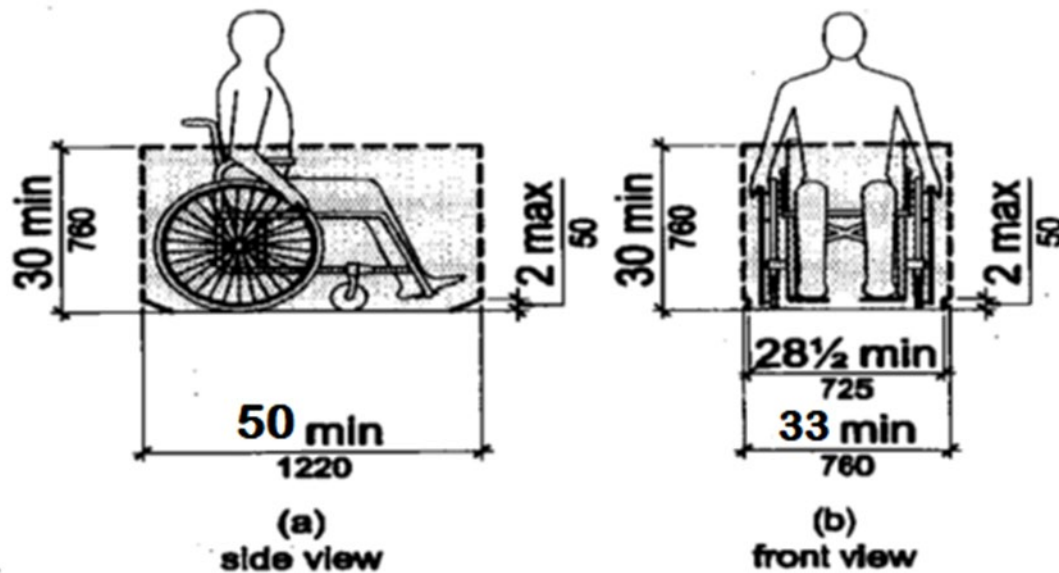


Figure 1

Oversized Wheelchair or Mobility Aid

14. Passenger seating shall be forward facing. The vehicle interior dimensions shall accommodate adequate space between seats for passenger boarding and alighting.
15. Vehicles shall have a driver modesty panel between the driver's seat and passenger area.
16. Vehicle shall employ a 3-point passenger restraint at all passenger seating locations.

17. Vehicle shall be equipped with a Q-Straint slide and click surface mounted pucks to accommodate all mobility devices (e.g. standard wheelchairs, motorized wheelchairs or scooters) that are able to board the vehicle.
18. Vehicles shall operate a separate heating and air conditioning system for the passenger area which is independent from the chassis manufacturers system in the front.
19. Vehicles shall provide adequate lighting in the passenger area.
20. Vehicles shall be equipped with adequate stanchions and grab handles to allow for safe ingress and egress of ambulatory passengers. Stanchions and grab handles shall be positioned for ease of access by passengers and shall be ADA compliant when applicable.
21. Passenger windows shall have an opening for ventilation and shall meet FMVSS 217 for emergency egress.
22. Vehicles may be equipped with manual or power passenger doors to board and alight passengers. Power doors shall have the ability to deploy manually.
23. The following standards shall apply to all vehicles used in Pace revenue service under this Contract:
 - a. Vehicles shall be equipped with Braille vehicle identification signs displayed in and on the vehicle as required by Pace for identification by visually impaired riders. Braille signs are to be located behind the driver's seat unless otherwise directed by Pace. The vehicle fleet number shall be displayed on a plate similar in size, format and legibility to the example below. **The plate shall be no less than 1.5 inches high by 3.0 inches wide. The sign shall be compliant with *ADA Standards for Transportation Facilities* requirements (*Sec. 703 Signs*), published by the U.S. Access Board (<https://www.access-board.gov/>).** The vehicle fleet number shall be presented in Braille and raised lettering. The plate shall be vandal resistant and permanently affixed in place.



- b. Vehicles shall be identified with an alphanumeric identifier assigned by Pace on four sides and the roof.

- c. The interior of the vehicles shall be gray.
 - d. Vehicles shall utilize passenger mid high seating upholstered in anti-microbial fabric or vinyl for durability and cleanliness.
 - e. Vehicles shall be equipped with seat belt covers and/or seat covers to maintain a neat and clean appearance, as needed. (See below sample seat belt covers)
 - f. No rear vehicle entry door shall be permitted.
 - g. Vehicles shall have ramps or lift platforms capable of loading passenger mobility devices with of width of 34 inches at the ramp or platform level between any rails or barriers. The wheelchair lift access door shall be manual.
 - h. Vehicles shall be equipped with an audible and light lift deployment alert system of for passenger safety.
 - i. Vehicles shall have features that assist ambulatory passenger when boarding and alighting including handrails and running board steps.
 - j. Vehicles shall have seats and shall have Anti-Vandal grab handles on seats tops to assist with passenger stability.
24. Vehicles shall be adequately air conditioned and heated for passenger comfort throughout the year. No vehicle shall be operated in revenue service with non-working climate controls.
25. The following technology features shall be installed on all vehicles operating in Pace revenue service under this contract and as specified in *Exhibit I. Scope of Work, Section VII. Standards and Requirements.*
- a. Vehicle used in Pace service shall have a backup camera system and reverse warning audible alert system.
 - b. Vehicles used in Pace service shall be equipped with forward collision avoidance warning and lane departure warning systems.
 - c. Vehicles used in Pace service shall be equipped with a surveillance system capable of continuous recording of views forward of and inside of the vehicle.
 - d. Vehicles used in Pace service shall be equipped with Tablets.
 - e. Vehicles used in Pace service shall be equipped with GPS tracking systems.
26. In addition to the requirements listed above, all vehicles in Pace revenue service shall be compliant with the following requirements:
- a. Vehicles modified by a manufacturer to include accessibility features such as ramps, lifts, securements systems, handrails and other accessibility features, shall be certified as ADA compliant and have completed Altoona Test reports in the minimum four (4) years/100,000-mile test category.
 - b. Vehicles shall have letters on file certifying that the ramp, lift, seats and securements were installed according to the manufacturer's requirements.
 - c. Vehicles shall have seats that are permanently installed and pull tested to Federal Motor Vehicle Safety Standards (FMVSS) requirements.
 - d. Vehicle shall maintain current State of Illinois Department of Transportation (IDOT) safety inspections.
 - e. Vehicles shall be equipped with the minimum safety equipment as required by Illinois DOT (IDOT) for the class of passenger vehicle.

27. The following are **not** acceptable features for vehicles in Pace service:
- A passenger seat relocatable track system is not acceptable.
 - L track wheelchair securements are not acceptable.
 - Floor mounted auxiliary heaters are not acceptable.
28. Seating capacity shall allow for equal access of service for people with disabilities requiring an accessible vehicle. During the life of the contract the seating capacity shall be evaluated and balanced to meet the needs of people with disabilities.
29. Vehicles exterior shall be white with Pace Logo on each side of the vehicle. Graphics illustrated below:



Fleet Acquisition and Implementation Plan:

- Contractor shall provide Pace floor plans and procurement specifications for approval prior to placement of the order.
- Contractor shall provide a detailed fleet acquisition plan inclusive of the procurement progression and milestones.
- Contractor may propose an interim fleet replacement plan outlining the use of an interim fleet pending the acquisition and rollout of new fleet entering service. Proposed interim fleet is subject to approval by Pace and shall comply with all Pace and manufacturer safety requirements. In addition, fleet shall be in compliance with accessible wheelchair ratio requirements.
- The interim plan shall include a timeline for the use of the interim fleet, the list of vehicles detailing, vehicle number, license plate number, mileage, model year and make, replacement schedule showing procurement progression and vehicle rollout through complete fleet compliance and the number of new vehicles anticipated to be put into service April 1, 2020. Full implementation of new fleet shall be completed by ***October 1, 2020***.

SAMPLE SEAT BELT COVERS



**CITY OF CHICAGO PARATRANSIT SERVICES
ATTACHMENT 7: SAMPLE FLEET VEHICLE INFORMATION FORM**

Fleet/Vehicle Information									
#	Vehicle ID#	Year	Make	Model	Ambulatory Capacity	# WC Positions	Odometer Reading	MDT/ Tablet/AVL/ GPS/Other	Attach Floor Plan and Specs
1									
2									
3									
4									
5									
6									
7									
8									
9									
10									

(List each vehicle) Form will be provided in Excel

CITY OF CHICAGO PARATRANSIT SERVICES
ATTACHMENT 8: PACE PARATRANSIT SAMPLE RESERVATION SCRIPT

★ IMPORTANT NOTES:

- a) Riders are to be offered a notification call after each leg of every trip they book.
- b) For trips which are copied from trip history, the Call-Back Client box may be checked, the Imminent Arrival Reminder selected, and a phone number may be entered in the Alternate IVR Call-Back Phone blank. **If already completed, the Call-Taker must still verify the rider wants a call and the number at which he/she wants to receive the call.**

1. Res: Good Morning! PACE ADA Carrier Name. This is Reservationist Name. What is your paratransit ID number please?
2. Res: Is this customer name?
3. Res: We have you listed at home address. Is this where we will be picking you up?
4. Res: To what address will we be taking you?
5. Res: What is the name of the facility?

Put in an appointment time only if requested by caller. DO NOT ASK IF THEY WANT ONE.

6. Res: Thank you. Will you be using any mobility aids such as a walker, or wheelchair? (Mobility aids are identified so the correct type of vehicle is sent.)
7. Res: Will anyone else be riding with you for this trip?
8. Res: Are there any other special instructions I should give the driver?
9. Res: (Only if appointment time is given) To accommodate your requested arrival time we will pick you up at pick-up time.
10. Would a taxi be acceptable if available? **They cannot request Taxi only**
 - a. If yes, place "Taxi OK" in right comment field in Trip Booking Screen.

Detail | Supplementary Data | Group Booking | Itinerary

Detail
Booking ID: <new> CASUAL NOT GEOCODED
Purpose: N/A Provider: N/A Cost

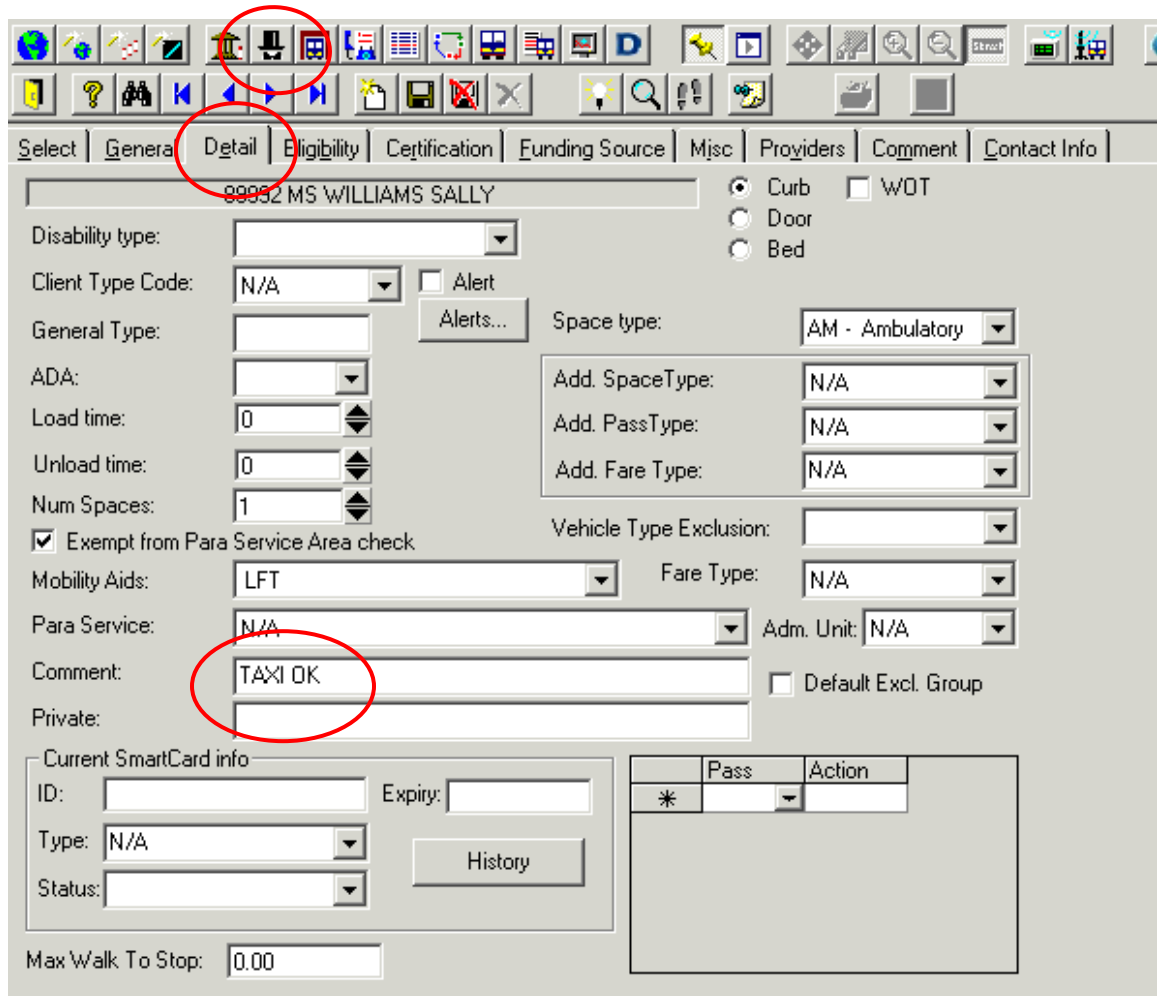
Funding Source
1. N/A
2. N/A
3. N/A
4. N/A
5. N/A
Elig Conditions:
Jurisdiction:

ParaService: N/A MaxOBT: 0 Bed:
Curb:
Door:
Group: Exc.Grp:
Client Type: N/A
Mobility Aids:
Comment: TAXI OK
Elig. com:

Leg Detail - ORIGIN
Jurisdiction Polygon:

	Pass	Space	PU	DO	Calc	FareType	Client	FS
*								

Once it has been placed in comment field when booking the trip please open the Client File, Detail tab and insert TAXI OK in the comment field and click save.



11. **Res: Would you like an automated call shortly before the vehicle arrives?** (If the Passenger says “No” skip to step 15 and continue).
12. Click on the Supplementary Data Tab then a) Click in the Call-Back Client box, placing an “x” in the box, and b) Select, “Imminent Arrival Reminder” using the pulldown arrow in the IVR Notifications section.
13. **Res: At what number would you like to be contacted? We highly recommend a cellular number.** (The phone number at which the rider wants to receive the call is entered in the “Alternate IVR Call-Back Phone” blank. (Cell phone number is preferred)).

The screenshot shows a software interface with several tabs: 'Detail', 'Supplementary Data', 'Group Booking', and 'Itinerary'. A red arrow points to the 'Supplementary Data' tab. Below the tabs, there are fields for 'Created by: weildi', 'Date: 09-22-2011 @ 13:33', and 'Modified by: weildi', 'Date: 09-22-2011 @ 13:33'. There are also checkboxes for 'WOT', 'Excuse', 'Co Driver', and 'Call', along with a 'Priority: 0' field. The 'Alternate IVR Call-back Phone' field contains the number '847-364-7223'. Below this is an 'IVR Notifications' section with a 'Call-back client' checkbox checked and a dropdown menu showing 'Imminent Arrival Remi...'. At the bottom, there are fields for 'M/F: M', 'Reminder Method:', and 'Call-back Status:'.

14. **Res:** Great! And will you need a return ride from destination name?
15. **Res:** (If Yes) After flipping the trip ask the rider, “**Would you like an automated call shortly before the vehicle arrives?**”. (If Yes) **At what number would you like to be contacted?** (For riders who do not want a reminder call,, Uncheck the “Call-back client” box. NO FURTHER ACTION IS REQUIRED).
16. **Res:** Are there any other trips I can book for you?
17. **Res:** (After final trip leg is booked) **Ok, let me confirm your trip information** (reservationist repeats trip booking information for each trip and any special instructions the customer has provided).
18. **Res:** Is that correct? Thank you, have a nice day.

**CITY OF CHICAGO PARATRANSIT SERVICES
ATTACHMENT 9: SAMPLE PROVIDER MISSED TRIP REPORT**

Missed Trip Report for 06/25/2018

Date	Driver Name/ Driver #	Rider Name	Pick-Up Address	Scheduled Pick-up Time	Actual Pick-up time	Late HH:MM	Comment
06/25/2018	Smith #9999	Doe, Jane	2123 W 119 th St Chicago, IL	5:05	6:29	1:24	Dispatcher error
06/25/2018	Jones #1111	Doe, John	1508 Canal St Chicago, IL	12:05	13:53	1:48	Bad routing
06/25/2018	Smith #4444	Garcia, Maria	303 W. Erie St Chicago, IL	13:47	14:53	1:06	Unexpected street closures delayed service

Note: Data is available for export in Excel format from Trapeze. Contractor shall use Excel format to report reason for the missed trip(s) in a Comment field.

**CITY OF CHICAGO PARATRANSIT SERVICES
ATTACHMENT 10: KEY STAFF MINIMUM QUALIFICATIONS**

At all times, the Contractor shall provide a sufficient number of qualified and properly trained staff necessary to perform all Contractor responsibilities within the standards established by Pace. Proposals must show the numbers of staff for each function or title and the methodology used to determine the number of staff needed. Sufficient supervision at all levels shall be provided to ensure effective oversight of all staff.

Pace has no interest in the manner in which the Contractor oversees its employees except in matters that impact upon the delivery of Pace paratransit service to the public. Nor is Pace intent upon establishing any terms or conditions of employment as Pace is not the employer.

Proposers are free to deviate from the exact division of responsibilities given in this section; however, must justify and demonstrate the advantages to Pace of whatever staffing plan is proposed. Proposers must demonstrate how they will ensure that all Pace standards for this Contract are met; all required responsibilities are always staffed by personnel who are trained to proficiency; and all tasks are handled in a timely, reasonable, and efficient manner, both during peak as well as non-peak service times. Cross-training is encouraged.

The Contractor shall provide an experienced and high-quality workforce that is highly motivated and has an understanding of the region's transportation network and traffic flow. The Contractor shall employ best practices to minimize staff turnover, including hiring, training, supervision, compensation, work environment, and incentive and morale programs.

All personnel assigned to this Contract shall, at all times, present themselves and carry out their functions in a highly professional manner, befitting their role. The Contractor shall employ methods that will ensure a positive public perception of Pace and utilize best practices and guidelines for customer service.

In the event the Contractor makes use of any subcontractors, including companies and independent contractors, to fulfill the requirements of this Contract, the Contractor shall be responsible for compliance of subcontractor staff with the requirements of this Contract.

Key Personnel for this Contract shall include a General Manager/Project Manager, Operations Manager, Safety Manager, Maintenance Manager and other management level staff responsible for scheduling, dispatching, training, maintenance, quality assurance, and information systems. Key personnel must be named in the proposal and those named must be the people who will actually perform the duties. No substitution of Key Personnel will be allowed without the prior written approval of Pace. Contractor shall continue to meet qualifications for Key Personnel throughout the term of this contract.

ALL RESUMES SHALL INCLUDE MONTH AND YEAR FOR BEGINNING AND ENDING WORK DATES FOR EACH POSITION HELD.

All Key Personnel shall have:

- Excellent written and verbal communication skills
- Understanding of all applicable federal and state laws and regulations. It is critical that all Key Personnel and staff are knowledgeable and understand the requirements of the Americans with Disabilities Act of 1990 (ADA) DOT regulations pertaining to Paratransit service, as well as other federal and state laws and regulations cited throughout this Contract
- A good working knowledge of Microsoft Office, the functions and capabilities of Trapeze, all specialized software used in their respective area(s) of responsibility, and the telephone and mobile communications systems needed for operations
- Knowledge of the geography and street network of the City of Chicago service area and adjacent county service areas (particularly Suburban Cook County), including the locations and characteristics of major trip generators and transfer points

Additionally, the Key Management staff shall have the following qualifications:

General Manager/Project Manager Qualifications

- Minimum of five (5) years of relevant and recent experience managing paratransit operations or similar position. A similar position would be defined as having experience as a General Manager or Project Site Manager overseeing operations, safety and training, scheduling and dispatching or call center, human resources/labor relations, vehicle maintenance, vehicle inventory and rolling stock, regulatory requirements (e.g. FTA DOT ADA and Drug & Alcohol, DOJ Title VI. as well as State DOT regulations) and other transportation related areas.
- Demonstrated ability to recruit and develop staff
- Evidence of building solid relationships with supervisors, peers, and subordinates
- Demonstrated ability to build and continuously motivate highly effective teams
- Successful track record in managing budgets and/or profit & loss responsibility
- Ability to interface with Pace directors, elected officials, and all levels of hourly and salaried employees, including senior management
- Ability to obtain successful results without supervision

Operations Managers Qualifications

- Minimum of five (5) years of relevant and recent experience managing paratransit operations or similar position. A similar position would be defined as having experience as a manager overseeing day to day operations of demand response passenger transportation, including managing of staff and driver schedules to meet service demand; scheduling, routing and dispatch or call center functions, development and implementation of operation policies and procedures. In addition, knowledge of regulatory requirements to assure compliance with applicable Federal, State and local laws for operating demand response transportation services (e.g. FTA DOT ADA and Drug & Alcohol, DOJ Title VI. as well as State DOT regulations).
- Experience overseeing schedulers, dispatchers and drivers
- Excellent organization and planning skills

- Excellent customer service skills
- Ability to handle multiple tasks accurately and effectively
- Proficiency in Trapeze

Safety Manager Qualifications

- Minimum five (5) years of recent experience managing paratransit safety/training programs or similar position. A similar position would be defined as having experience as a manager overseeing safety and training programs for demand respond or fixed route passenger transportation including lift and or ramp use. In addition, knowledge of regulatory requirements to assure compliance with applicable Federal, State and local laws for operating demand response transportation services (e.g. FTA DOT ADA and Drug & Alcohol, DOJ Title VI. as well as State DOT regulations).
- Knowledge of safety programs, policies, and practices
- Ability to develop and implement a safety and training program
- Possess a Commercial Driver’s License (CDL) with Passenger Endorsement
- Driving experience in revenue services preferred.

Maintenance Manager Qualifications

- Minimum five (5) years of recent experience managing fixed route or paratransit fleet
- Ability and recent, relevant experience maintaining a fleet of 70 buses or more
- Ability and experience developing, implementing and maintaining a qualified maintenance program
- Experience with Eldorado or equivalent paratransit or fixed route buses
- Completed all ASE certifications (A1-A9, H8) or equivalent manufacturer training and certifications related to Pace vehicle operations

Scheduler/Router Qualifications

- Minimum three (3) years of experience scheduling within the paratransit or passenger transportation industry
- Computer Skills with Knowledge of Microsoft Office, Trapeze or industry related scheduling software
- Proficient in use of scheduling/routing tools available to manage trips (e.g., Schedule Editor, AVL tools, Trapeze –ViewPoint, Route Optimization)
- Excellent leadership, organizational, and communication skills

Dispatcher Qualification

- Minimum three (3) years of experience dispatching within the paratransit or passenger transportation industry
- Computer Skills with Knowledge of Microsoft Office, Trapeze or industry related dispatching software
- Proficient in use of dispatch tools available to manage trips (e.g., Trapeze – ViewPoint, Dispatch Manager and Schedule Editor)
- Excellent leadership, organizational, and communication skills

CITY OF CHICAGO PARATRANSIT SERVICES
ATTACHMENT 11: PACE FUEL DELIVERY PROCEDURES

The Pace Fuel Delivery Procedures are to be provided post contract award and shall be part of the contract.

REQUEST FOR PROPOSAL NO. 419292
TERMS AND CONDITIONS APPLICABLE TO PACE
PARATRANSIT EQUIPMENT

1. **Pace Rights to Pace Equipment.** This Exhibit applies to all Pace Equipment provided by Pace to the Contractor at any time during the term of the agreement, including the list of Pace Equipment attached as Exhibit I Attachment 7. Pace reserves the absolute right, in its sole discretion, to (1) determine the number and type of Pace Vehicles provided to the Contractor, (2) substitute or replace any Pace Vehicles provided to the Contractor and (3) direct to Pace, or its designee, the return of any or all Pace Vehicles at any time. In the absence of fault by the Contractor or other good cause, Pace shall not take action that would prevent, or materially and adversely affect, the ability of the Contractor to provide bus service as provided for in this Contract.
2. **Pace Equipment Provided: Inventory and Documentation.** The Contractor agrees to comply with all Pace procedures for handling Pace Equipment as described in the Pace Paratransit Manual for Private Providers Contracting Directly with Pace (Exhibit G) and in this Scope of Work (Exhibit I). The Contractor agrees to cooperate fully with Pace in developing and maintaining an accurate inventory of all Pace Equipment which may periodically be in the Contractor's possession. The Contractor shall complete and process all documentation necessary to evidence and record the receipt, possession, return or transfer of any Pace Equipment coming into, being in, or leaving its possession, all as required by Pace. Copies of all such documentation with respect to Pace Vehicles shall be attached to and become part of the Pace vehicle permanent file.
3. **Equipment Inspection Upon Delivery or Return.** The Contractor and Pace shall jointly inspect all Pace Equipment prior to being provided to the Contractor and prior to when such Equipment is being returned to Pace. The Pace Equipment is to be fully maintained, serviced, and cleaned prior to each joint inspection. The Contractor and Pace shall each sign the inspection sheet which will include notes on any deficiencies found during the inspection including any damaged or malfunctioning components. The deficiencies noted on the inspection sheet shall be corrected by the receiving party with costs incurred in performing such corrective work being billed to the other party. In the event that any Equipment is returned to Pace in such poor condition that it cannot be safely used in revenue service or if the maintenance records reveal gross violations of maintenance requirements, then the Contractor shall be assessed liquidated damages of \$350.00 per day for each day the vehicle is out of service in addition to the actual costs to correct the deficiencies.
4. **No Consideration.** The Contractor shall not be required to pay any separate consideration for the use of Pace Equipment during the Contract Term.
5. **Contractor Acceptance of Pace Equipment.** The Contractor shall accept delivery of Pace Equipment at such times and places within the six-c o u n t y region as Pace shall designate, upon notice to Contractor that such Equipment is available for delivery. In the case of any unreasonable delay, neglect, refusal, or failure to accept any Pace Equipment at the time and place designated, all costs and expenses incurred by Pace arising from such delay, neglect,

refusal or failure shall be reimbursed by the Contractor immediately upon written demand by Pace.

6. **Pace Equipment Returns and Substitutions.** Any Pace Equipment that Pace designates to be returned or transferred shall, upon reasonable notice, be delivered by the Contractor at a time and place designated by Pace within the six-county region. Contractor shall also accept delivery of any substitute Pace Equipment at a time and place designated by Pace within the six-county region. All terms and conditions of this Exhibit shall apply to such substitute Pace Equipment.
7. **Surplus Pace Equipment.** Any Pace Vehicle not scheduled for use in providing or supporting the bus service, and not required as a spare as determined by Pace, for a period of ten days or more, shall be considered surplus Pace Equipment. Any other Pace Equipment not required, as determined by Pace, for providing bus service or other services pursuant to this Exhibit shall be considered surplus Pace Equipment. Pace may require the Contractor either to return such surplus Pace Equipment to Pace, to transfer it to Pace's designee, or to store it at such locations as Pace may direct. Contractor shall have ten working days after such surplus Pace Equipment is deemed so to return the equipment as directed. Contractor shall be assessed liquidated damages of \$150.00 per day for each day the vehicle(s) are not returned to Pace.
8. **Pace Right to Repossess Pace Equipment.** Upon failure by the Contractor to return or deliver any Pace Equipment as directed by Pace, or if the Contractor fails to use, repair or maintain any Pace Equipment as required by this Exhibit, the Contractor shall permit Pace, without demand, legal process, or breach of the peace, to enter any premises where the Pace Equipment is or may be located and to take possession of and remove the Pace Equipment. The Contractor shall not prosecute, or assist in the prosecution, of any claim, suit, action, or other proceeding arising out of any such repossession by Pace. The Contractor shall reimburse Pace for any and all costs incurred by Pace in connection with actions taken by Pace pursuant to this Subsection.
9. **Pace Equipment Inspection.** Pace shall have the right to inspect any and all Pace Equipment or cause any or all Pace Equipment to be inspected, at any time, with or without prior notice to the Contractor. Pace shall also have the right to demand, from time to time, a written statement from the Contractor setting forth the condition of the Pace Equipment, or any part of it. The Contractor shall furnish such a statement to Pace within ten days after receipt of Pace's demand therefor. Should Pace or its designee determine, in their sole discretion, that any Pace Equipment has not been maintained in accordance with this Contract, Pace or its designee shall report all deficiencies to the Contractor in writing. Except for safety related deficiencies, which shall be corrected as soon as reasonably possible and prior to placing the vehicles in service, the Contractor shall have 30 days to correct the reported deficiencies. If Contractor has failed to repair the reported defects within the 30-day period, the Contractor will be required to deliver and pick up the vehicle from a Pace facility or a facility designated by Pace where these repairs will be completed.

Pace shall have the option of deducting amounts from future payments for Pace maintenance and or repair services provided to the Contractor during the operation of this Contract. These may include, but are not limited to bus parts, bus repairs and outstanding insurance deductibles.

Pace shall supply the Contractor with supporting documentation of these charges in the month the charges are deducted from the Contractor's payment.

10. **Return of Pace Equipment and Related Records Upon Termination.** Immediately following termination of this Contract, whether by completion of the Contract Term or for any reason, The Contractor shall surrender and deliver to Pace all Pace Equipment and related records subject to the provisions in Paragraph 3.

11. **Title to Pace Equipment Licensing and Registration.** The Contractor acknowledges and agrees that Pace owns all Pace Equipment. All Pace Vehicles shall be licensed and registered by Pace, in Pace's name and at Pace's expense. Nothing contained herein shall affect Pace's absolute ownership of and title to, the Pace Equipment, such ownership and title being hereby expressly reserved to and retained by Pace. The Contractor shall not obtain, acquire, or otherwise be construed to own any property or other interest in the Pace Equipment, except the right to use it for the purposes and under the conditions stated in this Contract during the Contract Term. The Contractor further agrees that it will not, in any manner, allow or permit the Pace Equipment or any part of it to be pledged, seized, or held for any tax, debt, lien or other obligation. Should the Pace Equipment or any part of it become subject to or encumbered by, any tax, debt, lien or other obligation during the Contract Term, or before the actual delivery of the Pace Equipment to Pace after the Contract Term, the Contractor shall, subject to its right to in good faith protest any such tax, debt, lien or other obligation, promptly pay or discharge such tax, debt, lien or other obligation and relieve such Pace Equipment from the encumbrance thereof.

12. **Warranty.** NEITHER PACE NOR THE CONTRACTOR IS THE MANUFACTURER OF THE PACE EQUIPMENT, NOR THE MANUFACTURERS' AGENT, AND NEITHER MAKES ANY EXPRESS OR IMPLIED WARRANTY OF ANY NATURE REGARDING THE PACE EQUIPMENT, INCLUDING, BUT NOT LIMITED TO: ITS MERCHANTABILITY OR FITNESS FOR ANY PARTICULAR PURPOSE; ITS DESIGN OR CONDITION; ITS WORKMANSHIP; ITS FREEDOM FROM LATENT DEFECTS; ITS COMPLIANCE WITH THE REQUIREMENTS OF ANY LAW, RULE, SPECIFICATION OR CONTRACT; OR ITS NON-INFRINGEMENT OF ANY PATENT, TRADEMARK OR LICENSE. Provided Pace, or the manufacturer, has supplied required warranty documents to the Contractor, the Contractor shall take all actions authorized by this Contract to preserve any and all manufacturer's warranties regarding the Pace Equipment. This Contract shall not operate to release or waive any rights of Pace or the Contractor against any person not a party hereto, including the manufacturer of the Pace Equipment. Provided that Pace or the manufacturer has supplied required warranty documents to the Contractor, the Contractor shall take all actions it is authorized to take under this Contract to preserve any and all manufacturers' warranties regarding the Pace Equipment. This Contract shall not operate to release or waive any rights of Pace or the Contractor against any person not a party hereto, including the manufacturer of the Pace Equipment.

13. **Maintenance Requirements.** The Contractor shall at all times maintain all Pace Equipment in good mechanical condition and in conformity with all applicable safety practices, laws and regulations. In addition, the Contractor shall, at all times, maintain all Pace Equipment in accordance with the terms and provisions of this Contract, shall comply with all maintenance policies, practices, procedures, conditions and requirements as described in the Pace Paratransit Manual for Private Providers Contracting Directly with Pace (Exhibit G), and shall comply with all manufacturers' maintenance schedules and warranty requirements. The Contractor shall keep both the exterior and interior of all Pace Vehicles neat, clean and in first class condition at all times. The Contractor shall assure all Pace Vehicles are at all times maintained in accordance with the requirements of the Illinois Department of Transportation. The Contractor shall assure all Pace Vehicles at all times have valid Illinois Department of Transportation stickers affixed to them. All maintenance and repair costs should be entirely paid for by the Contractor, except as provided for by paragraph 15.

14. **Maintenance Records.** The Contractor shall prepare and maintain accurate records relating to all maintenance work performed by or for the Contractor on all Pace Equipment, and in that regard, shall comply with the provisions of this Contract and with all applicable Pace policies, practices, procedures, conditions and requirements as set forth in the Pace Paratransit Manual for Private Providers Contracting Directly with Pace (Exhibit G) and in the Scope of Work (Exhibit I). The Contractor shall maintain a separate maintenance file for each Pace Vehicle containing all maintenance records pertaining thereto. The Contractor shall also complete, maintain and transmit to Pace all maintenance forms required in Pace's preventative maintenance program, and any other records requested by Pace including, without limitation, Vehicle maintenance records, fuel consumption records as more particularly set forth in the Pace Paratransit Manual for Private Providers Contracting Directly with Pace (Exhibit G). The Contractor shall comply with all applicable requirements of any lease agreements through which tires are provided for the Pace Equipment and fuel consumption records.

15. **Pace Compensation for Major Repairs Not Related To Accidents.** Major repairs are repairs not resulting from accidents to engine, transmission, air conditioning or other major repair systems (not including brake systems, suspension systems, electrical systems, seating systems, windshield wiper and washer systems, body damage, door systems, and other wearing items and systems) where actual cost of components exceed \$1,000, according to the coach manufacturer's current parts price list. Pace will compensate the Contractor for certain components used for major repairs which are not the result of accidents as long as capital grant funds are available to cover the cost. The Contractor shall be responsible for major repairs as required in the *Pace Paratransit Manual for Private Providers Contracting Directly with Pace* (Exhibit G). Major repairs shall be performed by the Contractor upon receiving prior written approval by Pace Paratransit. Pace may provide parts for repairs that exceed \$1,000.00, and the Contractor shall be responsible for installation of these parts in a professional manner. In certain cases, when the cost of a new part exceeds \$1,000.00 but a satisfactory rebuilt part may be obtained for less than \$1,000.00, Pace may authorize purchase of

a rebuilt part at Pace's expense. The Contractor shall be responsible for all installation costs.

16. **Damage Caused By Accidents.** The Contractor is solely responsible for all loss or damage to the Pace Equipment which is accident related which includes, but is not limited to, vehicular collision or overturn, fire, lightning, explosion, theft, windstorm, hail, earthquake, flood, mischief, and vandalism. If the equipment is damaged to the extent that it is rendered a constructive total loss and cannot be repaired, it is the Contractor's responsibility to **replace** it with equipment based on Replacement Cost defined as new with like kind and quality and zero (\$0) in accumulated depreciation or **reimburse** Pace the Replacement Cost value of the equipment defined as new with like kind and quality and zero in accumulated depreciation. The replacement equipment must meet Pace's approval and comply with the Illinois Department of Transportation Safety Regulation for public transit equipment as well as comply with all Federal Motor Carrier Safety Regulations. All repairs or replacement/reimbursement of equipment by the Contractor required herein shall be made as soon after the accident as possible and in no event shall such repairs or replacement take longer than 4 weeks unless otherwise approved in writing by Pace's Bus Operations Department. As provided in the insurance section of the base Contract, the Contractor is required to have insurance in effect for the actual cash value of the Pace-owned equipment but will still be required to replace or reimburse Pace based upon Replacement Cost as defined within this paragraph. The Contractor is responsible for all loss of or damage to the Pace Equipment whether or not insurance coverage applies.
17. **Damage or Stolen Pace Equipment Excluding Vehicles.** The Contractor is solely responsible for all loss or damage to the Pace Equipment. It is the Contractor's responsibility to replace it with similar equipment of like kind and quality or reimburse Pace the actual replacement value of the equipment based on like kind and quality. As provided in the insurance section of the base Contract, the Contractor is required to have insurance in effect for the actual cash value of the Pace-owned equipment. The Contractor is responsible for all loss of or damage to the Pace Equipment whether or not insurance coverage applies.
18. **Pace Vehicle Identification.** The Contractor shall maintain, and not change or obstruct in any way, all identification markings and decals on all Pace Vehicles as supplied and affixed by Pace. Unless otherwise approved in writing by Pace, the Contractor shall not affix to, or display on, any Pace Vehicle any identification markings or decals other than those supplied and affixed by Pace.
19. **Advertising.** Contractor shall allow Pace or its Contractor access to the Contractor's premises where the Pace Vehicles are stored in order to install and maintain advertising frames and advertising posters on Pace Vehicles. Contractor shall not remove, damage, change or take any other action to affect the advertising on Pace Vehicles. Unless otherwise approved by Pace, Contractor shall not install or display any advertising on Pace Vehicles.

20. **Storage of Pace Equipment.** The Contractor shall store all Pace Equipment at suitable locations, where such Equipment is protected from vandalism and theft. The Contractor must receive Pace approval of the storage facility for Pace Equipment. Indoor storage shall have adequate fire protection, which complies with all applicable federal, state and local laws and regulations, and shall have the approval of the Fire Underwriters' Laboratory. The Contractor is responsible for all Pace-issued Equipment, including fareboxes, which may be lost, damaged, or stolen. Any planned change in location of storage or repair facilities after approval of the Contract must be approved in writing by the Pace Paratransit Department.

21. **Fareboxes.** Except as expressly approved in writing by Pace, the Contractor shall utilize only fareboxes and related equipment provided by Pace. The Contractor shall install and maintain such fareboxes in good condition.

**REQUEST FOR PROPOSAL NO. 419292
CHICAGO ADA DEDICATED PARATRANSIT SERVICES
FREQUENTLY ASKED QUESTIONS**

This exhibit provides a list of questions that are frequently asked on Pace paratransit service Requests for Proposals along with their answers. The Attachments to *Exhibit I, Scope of Work* referenced in the answers below contain the most current data available at this time.

Question 1: We request that the Contractor be provided sufficient lead time to transition services from the current contractor.

Pace Response: Pace anticipates awarding this contract in late October which will provide close to five months for transition before the April 1, 2020 start date.

Question 2: Can Pace provide the current union contract, the current seniority list for drivers, and their current rate of pay?

Pace Response: Pace does not have access to this information.

Question 3: Can Pace provide the revenue hours for the current contract?

Pace Response: See Attachment # 2 to *Exhibit I, Scope of Work*

Question 4: Do the office staff or union members receive medical benefits, sick days, and holidays? What is the office staff / union members' contribution percentage on their medical plan? What is the health care plan and 401K participation by position?

Pace Response: Pace does not have access to this information.

Question 5: Please verify that there is no Disadvantaged Business Enterprise goal established for this contract.

Pace Response: Confirmed. The Disadvantaged Business Enterprise goal for this contract is 0%.

Question 6: Can Pace provide the current call volume per day for reservationists, dispatchers and schedulers?

Pace Response: Pace does not have call volume information for dispatchers and schedulers All reservations will be handled by the Regional Mobility Management Call Center (RMMCC). Pace does not have information on call volume for dispatchers and schedulers for Will County because the majority of dispatching and scheduling calls are handled by the RMMCC.

Question 7: The estimated annual Hours for Year 1 are set at 1,826,459. Please confirm the volume of hours on which proposers should base their proposals for each component. Please describe plans, if any, for any changes to the volume of hours in the next 12 months.

Pace Response: Proposers shall base their proposals on all information given in the RFP including all attachments. The annual hours are based on anticipated growth of all of the components listed in this RFP. Pace does not anticipate any changes in revenue hours at this time.

Question 8: Please provide the current performance achieved in each of the services as it relates to the listed performance standards in the RFP.

Pace Response: See *Exhibit I, attachment 2*

- Question 9: Can Pace provide the Revenue miles vs. the Service miles for the current contract?
Pace Response: See *Exhibit I, attachment 2*
- Question 10: Can Pace provide the Dead Head miles for or the current contract?
Pace Response: **Pace does not have access to this information.**
- Question 11: At various times, federal, state and local governments consider laws, rules and regulations which require an increase to wages or benefits mandated for the employees that will be employed under this contract. If such an event occurs during the term of the agreement, how will Pace respond for an application for increased compensation?
Pace Response: **All costs should be accounted for in the bidder's pricing proposal.**
- Question 12: Please confirm that the Contractor will be responsible for dispatching and scheduling functions
Pace Response: **All reservations will be handled by the Regional Mobility Management Call Center (RMMCC).**
- Question 13: Can Pace provide the locality of the current union in place?
Pace Response: **Pace does not have access to this information.**
- Question 14: Please confirm that all bidders will be required to provide uninsured motorist insurance.
Pace Response: ***Exhibit F, Insurance Requirements, does not include a requirement for uninsured motorist insurance.***
- Question 15: How many hours are required for driver, scheduler or reservationist training?
Pace Response: **Proposers shall outline training hours in the training documentation in their proposals.**
- Question 16: Please verify if there is a bid bond due at the time of the bid submission.
Pace Response: **A bid bond is not required for this RFP.**
- Question 17: Given the region-wide difficulty in recruiting CDL drivers, will Pace consider establishing a minimum starting wage to insure qualified drivers can be effectively hired and retained in this challenging labor market?
Pace Response: **Driver wages are determined by the Contractor.**
- Question 18: We understand that proposers are required to submit the full original contract document with all exhibits in RFP responses. Please confirm that it is permissible to send one completed, signed, full copy of the contract and all exhibits, and that it is not necessary to submit the full document with all 8 copies as well?
Pace Response: **Yes, proposers may submit one (1) copy of all signed and completed contract documents. The contract documents are not required to be included in the eight (8) copies of the technical proposal.**
- Question 19: Can you provide the daily and annual revenue hours?
Pace Response: **Daily revenue hours are not available, see Attachment# 2 to *Exhibit I, Scope of Work* for annual revenue hours.**
- Question 20: If the Contractor is not performing the Call Center functions, are they still required to provide an 800 number for inquiries; Hearing & Speech Impaired accessibility services; and Voice Logging/Call Recording System requirements listed in this section?

- Pace Response:** Yes, the Contractor still needs a voice logging and Call Recording system.
- Question 21:
Pace Response: Does Pace provide vehicles for this contract?
The Contractor shall be responsible for providing all vehicles. See Exhibit I, Scope of Work for vehicle requirements
- Question 22:
Pace Response: Please provide a copy of the current contracts.
A copy of the current contracts can be obtained by filing a Freedom of Information Act (FOIA) request. Please go to www.pacebus.com, About Pace, Freedom of Information, to file a Freedom of Information Act (FOIA) request.
- Question 23:
Pace Response: Please confirm who is responsible for trip reservations and scheduling. If trip reservations and scheduling are shared between PACE and the Contractor, please confirm the amount required by each.
The RMMCC is responsible for trip reservations and initial assignment of trips to runs; the Contractor is responsible for final trip scheduling.
- Question 24:
Pace Response: Please provide a current list of all employees with hire dates, rate of pay and detailed benefits information.
Pace does not have access to this information.
- Question 25:
Pace Response: Will the Contractor or the RMMCC process trip requests and inquiries (i.e. “Where’s My Ride” calls)?
The RMMCC will handle trip requests and inquiries.
- Question 26:
Pace Response: What is the turnover rate for drivers over the last 12 months, for the current provider?
Pace does not track this information. This is the responsibility of the Contractor
- Question 27:
Pace Response: Will the cost forms be made available in Excel?
Yes. To receive an Excel copy of Exhibit A, Price Proposal please send an e-mail request to opal.walls@pacebus.com.
- Question 28:
Pace Response: Does Pace provide fuel for this contract?
No
- Question 29:
Pace Response: Exhibit B, Page 2: RFP States that 1 CD of the original Technical and 1 CD of Original Price must be submitted with the response. Would Pace accept USB thumb drives instead of CD’s?
Yes.
- Question 30:
Pace Response: Please provide a current list of all employees with hire dates, rate of pay and detailed benefits information.
This information is proprietary to the current Contractor.
- Question 31:
Pace Response: What is the hourly pay for the current Pace Chicago Paratransit Contractor FTE employees base?
This information is proprietary to the current Contractor.
- Question 32:
Pace Response: Is the current workforce represented by a labor union?
This information is proprietary to the current Contractor.
- Question 33:
Pace Response: If yes, can bidders obtain a copy of the current Collective Bargaining Agreement (CBA)?
This information is proprietary to the current Contractor.

Exhibit L

TECHNICAL PROPOSAL



December 2, 2019

Ms. Jane Swider, C.P.M.
Manager Purchasing Department
Pace Suburban Bus
550 W. Algonquin Road
Arlington Heights, IL 60005

Dear Ms. Swider:

We are pleased to be able to provide you with our updated proposal to continue to provide the **Chicago ADA Dedicated Paratransit** Services for Pace. We are excited for the opportunity to continue our relationship with Pace and to establish a partnership to provide a transportation solution for your passengers. The National Express family of companies, including Cook DuPage Transportation, Inc. (CDT) has extensive experience providing paratransit services in the City of Chicago for Pace. On the following pages, we have provided an outline of our experience and a description of the scope of services for this project.

We look forward to this opportunity and our team is excited to continue these services. If you have any additional questions, please do not hesitate to reach out to me directly.

Mr. Mark Foster
COO/Senior Vice President, Operations
2601 Navistar Drive
Lisle, IL 60532
Phone: (602) 463-4196
Email: mark.foster@nellc.com

Sincerely,
Cook DuPage Transportation, Inc.

A handwritten signature in black ink, appearing to read 'Mark Foster', is written over a light blue horizontal line.

Mark Foster
Senior Vice President, Operations

national express | *transit*

Cook DuPage Transportation Inc. | 2601 Navistar Drive | Lisle, IL 60532 | 800.950.0485 | nationalexpresstransit.com

FULL-SERVICE TRANSPORTATION • ROUTE OPTIMIZATION AND SCHEDULING • SPECIAL NEEDS EXPERTISE • CHARTER BUS SERVICE

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Cook DuPage Transportation Inc. | 2601 Navistar Drive | Lisle, IL 60532 | 800.950.0485 | nationalexpresstransit.com

FULL-SERVICE TRANSPORTATION • ROUTE OPTIMIZATION AND SCHEDULING • SPECIAL NEEDS EXPERTISE • CHARTER BUS SERVICE



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1. Prior Experience



A. Firm

CDT and Pace – A Partnership Built on Trust

CDT brings decades of transit experience to Pace, with the financial strengths and global transportation experience of National Express Group and our sister company, National Express Transit Corporation (NEXT). CDT has been in the business of providing safe and comfortable transportation to Chicago's disabled and elderly citizens as a part of the Pace Paratransit program for over 30 years. In 2017, CDT was acquired by National Express LLC (NELLC), the North American division of National Express Group, a premier provider of transportation around the world. Through this acquisition, CDT now joins an extensive family of transportation operators providing both public transit and school transportation across North America. While National Express is comprised of many brands, we are united by common vision and values. The values of Safety, Customer, People, Community, and Excellence are the driving force behind all that we do. By choosing CDT to provide these shuttle services, Pace will be selecting a contractor with a unique understanding of the local operating environment, supported by a large scale organization that can provide all the resources needed to ensure that these



operations are safe and efficient for the employees and passengers. Because our NELLC headquarters are located in Lisle, Illinois, just outside of Chicago, we can guarantee that the resources we share with NELLC, including Safety Leadership, Maintenance Leadership, and a myriad of administrative functions, will be at



our management team's fingertips at all times. Throughout this proposal, we will discuss both CDT's historical experience in Chicago itself as an operator of the Pace service, as well as the combined experience of the other operators under the National Express umbrella.

We know Pace has options for service providers, and that the structure of this procurement is different from previous procurements. No other service provider has provided these services better or more cost-effectively than CDT. Our record of success over the years bears this out. Of Pace's current contractors:

- Our service is consistently one of the most productive in terms of passengers per revenue hour;
- We repeatedly experience the fewest complaints per 1,000 trips;
- Our On-Time Performance (OTP) meets or exceeds Pace requirements, and
- We believe that we work the hardest to satisfy our client, Pace, the disabled community and the passengers of these services.



and



A Perfect Partnership



Our On-Time Performance (OTP) for 2018 was 85.87. We believe with the move to the new facility we will greatly improve our OTP.

Our proposal includes several features that we know will be especially beneficial to the Pace, including a competitive price based on the most comprehensive understanding of the service requirements. No other contractor's price is built upon such a solid foundation of knowledge and know-how. As one of the incumbent operators, we are in the unique position to be able to assure Pace and our passengers that there will be absolutely no transition issues. The NEXT – The Pace operation is one of our “flagship” paratransit partnerships, and as such, we do not take our relationship with Pace for granted. Pace can rest assured that we have no higher priority than continuing our history of best-in-class service. We look forward to building on our existing relationship and working to take our service to the next level that is responsive to the changing needs of the Chicago area.

1. Non-Pace Service

The National Express family operates a variety of paratransit services across the United States. We have provided details on these contracts on the following pages.



Bis-Man Transit and Capital Area Transit Bis-Man Transit Board Bismarck, ND

Key Facts:

- **Dates of Service:** 2017 - 2021
- **Type of Service:** Fixed Route and ADA Paratransit (Demand Response)
- **Number of Vehicles:** 30
- **Types of Vehicles:**
- **Annual Revenue:** \$3.2 Million
- **Number of Employees:** 57
- **Ridership:** 220,000

Contact Information:

Roy Rickert, Executive Director
3750 East Rosser
Bismarck, ND 58501
Phone: 701-258-6817
Email: royr.bisman@midconetwork.com



NEXT was awarded the Bis-Man Transit and Capital Area Transit operations in November 2017. These systems serve Bismarck, Mandan, and the University of Mary in North Dakota.

Operation of this system, including all dispatch and scheduling, operations, supervision, maintenance, and bus stop maintenance is performed by our staff of employees, all local to the Bismarck region. NEXT also provides facility maintenance and upkeep.



CommTrans

ACCESS - Veolia (on behalf of the Port Authority of Allegheny County), PA Pittsburgh, PA

Key Facts:

- **Dates of Service:** 2010 - 2018
- **Type of Service:** ADA Paratransit and Vehicle Maintenance
- **Number of Vehicles:** 78
- **Types of Vehicles:** Cutaway - NABI & ARBOC
- **Annual Revenue:** \$6.3 Million
- **Number of Employees:** 96
- **Ridership:** 228,064

Contact Information:

Karen Hoesch, Executive Director of the
City Towers
650 Smithfield Street, 4th Floor
Pittsburgh, PA 15222
Phone: 412-562-5353
Email: khoesch@accesstransys.com



National Express purchased CommTrans, a local operator of ACCESS services for the Port of Allegheny County, Pennsylvania in 2011 (under the Petermann company name). We are one of five carriers in Allegheny County providing paratransit operations to the ACCESS program, under the direction of ACCESS - Transdev. CommTrans has been in operation since 1999.

We provide approximately 242,000 trips per year utilizing a fleet of 75 vehicles, including wheelchair vans, large passenger vans, and sedans.

As a part of our continual efforts to improve safety, NEXT installed DriveCam in all of our CommTrans vehicles in 2012. This video monitoring system, which is activated to record automatically based on pre-programmed triggers, has allowed us to monitor and identify unsafe behaviors and provide coaching to our operators and employees to eliminate unsafe behaviors.





**Manteca Transit
City of Manteca
Manteca, CA**

Key Facts:

- **Dates of Service:** 2017 - 2021
- **Type of Service:** Fixed Route and Dial-A-Ride
- **Number of Vehicles:** 9
- **Types of Vehicles:**
- **Annual Revenue:** 900000
- **Number of Employees:** 16
- **Ridership:** 69,684
- **Automated Scheduling System:** Ecolane

Contact Information:

John Andoh, CCTM, CPM, Interim Transit
Program Manager
220 Moffat Boulevard
Manteca, CA 95336
Phone: 209-456-8775
Email:



Manteca Transit is one of the most recent additions to the NEXT operations in California. Since November 2017, NEXT has operated this local fixed route and Dial-A-Ride/ADA Paratransit service for the City of Manteca.

Upon notice of contract award, NEXT was asked to accelerate the start up timeline, beginning service a full month earlier than anticipated. NEXT worked with the City to ensure that every aspect of the transition was smooth and seamless to the riding public. On the first day of service, all employees were trained and ready to start service. Since this time, we have received praise from both the client and the employees on our ability to successfully manage this operation.





MBTA - The Ride

Massachusetts Bay Transportation Authority (MBTA), MA Boston, MA

Key Facts:

- **Dates of Service:** 1999 - 2019
- **Type of Service:** ADA Paratransit and Vehicle Maintenance
- **Number of Vehicles:** 237
- **Types of Vehicles:** Van, Cutaway, and Sedan
- **Annual Revenue:** \$29.1 Million
- **Number of Employees:** 314
- **Ridership:** 551,400

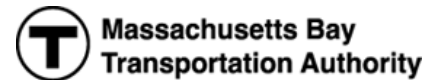
Contact Information:

Ben Schutzman, Director of Paratransit
10 Park Plaza, Room 5750
Boston, MA 02116
Phone: 857-406-1897
Email: bschutzman@mbta.com



In 2013, NEXT renewed its contract as one of three contractors providing as many as 2,000 paratransit trips daily for the MBTA's "THE RIDE" ADA paratransit program. Our firm operates 230 paratransit vehicles at this location.

Our MBTA "THE RIDE" contract includes a robust Disadvantaged Business Enterprise program where we are responsible for maintaining a 5 percent DBE participation rate. We achieve this goal utilizing a variety of local DBE firms for products and services from fuel to uniforms.





PVTA

Pioneer Valley Transit Authority

Springfield, MA

Key Facts:

- **Dates of Service:** 2018-2023
- **Type of Service:** ADA Paratransit
- **Number of Vehicles:** 147
- **Types of Vehicles:** Cutaways
- **Annual Revenue:** \$8.7 Million
- **Number of Employees:** 159
- **Ridership:** 295,500
- **Automated Scheduling System:** StrataGen ADEPT

Contact Information:

Sandra Sheehan, Transit Administrator
2808 Main Street
Springfield, MA 01107
Phone: 413-732-6248 x216
Email: ssheehan@pvta.com



One of NEXT's newest contracts, the Pioneer Valley Transit Authority (PVTA)'s ADA Paratransit operation began operations on July 1, 2018. This large paratransit operation in Massachusetts defines NEXT as the provider of paratransit services in the two largest metropolitan areas of the state.

PVTA is responsible for public transit services in 24 communities within the Pioneer Valley region, including the cities of Springfield and Northampton and Amerhest University.

NEXT provides full paratransit services, including call center services (reservations, scheduling, and dispatching) as well as operations and supervision.





SolTrans
Solano County Transit (SolTrans), CA
Vallejo, CA

Key Facts:

- **Dates of Service:** 2013 - 2018
- **Type of Service:** Fixed Route, Commuter, and ADA Paratransit Transportation
- **Number of Vehicles:** 70
- **Types of Vehicles:** Gillig, Orion, MCI, and Ford Cutaway
- **Annual Revenue:** \$9.5 Million
- **Number of Employees:** 130
- **Ridership:** 1,622,609
- **Awards and Achievements:** 2014 APTA Gold Award for Safety

Contact Information:

Beth Kranda, Executive Director
311 Sacramento Street
Vallejo, CA 94590
Phone: 707-736-6994
Email: beth@soltransride.com



Solano County Transit (SolTrans) provides public transportation to the southern Solano County cities of Vallejo and Benicia, and portions of Alameda County in California. The SolTrans service includes local and regional express bus service to the cities of Vallejo, Benicia, and Fairfield, with express bus service connecting to the Contra Costa County communities of El Cerrito, Pleasant Hill, and Walnut Creek. It also includes regional connections to the Bay Area Rapid Transit (BART) services. In addition to fixed-route service, SolTrans provides general public dial-a-ride, deviated fixed route, ADA complementary paratransit bus service, and administers local and intercity taxi subscription programs. NEXT is also responsible for Customer Service/Ticket Sales at the Vallejo Ferry Building, vehicle maintenance, and facility maintenance at two transit centers, an operations/maintenance facility, a park and ride lot, and approximately 450 bus stops throughout the cities of Vallejo, Benicia and some in Fairfield.

NEXT began operation of the SolTrans service on July 1, 2013. The transition was highly successful. NEXT retained 98 percent of the employees from the previous contractor.

This location also received the Gold Award for Safety and Security Excellence at the 2014 APTA Bus & Paratransit conference, based on the rapid improvements NEXT made over the prior contractor's performance in just six months. In addition, this location has been awarded the NEXT 2014 All- Around Excellence award.





The Bee-Line Paratransit Westchester County Office for People with Disabilities White Plains, NY

Key Facts:

- **Dates of Service:** 1994 - 2020
- **Type of Service:** ADA Paratransit
- **Number of Vehicles:** 142
- **Types of Vehicles:** Ford vans/sedans
- **Annual Revenue:** \$12 Million
- **Number of Employees:** 90
- **Ridership:** 270,000

Contact Information:

Evan Lattainer, Director
Michaelian Office Building
White Plains, NY 10601
Phone: 914-995-2957
Email: ehl2@westchestergov.com



The Bee Line Paratransit operation is a part of the National Express family and is operated by Suburban Paratransit. This 142 vehicle operation boasts 90 employees and has been operated by the same team since 1994. In the past year, the service has grown by nearly 25,000 rides and serves all of Westchester County, near White Plains, NY.





WMATA

**Washington Metropolitan Area Transit
Authority**

Washington, DC

Key Facts:

- **Dates of Service:** 2013 - 2023
- **Type of Service:** ADA Paratransit (Demand Response)
- **Number of Vehicles:** 144
- **Types of Vehicles:** Ford E350 Braun Raised Roof Conversions
- **Annual Revenue:** \$12.7 Million
- **Number of Employees:** 229
- **Ridership:** 335,000

Contact Information:

Christian Blake, Assistant General
Manager
600 5th Street, NW
Washington, DC 20001
Phone: 202-962-1100
Email: cblake@wmata.org



One of National Express' newest acquisitions is Diamond Transportation, a current provider of MetroAccess services through the Washington Metropolitan Area Transit Authority (WMATA). The Diamond contract with WMATA is for the operation of 130 vehicles for WMATA to provide ADA paratransit services to MetroAccess passengers out of our northern Virginia facility. Diamond Transportation has been providing these important services for over 35 years, and has an exemplary record of performance excellence.

Recently, NEXT was awarded an additional contract with WMATA to operate 50 additional vehicles at a new facility located in Temple Hills, MD, with anticipated growth of this contract in future years. The addition of these operations and facility has allowed National Express to increase its footprint in the DC metropolitan area, serving a broader portion of the population in the nation's capital.





2. Pace Service

CDT has operated Pace paratransit services for the past 30 years. We have provided details on this operation below.



PACE

PACE

Arlington Heights, IL

Key Facts:

- **Dates of Service:** 2014 - 2019
- **Type of Service:** ADA Paratransit Services
- **Number of Vehicles:** 288
- **Types of Vehicles:** Vans and Sedans
- **Annual Revenue:** \$53.1 Million
- **Number of Employees:** 817
- **Ridership:** 1,039,000
- **Automated Scheduling System:** Trapeze

Contact Information:

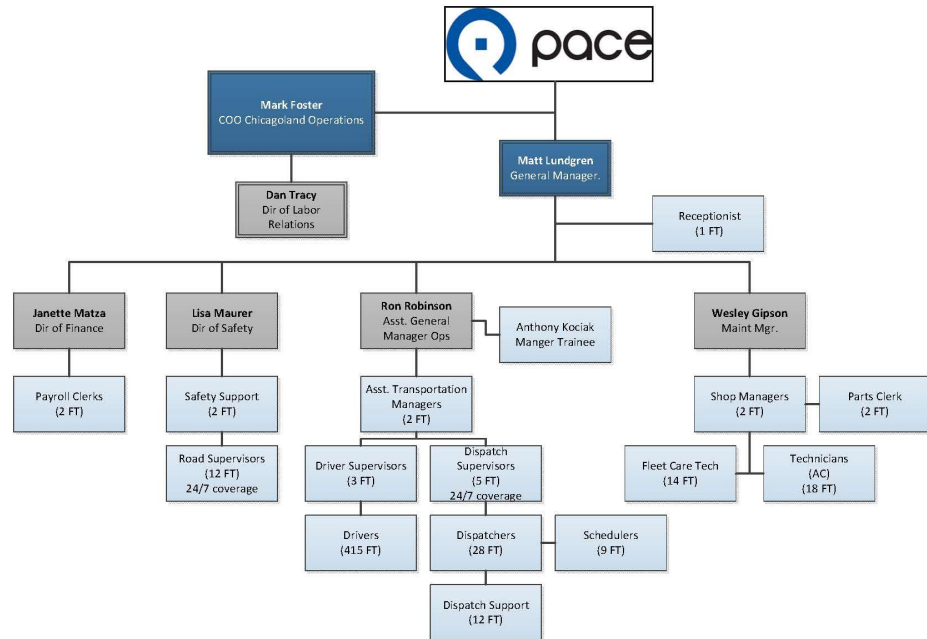
Melinda Metzger, Deputy Executive Director, Revenue Services
550 W. Algonquin Road
Arlington Heights, IL 60005
Phone: 847-228-2302
Email: Melinda.Metzger@Pacebus.com

In 2017, NEXT acquired Cook DuPage Transportation (CDT). Our team, lead by a Senior Vice President, provides Operation, Dispatch, Maintenance, and Management of these services. Pace ADA services, which represent one of the largest paratransit operations in the country, provide transportation for passengers whose disability or health condition prevents them from using CTA or Pace fixed route services. Accessibility is a hallmark of Pace service, and the NEXT/CDT Team bring extensive experience with these services to the Chicago area.





3. Organizational Chart



4. Organizational Chart for Subcontractors

We do not anticipate the use of any subcontractors for this service.

B. Project Manager

1. Name of Project Manager

We are pleased to propose that Mr. Matt Lundgren continue as our General Manager for these services. We have provided a resume for Matt in Appendix A.

2. Skills and Experience

Matt is a highly experienced transit professional, who has worked in nearly every area of paratransit operations as an employee of CDT. Matt began his career in transit as a vehicle technician in September 1994. In April 1997, he began working as a paratransit operator on the Pace service. Beginning in January 2000, Matt joined the dispatch team, where he received training on the Trapeze system. From that point, he was promoted to Transportation Manager in November 2001, Operations Manager in March 2007, and finally has served as the General Manager for the Pace contract since January 2011.



3. Paratransit Operations

Matt has approximately 20 years of experience utilizing Trapeze. As indicated on his resume, Matt has managed a group of individuals that has provided paratransit service with trips ranging from 1,500 to 3,500 trips per day for Pace.

4. Qualifications

As a current member of our CDT operations, we are certain that Matt Lundgren is a highly qualified manager for this operation. We have provided a resume detailing his qualifications in Appendix A.

C. Other Key Staff

1. Key Personnel

Below, we have provided a brief introduction to our key personnel for this service. Resumes for these individuals may be found in Appendix A.

Name and Title	Biographical Sketch
Ronald Robinson, Assistant General Manager, Transportation	Ronald Robinson recently rejoined the CDT team as our Assistant General Manager, Transportation. He previously served in this role from 2009 – 2015 and was a proven asset to our organization. During his time as an Operations Supervisor, he maintained on-time performance standards near 95% and worked extensively with Trapeze and has managed the scheduling to ensure Pace standards. Ron has 5 years Trapeze experience with 6 months utilizing viewpoint. Additionally, he has a background with counseling and crisis management, which make him a unique member of our team with skills that can be very helpful when dealing with clientele who have developmental and other disabilities.
Lisa Maurer, Director of Safety	Lisa Maurer has been with CDT since 2007, when she started as a van driver for our services. She has moved through the ranks, with roles in Customer Service, Complaint Management and Quality Assurance, and Risk Management before taking her current role as the Director of Safety for our organization. In her roles, she has been responsible for the development of our operator discipline program as well as the Safety Award Program for operators and technicians. Lisa will have her CDL by September 30, 2019.
Anthony Kociak, Manager Trainee	Our Manager Trainee, Anthony Kociak is a recent addition to the CDT team, starting on June 4, 2019. Anthony has six years of management experience with a prior provider and 9 years of Trapeze experience with 1 year with viewpoint since it was implemented with Pace. Prior to joining CDT, he served as the Quality Assurance Manager for SCR Medical Transportation, Inc., one of the other providers of the Pace ADA Paratransit service. He began his career with SCR in 2010 as a Driver Coordinator and then worked as a Fleet Manager for a year. He has specific experience of the service, the clients, and the needs of the fleet. He has a proven dedication to meeting or exceeding performance standards and working collaboratively with the client to ensure that quality levels are maintained.
Wes Gipson, Maintenance Manager	Wes Gipson is our Maintenance Manager for the CDT Pace ADA Paratransit program. Wes has been involved in maintenance for this contract since 1988, when he started as a



Name and Title	Biographical Sketch
	<p>technician with CDT. He is familiar with all aspects of this service, and has been an integral part of our decision making process regarding our procurement of new vehicles. Wes will have his ASE certification by December 31, 2019.</p>
<p>Dan Tracy, Director of Operations/Labor Management</p>	<p>Dan Tracy joined the CDT team in May 2018 as the Director of Operations and Labor Management. He came to us from the legal department at our parent company, National Express, where he served as Counsel, Labor Relations and Employment. In that role, he was responsible for all facets of labor negotiations with various unions including Teamsters and ATU. He joined the CDT team to assist with labor issues and to ensure that the relationship with the Teamsters remained positive.</p>
<p>Chris Pellegrino, Assistant General Manager, Charter Operations</p>	<p>Chris Pellegrino joined the CDT in July 2018. Chris manages our charter operations and is and added benefit to our team in Chicago helping out as necessary. He has been with National Express since 2017, and was instrumental in the mobilization of seven new locations during his time as the Sr. Executive Assistant to the CEO.</p>
<p>Janette Matza, Director of Finance</p>	<p>Janette Matza recently joined the CDT team in February 2019 as our Director of Finance. In this role, she is responsible for the monthly analysis and evaluation</p>

Our entire management team will be 100% dedicated and available to Pace, and to our operation, 24 hours a day, 7 days a week. Our management team understands the importance of providing a high quality level of service to our customers and will work whatever hours are necessary to perform this task. We have provided a schedule for our management and supervisory employees as Appendix B to this submittal.

[Manager Trainee, Anthony Kociak resume for your review per bafo request:](#)



Manager in Training
Anthony Kociak

Summary

Our Manager Trainee, Anthony Kociak is a recent addition to the CDT team, starting on June 4, 2019. Prior to joining CDT, he served as the Quality Assurance Manager for SCR Medical Transportation, Inc., one of the other providers of the Pace ADA Paratransit service. He began his career with SCR in 2010 as a Driver Coordinator and then worked as a Fleet Manager for a year. He has specific experience of the service, the clients, and the needs of the fleet. He has a proven dedication to meeting or exceeding performance standards and working collaboratively with the client to ensure that quality levels are maintained.

Professional Experience

Cook DuPage Transportation, Inc., Chicago, IL

Manager in Training, June 2019 – Present

- Manage Dispatch and Scheduling staff to ensure that all operational standards are met.
- Provide direction and leadership to staff regarding use of Trapeze software.
- Responsible for accurate and timely reporting of control center data to both Pace and CDT leadership.

SCR Medical Transportation, Inc., Chicago, IL

Quality Assurance Manager, April 2013 – June 2019

- Manage policies and procedures to ensure quality industry standards for paratransit provider completing over 1 million trips per year.
- Cultivate long-term relationship with clients, maintaining ongoing communication and facilitating solutions to address concerns.
- Oversee team of seven to manage incident reporting and complaint process for accuracy, timeliness, and completion to fulfill requirements and contractor standards, saving up to \$400,000 in liquidated damages per year.
- Provide coaching, training and presentations to new hires and current staff for continuous improvement initiatives to maintain best practices, including direct oversight and management of scheduler improvement program.
- Collaborate cross-functionally with internal departments to audit company strategy and identify inefficiencies resulting in a decrease of liquidated damages by \$1.5 million.
- Communicate these findings to key stakeholders consistently to enhance quality management systems devoted to customer satisfaction, reliability and effectiveness.
- Implement new complaint data tracking software to efficiently analyze data for nearly 6,000 complaints per year.
- Analyze customer trip and complaint data for continuous process improvement and overall customer experience.

Fleet Manager, June 2012 – April 2013

- Managed a staff of 30 employees dedicated to ensuring vehicle requirements and maintenance processes and procedures were met.
- Supervised multiple departments for new and ongoing maintenance operations, equipment management, and fleet repairs.
- Managed vendor accounts to verify fleet repairs were in accordance with company standards relating to equipment, insurance and repair procedures.
- Oversaw fleet maintenance process to adequately provide appropriate vehicle requirements needed to complete paratransit services.
- Controlled all vehicle deliveries to ensure proper prepping, tagging, and numbering needed for federal and state requirements.



Manager in Training
Anthony Kociak

- Effectively maintained new and current vehicle information including, warranties, retrofitting of existing vehicles, maintenance, and repairs.

Driver Coordinator, February 2010 – June 2012

- Monitored paratransit service provider's compliance with contract requirements to ensure Federal Transit Authority, Department of Transportation and contractor requirements.
- Maintained position as liaison between transit provider as well as internal and external functions to observe operations, exchange information, and resolve problems relating to service, protocol, and policy.
- Supervised and provided internal customer service to 450 drivers daily responding to requests for assistance by troubleshooting and providing solutions to driver-related problems.
- Oversaw accident and incident processes communicating with internal and external contractors to assure timely, full completion and cooperation of drivers.

Education

The University of Arizona, Eller College of Management, B.S.B.A Business Management

Loyola University Chicago, Quinlan School of Business Administration, Executive Education, Certificate of Leadership and Management



2. Hiring New Key Staff

CDT/National Express has many sources to fulfill the requirements of key management staff:

- We utilize our internal people (as proposed in this contract for key staff) and have continuous ads running in Transit Talent, APTA, LinkedIn and other transit publications.
- We are fortunate, thanks to our vast network of companies under the National Express umbrella, to always have a pool of qualified people that are willing to transfer and promote within the company. In addition, CDT is fortunate to currently have two Managers in Training that are housed at our location. We will put them through a minimum of a six month training curriculum and normally from twelve to twenty-four month to learn Pace operations/paratransit operations/and National Express policies and procedures. We realize these two Manager Trainees do not meet Pace requirements but believe it is a good training ground for them to learn the business.

3. Development and Training for Managers

CDT/National Express believes it is critical to have managers who are both qualified and equipped to provide the best leadership for their services. We achieve this through the use of training programs, as well as development programs that identify the best candidates for management within our company and provide them with the tools to succeed. We have provided a description of these programs below.

Manager Development Programs

- **Manager In Training Program:** This extensive training program for recent college graduates provides an in-depth understanding of our industry, company, its people and operations - all of which are critical to our company success. We look for potential leaders who have the ability to plan, problem solve, act with a sense of urgency and innovate while using critical thinking skills to create real long-term value for the organization. During the 12 to 24 month curriculum, Manager in Training participants engage in all activities within a Transportation





operations environment including managing customer relations, commercial development and overall operations including safety, maintenance, employee relations, dispatch and staffing.

- **Advanced Leadership Programs:** The Advanced Leadership Programs (ALP) have been designed to accelerate the development of high potential individuals at National Express, LLC in a way that drives results and builds leadership depth to



ensure our organization can continue to grow and expand. The purpose of these programs is to establish a strong pipeline of emerging high potential leaders by:

- Building skills that align to and drive company goals and objectives
- Developing a common language, tools, and frameworks for our leaders
- Broadening business awareness, understanding and reasoning to match the current & future business landscape
- The 24-month ALP combines a robust and comprehensive curriculum presented in conjunction with Indiana University’s Kelley School of Business with individualized opportunities for coaching and mentoring to personalize development and career growth.

- **Building the Bench:** This 26-week program targets high performing employees in the field who have been identified as having the potential to step into a General Manager role in the future. In this program, employees participate in eLearning, Virtual Instructor Led Training, in-person training and self-directed activities to grow their technical and leadership skills. The program includes a project where learners apply what they have learned to improve operational or safety performance at their CSC.



4. Training for New General Managers

We want new General Managers (GMs) in our locations to have a positive onboarding experience so they “ramp up” more quickly in their jobs, are more engaged in their teams, and are more likely to remain a long-term member of the organization. We have created a





General Manager Onboarding Framework to help provide the following support and experiences to our new GMs:

- **Learn:** formal online and in-person learning experiences to communicate basic skills and knowledge GMs need to do their jobs; this will include functional/systems skills as well as interpersonal skills
- **Engage:** experiences designed to help the new GM engage with his or her team members, manager, customer and stakeholders, including expectations, requirements and “language”
- **Acclimate:** being able to interpret and understand the overall culture of NELLC, our various brands, individual teams and the customers we serve; leveraging key contacts and a “Guide” to help understand and acclimate to our culture
- **Develop:** ongoing development planning for themselves and their teams

The General Manager Onboarding Framework provide guidance and recommendations for on the job experiences, exposure to other parts of the organization and to senior leadership, and education via online training modules. The Framework includes CORE, a face-to-face session where new GMs can engage with each other and with leaders from across the organization to deepen their knowledge and understanding of the GM role.

D. *Company’s Effectiveness in Addressing Paratransit Issues*

1. **CDT - The Right Choice for Pace**



CDT has been providing Paratransit services for 30 years and has an experienced staff, a complete fleet, and established policies, procedures, and guidelines for personnel in each department. These procedures directly mirror Pace procedures whenever possible, as we are currently performing Pace service in the City of Chicago.

CDT’s mission is to provide safe, reliable, on-time transportation. To ensure that this mission is accomplished, each employee is responsible for performing their duties in a safe, conscientious, and courteous manner. CDT also maintains a drug and alcohol-free workplace and has established policies and guidelines to reduce the



probability of accidents or incidents and to ensure that services are provided for customers safely, efficiently, and effectively.

For the **Chicago ADA Dedicated Paratransit Services**, we will continue to provide adequate dispatching, and driver staff scheduled 24 hours/day, 7 days/week to carry out the duties of dispatching, customer transportation, and to cover emergencies and other duties. CDT has implemented a policy of redundancy in each department so that even in the event of an emergency or absence, there is adequate coverage throughout the company. Emergency contacts and procedures are in place to ensure no department is ever unmanned.

Managers or supervisors are either present at CDT or available via cell phone 7 days/week, 24 hours/day to monitor that policies and procedures are being followed and to resolve any problems that may occur.

Dispatcher's shifts are scheduled to cover 24 hours, so dispatch support is always available. Dispatch supervisors are on schedule 7 days/week throughout the busiest times of day to ensure outstanding service is provided. We will provide dispatchers on a ratio of 25 operators per dispatcher.

Driver schedules are adjusted and reviewed multiple times per day, in order to ensure the correct numbers of drivers are scheduled on the street each day. Standby drivers are scheduled to fill shifts for drivers who do not report to work for the day, and to assure that the entire fleet is available for customer pick up each day.

Customer complaints and commendations are directed to the managers of the departments (Dispatch, Drivers, Vehicles, etc.) to ensure that problems will be resolved quickly and effectively.

Spare vehicles are available so a driver will not be delayed because of a vehicle malfunction. The majority of maintenance is performed on the vehicles between 4 p.m. and 6 a.m. in order to ensure that vehicles are not unnecessarily removed from service during peak hours.

In short, we have provided a proposal that we believe is not only compliant with your requests, but also innovative and unique. We have employed our extensive experience providing services for Pace over the past 30 years as well as the best practices from paratransit contracts with the National Express family of companies across the United States.



2. A Methodology that is Local, Global, and Total

CDT puts people first: its passengers, its employees, and the community. The **Chicago ADA Dedicated Paratransit** operations are of great importance to CDT and your success relies on the people who provide the service.

CDT takes pride in its ability to provide best-in-class service, with a focus on safety and customer service that is tailored to meet the specific needs of each location and customer. We can promise our clients this level of service because of our ability to rely upon the expertise and personal touch of a **Local** team dedicated to each contract we serve, combined with the resources of a **Global** parent to provide the **Total** solution for each passenger, client, and employee.

We tailor this solution in ways that reflect the needs of our customers and passengers. For the **Chicago ADA Dedicated Paratransit Services**, our vast resources will continue to be put to work assisting Pace in a seamless transition, which is something at which we excel.

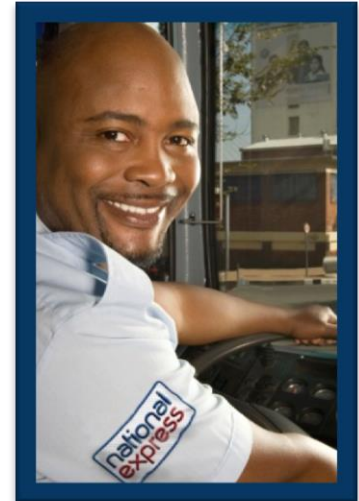
- **Local.** With nearly 200 years of experience providing public transportation services, the CDT team is able to manage operations in any transportation environment. Our focus on strategic and selective growth ensures we are always staffed appropriately to overcome the challenges of starting a new contract. We will incorporate local talent at every opportunity, with a focus on employing people who have already had experience with the system(s).

Our Local Project Manager and the rest of our local management team will be 100% dedicated to the Pace Chicago ADA Dedicated Paratransit contract. Our proposed managers for this operation have extensive experience with Pace contracts as well as other paratransit operations across the country.

Our local team is fully committed to this opportunity, and is looking forward to working with Pace, passengers of the **Chicago ADA Dedicated Paratransit Services**, the local neighboring transit agencies and the Chicago communities. Their experience, skills, and qualifications will allow them to function together as a team to manage, operate, and maintain this service on a day-to-day basis to meet and exceed Pace's expectations for quality excellence.



- **Global.** As detailed elsewhere in this proposal, National Express Transit Corporation is a wholly-owned subsidiary of National Express LLC (NELLC), providing school and public transit in the United States. NELLC is the North American division of National Express Group PLC (NEG), the world's premier transportation firm based in the United Kingdom. NEG employs more than 44,000 people worldwide across its bus, coach, and rail divisions that operate in Europe, Africa, and North America. National Express Transit Corporation and its predecessor companies have been in the business of passenger transportation since 1917, making this year our centennial anniversary of providing transportation services.
- **Total.** As a continuing client of CDT, Pace will receive a Total solution...in short, a company with global resources, technological depth and financial stability, combined with a company that can provide the type of one-on-one, local attention that this contract, passengers, and citizens require and deserve.



3. A Detailed Approach

Our approach is based on our firsthand knowledge of the needs and desires of Pace, stakeholders, passengers, and members of the community who rely on the service. This working knowledge has facilitated the development of our enclosed proposal which we believe you will find responsive to the requirements of the RFP and exceeds Pace's expectations and solicitation. Some of the highlights of our proposal include:

- **It's all about Safety:** CDT views every element of our operation through the "lens of safety." We offer an enhanced focus on the safety of the *Chicago ADA Dedicated Paratransit* operations, driven from the top by our Vice President of Safety, Kevin Kilner. Kevin will personally lead one of the most important improvements in services: a safety culture that matches Pace's safety culture.
- **Leadership:** A management team led by our Senior Vice President, Mark Foster and a local seasoned manager, Matt Lundgren, who has demonstrated his ability to measurably improve transit service and customer service at large operations.



- **Labor Relations**-Our team has a good relationship with the Teamsters and have talked with them about moving forward with a different contractor if awarded the contract. Our relationships go up to the International level and negotiations will be performed by Mark Foster and Dan Tracy, our Director of Operations. Dan has 15 years of negotiating with all labor unions over his career.
- **Partnership of Trust:** Transparency and open, honest communication between Pace and CDT (at all levels within the organization) serves as the foundation of our Partnership of Trust.
- **Solid References and Start-up Experience:** CDT has experience managing dozens of successful contract implementations, across our nation. Mark Foster has led these implementations at the following locations and will have the same responsiveness to Pace. These include mobilizations in Vallejo, Modesto, Merced, Bakersfield and Manteca in California and also Yuma, AZ, Jackson, MS, Orlando International Airport, Maryland MTA, Bismarck, ND and Greensboro, NC. In addition, Mark will rely on Matt Lundgren during the start-up activities to assist with the project management of this site.
- **New State-of-the-Art Facility:** We have recently completed our move into our new facility, which allows us to stabilize and increase our volume for this very important Pace contract.
- **On-going improvement for Vehicle Maintenance:** Experience integrating Electronic Vehicle Inspection Reporting, utilizing Zonar technology, into our vehicle maintenance program.
- **Employee Training with a Unique Focus on the Customer Experience:** Our training program includes role-playing and improvisational activities that assist our team members in handling adversity and treating every passenger as a guest on *Chicago ADA Dedicated Paratransit* vehicles.
- **Orientation and New Hire Training that Exceeds Standards:** Our orientation and training program has specific refresher training for 100% of existing bus operators with the National Express standard. For new operators to the system, we provide 144 hours of new-hire training. Both of these programs have increased hands-on and behind-the-wheel and classroom training for all supervisors, bus operators, and fleet care staff.
- **Ongoing Improvements to Safety Performance:** We will implement our award-winning Safety Culture Development Program, and improve an already good safety record. The goal is zero preventable accidents.



- **Involvement in the Community:** We have developed a detailed committed Community Involvement Plan to uphold and lift the *Chicago ADA Dedicated Paratransit* system's and Pace's image in the community.
- **100% Retention Goal for All Current, Qualified Employees:** We have a desire and willingness to consider every employee of the current contractor, at the discretion of Pace.
- **Efficiency:** CDT will bring our proven ability to manage and improve paratransit and dial-a-ride productivity and on time performance in operations using Trapeze, as demonstrated throughout this proposal.

Value Added Technologies

Our technology driven driver oversight program utilizes Zonar Technology for Pre Trip/Post Trip and Speed Management data points. Drive Cam gathers data points relative to following distance, late response and repeated behaviors after coaching has been provided. Our accident and injury data collection tool combines its data points with the data from Zonar and Drive Cam to create an Operator Risk Profile Score for each National Express vehicle operator. This score is shared with location leaders to assist in identifying specific risk gaps of each operator in our vehicle operator pool. These scores are reviewed by the operator and their coach (Safety Manager or General Manager) and action plans developed and deployed to improve the operator's execution of the skills and abilities delivered during the initial operator training. Additional training tools can be customized and deployed to assist the operators in identifying their risk, and remediating their risky behaviors using advanced defensive driving techniques deployed by our National Safety Council certified safety managers, or our highly interactive driving simulator Alert Driving risk identification training tools. Our team is well aware of the Pace training requirements and will ensure that all training meets or exceeds Pace training requirements.

NEXT will provide the following technological solutions for Pace:

- **DOMO:** Simplified reporting platform for tracking of all key operations, safety, and maintenance performance indicators.
- **DriveCam:** Onboard event and g-force triggered camera system. This will allow for the tracking of unsafe behaviors, and improved investigation after accidents and incidents.



- Drive Cam will be in the front of the vehicle monitoring unusual driving events such as hard braking, swerving, or excessive speed. There are also two buttons on the bottom of the device that a driver can push for that will capture 8 seconds prior to the event and 4 seconds after the event.
- The DriveCam camera system is equipped with an outward and inward facing lens used to capture a short video clip with audio when activated by an unusual driving event, such as hard braking, sudden acceleration, swerving, or excessive speed. The DriveCam camera uploads the driving events captured to a web based system allowing our local Customer Service Center leadership team to review the video clip and provide feedback and coaching to the driver. Based on our experience using DriveCam since 2015, we have been able to prevent collisions and improve safety performance by fine tuning our driver’s skills, strengthen driver performance through coaching and training, and enabled our local leadership teams to address behaviors requiring attention.

Lytx® Driver Safety Program

DRIVER SAFETY CYCLE

Change behavior by coaching drivers to be aware of their habits. The Lytx coaching process puts fleets on the fast track to improving driver performance and minimizing risk on the road.



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- **Zonar:** The Zonar Electronic Vehicle Inspection Reporting system is a state-of-the-art system that not only tracks pre- and post-trip inspections, but also speed and AVL data on vehicles equipped with GPS technology. Zonar tablets can be installed to assist the operator for inspections, messaging, and time and attendance.



- **Trackit:** NEXT is including a new tool for all supervisors to document and collect information on a tablet/database format, including reporting and road observations required by Pace and NEXT. This eliminates the need for manual reports, with the added benefit that data is collected and stored for future recovery.
- **Bus Operator Dashboard:** An internal program that allows for positive communication with employees, from the local weather to road detours, road closures, City and company memos. Bus Operators can also check their pay hours and messages from the management team.
- **NE2GO:** We will provide all operators and staff a staff and employee mobile app that provides safety information, company memos, as well as individualized operator performance metrics and speed events.
- **SambaSafety:** NEXT utilizes SambaSafety to provide continuous and on-demand motor vehicle record checks.
- **Beacon Insight/HireRight:** Nationally, NEXT has automated its hiring, qualification and employee file-management system. We are bringing that to Pace – with all its benchmarking potential. This system ensures that we are hiring the best and safest operators for Pace.
- **Taleo:** This system, provided through Oracle, provides support to the recruitment and development tasks associated with human resources, including employee applications and referrals.
- **Oracle:** The Oracle system is the NEXT standard for all purchasing and payroll at all our locations.

Seon Camera's that will have at least three cameras per RFP requirements. Seon cameras will have three camera's one in the front of the vehicle, one in the rear of the vehicle facing towards the driver and passengers and one right across from the w/c ramp of the vehicle and it will store up to 2TB for review. They will capture the entire inside of the vehicle including the vehicle lift.

Camera System Run Time

Camera systems start up with the ignition of the bus after reliable voltage has been achieved. This typically only takes a few seconds. The DVR is designed and programed to run continuously. The camera will continue to record after the vehicle has been shut off. The specific amount of time can be adjusted up to 60 minutes however the factory setting is for 15 minutes.

Vehicle Recording / Data



- Video is stored on the DVR until it is over written. The run time before the video is over written depends on the number of cameras, storage capacity, and frames per second of the recording. Our camera's will have a 3-camera system, 2TB hard drive, and 720P recording at 15 FPS, and a 8-hour daily route. This will allow continuous storage up to 88 days prior to the video being overwritten.
- **COMPASS:** This timekeeping software enables our locations to manage employee time effectively. The time & attendance feature is linked to touchscreen tablets in dispatch as well as Zonar tablets on board.
- **Shopfax:** CDT's Shop software is provided by World Information Systems. CDT has been using this since 1992.



CUTTING EDGE TECHNOLOGY DRIVES SAFETY TO THE **NEXT** LEVEL.



DriveCam
On-board event and g-force triggered camera system. Never miss an opportunity to improve driver performance with DriveCam.



DOMO
Integrating all key performance and operational software in this user friendly one-stop-shop interface.



Zonar
Electronic vehicle inspection system with sophisticated safety tracking and reporting features.



Track-It!
Document and collect information on a tablet/database format, including reporting and road observations.



Bus Op Dash
Proprietary software allowing for positive internal communication among drivers, supervisors and managers.



Sambasafety
Alerts NEXT whenever there is a change to a drivers MVR utilizing continuous and on demand checks.



HireRight/Beacon
Automated hiring, qualification and employee file-management system. Streamlining human resources and making compliance a breeze.



Taleo
Recruiting, development and ongoing employee training.



Oracle
The Oracle system is the NEXT standard for all purchasing and payroll at all our locations



Compass
This timekeeping software enables our locations to manage employee time effectively.



Oracle EAM
Fully operational fleet maintenance system that manages all aspects of the vehicle maintenance department.



Shopfax
This vehicle maintenance software enables seamless and efficient vehicle maintenance and repair.



E. Performance Measures

A brief outline of our performance measures for our two most relevant contracts may be found below:

	Pace	MBTA - The Ride	PVTA
On Time Performance	85.87%	90.18%	90.02
Productivity	1.37	1.35	1.46
Average Travel Time per Trip	47.28 minutes/trip (weekdays) 51.88 minutes/trip (weekends)	37.8 minutes/trip	27.49
Average Number of Downed MDTs Daily	5	1	6
Ration of Service Complaints to Trips	7.1 complaints/1,000 trips	.06 complaints/1,000 trips	.09 complaints/1,000 trips

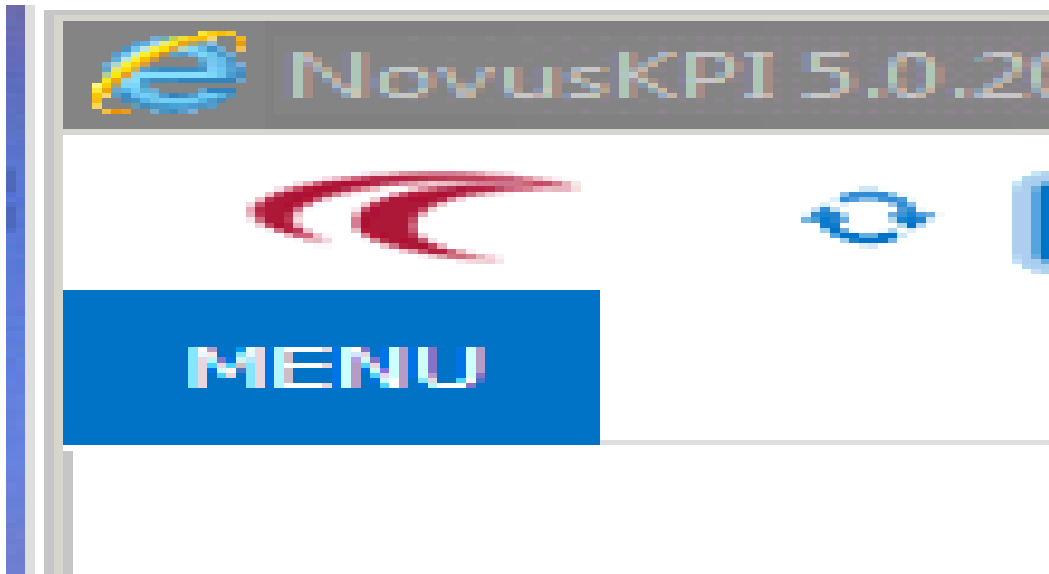
At our current operation, we are expected to monitor OTP, Appt Time OTP, Missed Trips and productivity for the service. We utilize all these reports to identify schedule conflicts, garage leave time, traffic patterns, and assist us with monitoring drivers who are challenged hitting our KPI's.

See below screenshot of Trapeze Viewpoint Dashboard. We make this available throughout our facility. In addition to dispatch staff monitoring this display, we expect all managers and supervisors to monitor this as well.

Our firm has developed multiple spreadsheets for monitoring volume and determining where best to allocate assets to provide optimum service. In addition, we have a number of key KPI's that we evaluate like accidents per million miles, and speeding. We have provided an example of this report as Appendix C to this proposal.



Exhibit 1: Trapeze Viewpoint Dashboard





2. Service Plan



A. Scheduling/Routing and Discipline

1. Ride Requests

Our proposed management team has extensive experience in the management and use of Trapeze software for reservations, scheduling, and dispatch, including multiple versions and updates. They will bring this expertise to **Chicago ADA Dedicated Paratransit** and to the dispatch and scheduling approach.



To support our local team, CDT plans to use the current dispatch and scheduling staff. These trained and talented individuals know the system and how it has been tailored to work for **Chicago ADA Dedicated Paratransit**.

Our corporate IT support and CDT's in-house IT expert will be available 24/7 to support the location and managers in the use of technology infrastructure, troubleshooting software issues, refresher training and providing technical knowledge to non-technical end users. Should there be an occurrence requiring additional technical support, we will ensure that there are Trapeze representatives available to solve any issues.

Passenger Scheduling

Scheduling is a highly specialized skill and requires individuals who are capable of providing great attention to detail, and a proficiency in dealing with scheduling software. Trapeze was designed to provide the most efficient trip schedules, utilizing shared trips wherever possible and limiting deadhead miles. At all of our DAR and paratransit locations, we strive to maximize our productivity, providing the most possible trips per revenue hour. Scheduling and Dispatch are two of the primary keys to maintaining high levels of productivity.



Our scheduler/dispatchers will have continued training on Trapeze and all of its associated modules on an ongoing basis to ensure that their knowledge of the system remains at a peak level. We understand that technology is constantly changing and we will bring our technological expertise to **Chicago ADA Dedicated Paratransit** to embrace a culture of continuous improvement and to embrace new technologies as they arise.

As part of our standard quality assurance practice, we monitor our productivity numbers on a daily basis via our National Express Quality Management Summary and in more detail during our Monthly Quality Assurance meeting with **Chicago ADA Dedicated Paratransit**. If productivity numbers are declining or are lower than we would expect, we will work with our schedulers and



dispatchers to identify opportunities for improving our overall productivity, including increasing the use of shared trips.

Daily Scheduling

In order to ensure that CDT has the capacity and operators needed to meet anticipated service demand and daily fluctuation, CDT utilizes the following step by step process on a daily basis for its schedulers and routers.

At 6:15 pm - PRINT HOUR AND RIDERSHIP REPORT FOR NEXT DAY

PRINT PRODUCTIVITY REPORT FOR NEXT DAY

REVIEW TRIPS FOR ANY PROBLEMS OR HOURS WITH EXCESSIVE TRIP COUNTS,
IMMEDIATELY REPORT ANY POTENTIAL PROBLEMS TO MANAGER

DETERMINE IF THE APPROPRIATE NUMBER OF DRIVERS ARE SCHEDULED,
IMMEDIATELY REPORT ANY POTENTIAL PROBLEMS TO MANAGER

PLACE AND LOCK TRIPS ON RUNS THAT WE DON'T WANT TO MOVE

UNSCHEDULE REMAINING TRIPS

After trips

Unscheduled - CLOSE RUNS USING TEMPLATE

BATCH/PLACE EVENING RUSH HOUR TRIPS UP TO 1900

THERE CAN BE NO UNSCHEDULE WH TRIPS OR 15+ MILE TRIPS

FREEZE RUNS THAT WE DO NOT WANT TRIPS TO MOVE OFF OR ON

BATCH ALL WHEELCHAIR TRIPS

BATCH ALL 15 MILES TRIPS

BATCH TRIPS 0:00-4:59

BATCH TRIPS 0:00-5:59

BATCH TRIPS 0:00-6:59



BATCH TRIPS 0:00-7:59

SCHEDULERS BEGIN INDIVIDUALLY REVIEWING ALL RUNS WITH TRIPS FOR ANY PROBLEMS (THIS IS ONGOING FOR REST OF NIGHT AS RUNS POPULATE)

UNFREEZE FROZEN RUNS

BATCH TRIPS 0:00-8:59

BATCH TRIPS 0:00-9:59

AT THIS POINT THERE CAN BE NO UNSCHEDULED TRIPS BEFORE 10AM

BATCH TRIPS 0:00-10:59

BATCH TRIPS 0:00-11:59

BATCH TRIPS 0:00-12:59

BATCH TRIPS 0:00-13:59

BATCH TRIP 0:00-14:59

BATCH TRIP 0:00-15:59

BATCH TRIP 0:00-16:59

BATCH TRIP 0:00-17:59

BATCH TRIP 0:00-18:59

CLOSE ANY ADDITIONAL RUNS WITH ZERO TRIPS

REPORT ANY UNSCHEDULED TRIPS AND THEIR TIMES TO MANAGER TO DECIDE WHETHER THE DAY CAN START WITH TRIPS UNSCHEDULED

RUN PRODUCTIVITY, HOUR AND RIDERSHIP AND DAILY OPERATIONS REPORT FOR BATCH DAY

RUN HOUR AND RIDERSHIP REPORT FOR PREVIOUS DAY

CONTACT RECON TO RELEASE RUNS

TURN IN PAPER WORK



Dispatchers often have the most difficult job in ADA and paratransit provision because they are responsible for the timely provision of service, but they are not actually in the vehicles. Detailed monitoring of vehicles, through MDT’s, radio communication with operators, and a thorough understanding of the service area and any potential obstacles are critical to the success of the dispatch department. CDT understands that this is a delicate role that requires individuals to not only have the ability to work with a various technologies in real time, but also to be diplomatic, respectful, and direct in communication. The training for a dispatcher includes a classroom module and at least 30 days of “shadowing” a veteran dispatcher prior to beginning to operate the system. We monitor our dispatchers carefully to ensure that they understand the complexities of the system and that they communicate effectively with our operators in a way that promotes safe and on-time performance. We also regularly track developments in the community that may cause traffic delays, including construction, road closures, weather occurrences, and community events.

2. Dispatching Personnel

Dispatch Staffing Plan

Position	Number	Description
Dispatchers	28 FT	<ul style="list-style-type: none"> ▪ Ability to structure cost efficient and timely schedules, utilizing scheduling/routing software. (Window Dispatch) ▪ Work with scheduling software to ensure that parameters for service are accurate and that all schedules are efficient and meet or exceeds standards for productivity. ▪ Conduct positive bus operator check-in/check-out procedures ▪ Communication with Pace regarding the replacement of operators or buses and the handling of accidents and incidents while on the road. ▪ Ensure operational performance goals are met. ▪ Track routes and on-time performance. ▪ Ensure all paperwork (accidents, breakdowns, route openings/route extensions & dispatch log) is timely, legible, complete and distributed as required. ▪ Monitor service interruptions for all service types minimizing service distributions. ▪ Communicate effectively with Managers and Supervisors regarding the replacement of operators or buses and the handling of accidents and incidents while on the road. ▪ Ability to structure cost efficient and timely schedules, utilizing Trapeze ▪ Work with Trapeze software to ensure that parameters for service are accurate and that all schedules are efficient and meet standards for productivity.



Position	Number	Description
		<ul style="list-style-type: none"> Produce and maintain a written record of problems related to the scheduling on a daily basis. Meet all deadlines relating to schedules. Coordinate with dispatch to establish scheduling standards for time and miles Work directly with customers, aids, and employees when necessary
Dispatch Support	12 FT	<ul style="list-style-type: none"> Assist Dispatchers in their duties, specifically in reporting and tracking routes. Communicate with operators and supervisors regarding accidents and incidents. Assist with check in and check-out of operators.
Scheduler	9 FT	<ul style="list-style-type: none"> Responsible for ensuring that reserved trips are scheduled in the most efficient manner possible, while maintaining a focus on safe, customer friendly operation. Utilize Trapeze to schedule reserved trips. Ensure that all reserved trips are scheduled within the two hour period (before or after) the requested time for the trip. Scheduling of transfer trips. Ensure that all scheduled trips are in Trapeze for call out. Review and maintain subscription trip requests to ensure the efficient use of vehicles and maximization of productivity. Communicate effectively with passengers to describe services and answer ride inquiries. Demonstrated ability to understand the service area. Demonstrated ability to learn all required software, including dispatch software, database software, and work-processing and spreadsheet applications. Effective communication skills, including both oral and written communication. Respond to customer inquiries with sensitivity.

Dispatch Monitoring

All new hires complete 30-day training with an additional 60-day evaluation period. Current staff has years of experience with dispatching and scheduling in the Chicago paratransit market. An unusual situation would require a dispatcher or scheduler to notify a supervisor or escalate to a manager if required. Below, we have provided additional information on our procedures for optimization of routes using Trapeze:

Overnight Scheduling Procedure

CDT Dispatch Procedures

Owner: Control Center Manager

Purpose: To ensure that service for the next day is scheduled optimally

1. After being notified of the batch being complete from the RMMCC, the overnight supervisor will run the Hour and Ridership and Productivity Report.
2. The overnight supervisor and staff will immediately review the trips for any potential issues that may need to be referred back to the RMMCC for assistance.
3. Once the reports are completed, all trips will be unscheduled from their respective routes.
4. Schedulers will build large capacity vehicle routes using the Optimize Report to group trips together. Trips and runs that can be templated will be referred to the supervisor for consideration.



5. Schedulers will begin to place trips for the early morning up to 06:00 and late night starting at 19:00.
6. Using the Batch function in Trapeze, the overnight supervisor will take the following steps to schedule the remaining trips:
 - a. All wheelchair trips will be batched to routes.
 - b. All long distance trips (15+miles) will be batched to routes.
 - c. All trips will be batched per hour (i.e.07:00-07:59, 08:00-08:59, etc.)
7. After the batch is completed, each scheduler will have a group of routes to review to remove any violations and ensure that the routes are optimized. The Late Trip report and Viewpoint's OTP Drilldown by Hour will be utilized to help assist the schedulers with finding trouble spots and selecting better solutions.

Route Monitoring Procedure

CDT Dispatch Procedures

Owner: Control Center Manager

Purpose: To ensure that same-day service is being properly monitored by staff

1. All driver routes will be divided equally amongst each dispatcher before their shift by the dispatch supervisor to monitor for the day. Expected routes per dispatcher are between 20 and 30 depending on trips and run count.
2. Dispatchers are required to manually scan through their routes every 2-5 minutes looking for violations.
3. Dispatchers will use the following tools in Trapeze to efficiently monitor their routes:
 - A .Dispatch Manager Screen
 - b. Schedule Editor
 - c. Trips without Arrive in Trapeze 5 Reports (refreshed every 2-5 minutes)
 - d. Viewpoint
 - i. OTP Drilldown by Hour
 - ii. Actual OTP by Route
 - iii. Projected OTP by Route
 - iv. Projected Late Pickup
 - v .Projected Late Alert Client
 - vi. Projected Late to First Pickup
 - vii. Projected Late Appointments
 - viii. Projected Late Alert Appointment
 - ix. Projected Excessive Onboard Time
 - x. Unperformed Events
4. Dispatchers are required to look at least 60 minutes ahead in their routes to ensure that future trips are running on-time.
5. When required to reschedule any trips, the dispatchers will use the following tools in Trapeze:
 - a. Schedule Booking Wizard
 - b. Find Closet...Wizard (F8)
 - c. If the previous two steps do not provide a solution, email or instant messaging other dispatchers to see if they can assist



d. Notify supervisor and ask for assistance

The following are additional procedures for dispatch monitoring:

- We will provide a staff of 9 dispatchers with a control center manager that will monitor all dispatch activities throughout all driver shifts; drivers will not be out on a run without live monitoring.
- We will ensure all dispatchers are cross-trained with both of our service areas and available at all times in case of emergency or staffing issues
- Issues that occur throughout the day are addressed as they occur. CDT believes that the only way to successfully operate is to be fully staffed and create redundancy so that any problems can be addressed immediately. We will continue this process in this bid, and with dispatchers available for the entire drivers shifts, we anticipate being able to address every issue in real time as it occurs.

Dispatcher Responsibilities and Procedures

The dispatcher's responsibilities for day to day operations are as follows:

- The dispatcher starts their day by promptly logging into Trapeze at their assigned work station
- The dispatcher uses a certain set of tools to assist them with their job.
 - Trapeze work station 14
 - Pass provider report
 - Dispatch Monitor
 - Trapeze 5
 - Trips not arrived
 - Schedule editor
 - MDT screen
 - View Point

The dispatcher immediately goes through the run group assigned by the supervisor, comprised of 25 runs each, depending on the amount of trips. Typically, the first two hours on the drivers manifest shouldn't have to have any trips moved as the first two hours are the responsibility of



the schedulers. The dispatcher needs to be mindful of whether the driver starts promptly and arrives on time for their pullout.

The dispatcher is to move any trips that look to be causing the driver's manifest to fall behind or trips that look like they could potentially cause trouble in the future. The dispatcher is also to make sure all runs assigned to the run group are assigned and pulled out on time.

Dispatch is a multitasking position that requires the dispatcher to be able to monitor the assigned run group, answer the phone, answer drivers promptly and professionally over the radio, and deal with any accidents, incidents, or breakdowns the driver may encounter.

The dispatcher is responsible for checking the AVL for no shows (NS) and cancel at the doors (CD) and calling the client upon the driver arrival or prior to approving a no show.

The dispatcher must go through their entire set of runs 5-6 times an hour to maintain good OTP.

At the end of the day the dispatcher is responsible for all NS, CD and MN to be performed, all dispatch forms completed, and all the drivers in the run group last trip arrived and performed on their manifest. If a dispatcher leaves before the run arrives at the base for pull in, they must hand the drivers to another dispatcher and make the drivers aware of the change.

The dispatcher is responsible for writing an incident report about the driver if there any issues such as the following; route selection, driver getting lost, not reporting an accident/incident, being unprofessional over the radio, etc.

Dispatchers must inform a supervisor before leaving at the end of their shift.

3. Scheduling and Dispatching Forms

All scheduling and dispatching takes place in Trapeze. Currently, we do not utilize any paper scheduling or dispatching forms, with the exception of the Trip Booking Form (attached as Appendix D), which is only used in extreme cases where the Trapeze software may not be functioning correctly. As the current providers of Pace Paratransit service utilizing similar scheduling and dispatching procedures to those required by this contract, we have a full understanding of what is needed. We have provided an outline of our Dispatch training in Appendix E and can provide information regarding our Trapeze training upon request.



Route Optimization

Our firm has a full time optimization group. The details are as follows:

- CDT schedulers are very familiar with Scheduling Violations in Trapeze and their goal is to start each day with zero violations, the only violations that are allowed to be on the run are related to the drivers (for example a run ending late). We do not allow any violations related to customers before a run pulls out.
- Scheduling Violations that occur throughout the day are addressed as they occur. Our firm believes that the only way to successfully operate is to be fully staffed and create redundancy so that any problems can be addressed immediately. We will continue this process in this project, and with dispatchers available for the entire drivers shifts, we anticipate being able to address every issue in real time as it occurs.
- CDT schedulers use Route Optimization report from Trapeze, as shown in Appendix E, to help ensure that our runs are balanced and efficient. This also helps direct us to open runs if there are violations on other runs.

BATCH (Optimize) PROCEDURES

At 6:15 pm - PRINT HOUR AND RIDERSHIP REPORT FOR NEXT DAY
PRINT PRODUCTIVITY REPORT FOR NEXT DAY
REVIEW TRIPS FOR ANY PROBLEMS OR HOURS WITH EXCESSIVE TRIP COUNTS, IMMEDIATELY
REPORT ANY POTENTIAL PROBLEMS TO MANAGER FOR POTENTIAL REFERRAL TO RMMCC FOR
ASSISTANCE
PLACE AND LOCK TRIPS ON RUNS THAT WE DON'T WANT TO MOVE
UNSCHEDULE REMAINING TRIPS
After trips
Unscheduled - CLOSE RUNS USING TEMPLATE
BATCH/PLACE EVENING RUSH HOUR TRIPS UP TO 1900
THERE CAN BE NO UNSCHEDULE WH TRIPS OR 15+ MILE TRIPS
FREEZE BUS RUNS (E CAP TYPE 94)
BATCH ALL WHEELCHAIR TRIPS
BATCH ALL 15 MILES TRIPS
BATCH TRIPS 0:00-4:59
BATCH TRIPS 0:00-5:59
BATCH TRIPS 0:00-6:59
BATCH TRIPS 0:00-7:59
SCHEDULERS BEGIN INDIVIDUALLY REVIEWING ALL RUNS WITH TRIPS FOR ANY PROBLEMS (THIS
IS ONGOING FOR REST OF NIGHT AS RUNS POPULATE)
UNFREEZE BUS RUNS (E CAP TYPE 94)
BATCH TRIPS 0:00-8:59



- BATCH TRIPS 0:00-9:59
- AT THIS POINT THERE CAN BE NO UNSCHEDULED TRIPS BEFORE 10AM
- BATCH TRIPS 0:00-10:59
- BATCH TRIPS 0:00-11:59
- BATCH TRIPS 0:00-12:59
- BATCH TRIPS 0:00-13:59
- BATCH TRIP 0:00-14:59
- BATCH TRIP 0:00-15:59
- BATCH TRIP 0:00-16:59
- BATCH TRIP 0:00-17:59
- BATCH TRIP 0:00-18:59
- CLOSE ANY ADDITIONAL RUNS WITH ZERO TRIPS
- REPORT ANY UNSCHEDULED TRIPS AND THEIR TIMES TO MANAGER TO DECIDE WHETHER THE DAY CAN START WITH TRIPS UNSCHEDULED
- RUN PRODUCTIVITY, HOUR AND RIDERSHIP AND DAILY OPERATIONS REPORT FOR BATCH DAY
- RUN HOUR AND RIDERSHIP REPORT FOR PREVIOUS DAY
- CONTACT RECON TO RELEASE RUNS
- TURN IN PAPER WORK

CDT will maintain a separate computer that will connect to Pace/Trapeze through a remote connection. This computer will be used to download and save Manifests and Cross Reference Reports on an hourly basis so that in case of Trapeze crash data is never more than an hour out of date. A separate high speed/output printer will be connected to this computer so that driver manifests can be printed at a moment's notice.

4. Background and Experience

Our firm will retain the current dispatchers and schedulers and continue to work with them to improve the service. We prefer for our dispatchers and schedulers to have at least two years of experience in both positions so they are seasoned and understand how the system works. We will meet the Pace requirements as outlined in the RFP.

We would expect our schedulers and dispatchers to have worked with Trapeze and prefer they have worked in the Pace system.

Job Description: Dispatcher/Scheduler	
Reports To:	General Manager
Department:	Operations
Minimum Qualifications	
Knowledge and Qualifications: <ul style="list-style-type: none"> ▪ Knowledge of the companies, service promise, services, capabilities, policies, procedures and practices to effectively manage operators, resolve issues in accordance with company goals and objectives and promote the company as a 	



Job Description: Dispatcher/Scheduler

leading bus transportation service provider.

Skills and Abilities:

- Excellent communication skills, interpersonal skills required. Knowledge of surrounding area, routing.
- Experience with relevant dispatch software.
- Well-developed multi-tasking and time and priority management skills to balance conflicting demands related to customer care and routing.

Experience:

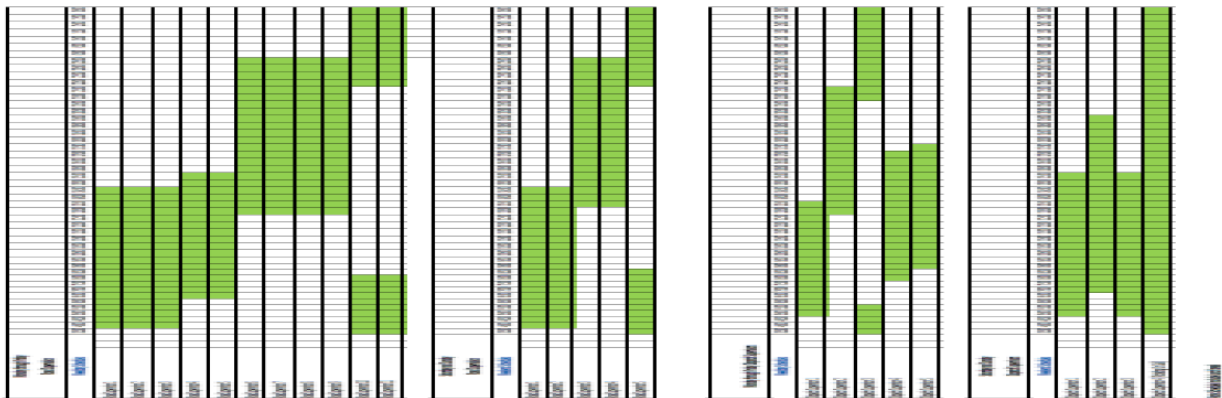
- High School diploma or GED.
- Minimum 6 months experience in an operator position, 2 years preferred.
- Previous dispatch experience a plus.

Duties

The Paratransit Radio Dispatcher coordinates the daily operations (driver, routing, and vehicle activities) necessary to assure safe, on-time service and customer satisfaction. This individual maintains the highest level of ethical behavior with our customers, fellow employees and the communities we serve.

- Utilize Trapeze PASS to track and communicate important service information to operators and Client.
- Work with Call Takers/Schedulers to minimize service interruptions to DAR and Paratransit passengers.
- Track routes and on-time performance.
- Move trips as necessary.
- Work with group homes, caregivers, and workshops to communicate service issues, and passenger concerns.
- Communicate passenger, safety and other operational concerns.
- Communicate with the Client regarding service issues.
- Generate and check daily reports from Trapeze to ensure that all trips have been routed correctly.
- Computer skills including Trapeze, database, and word-processing and spreadsheet applications.

Scheduler for Supervisors





B. Staffing Plans

1. Operators/Drivers

CDT’s primary focus is the safety and security of our passengers and employees. In order to ensure this level of safety and that our services remain timely and efficient, our staffing plan must provide adequate support at every level. Below, we have provided our proposed number of employees in each position. Dispatchers and safety/road supervisors will be on duty during all hours and days of service.

Position	Number	Description
Bus Operators	535 FT	<ul style="list-style-type: none"> ▪ Provide safe, timely, and courteous service to passengers. ▪ Full knowledge of on board equipment to include, but not limited to farebox, destination sign, wheelchair lift, Zonar, on-board cameras, etc. ▪ Perform pre-trip and post-trip inspections of vehicle for mechanical problems and vehicle damage prior to beginning scheduled route. ▪ Possesses accurate and up-to-date knowledge of service area, including all typical road conditions. ▪ Possesses knowledge of and adhere to all CDT operating rules and regulations. ▪ Provide friendly and sensitive assistance to all passengers, including those with disabilities. ▪ Accurate and legible completion of accident and incident reports. ▪ Responsible for completing manifest/route sheet, passenger report, operator defect reports, and maintenance repair orders. ▪ Maintain and record passenger counts, collect fares, and record data, as required.



Operator Recruitment

Once awarded the contract, our team will immediately notify incumbent drivers. Our Director of Labor Relations will work closely with the Teamsters and confirm the current labor contract with our firm. Our firm believes in providing an enviable workplace for our employees as shown with our commitment to our new facility. Retaining drivers is one key to success. We will offer employees a pleasant workplace (one they can enjoy) and provide many incentives, with our priority being on safety and meeting or exceeding the targets set out by Pace. One of primary focuses will be to



have a very high morale among our employees, so they can provide that positive attitude with the passengers we serve. The following are some examples of how we will recruit for drivers and retain them:

- Utilize billboards as a form of advertisement
- Help wanted banners at our location
- Create flyers to be distributed at City buildings, office complexes, and other areas in the service areas
- Wraps on CDT/National Express - owned vehicles with help wanted signs and a phone number to call.
- We will meet with local governments and community centers and set up job fairs
- Job fairs every weekend and continued throughout the term of the contract
- Ads at local centers
- Radio ads and have done this through the Chicago Urban League
- Incentive programs as listed below to hire and retain:
 - \$800 recruiting bonus
 - \$200 referral bonus
 - All departments one awarded each month-Branded watch and plaque



- Drivers can receive Monthly Food Trucks-based on speed reduction/safe driving/lowering Drive Cam Scores
- Drivers receive quarterly and holiday give-a-ways-Eco friendly water bottles, lunch kits, turkeys to ALL employees
- Top 5 drivers each month-Awarded Fitbits, plaques and “bragging rights”
- Driver of the month has a reserved parking spot
- Perfect attendance incentive
- All employees have a Wellness Wednesday where fruit of all kinds is brought into the facility
- Quarterly potlucks for all employees to attend
- Road Supervisors have an opportunity to earn an eco-dot by constantly increasing coaching effectiveness
- Completing driver evaluations at targets that are set each quarter and can win a 55” TV
- Dispatchers/Call Center employees incentives can range from a team lunch to a 55” TV for achieving OTP goals and productivity goals

Dress Code and Uniforms

Our dress code compliance will be 100%. Each driver will have to get their assignment from the dispatcher who will do a positive check in with the driver prior to handing the keys to them. If not, they will be sent home. All uniforms will meet Pace requirements.

2. Operator Deployment

We have provided an operator schedule as Appendix F to this submittal.



3. Number of Dispatchers/Schedulers

As stated in Section 2.A.2, we are proposing 28 dispatchers, 12 dispatch support personnel, and nine (9) schedulers.



We have staffed the supervisory function in a way that will allow our Dispatchers and Safety/Road Supervisors to be cross-trained. This will allow full and complete coverage by Safety/Road Supervisors during all hours when the vehicles are in revenue service. We will also ensure that there is a supervisory person available at pull out every shift. We have included our dispatcher/scheduler and supervisor schedules as Appendix B.

C. Training

1. Operator Training Program

Overview

Provide detail on training schedule, training procedures and hours of training for all categories

Operator Development Program

New driver training occurs every other week and lasts 120 hours, minimum. All new hires are evaluated after 30 days and all drivers receive an annual recertification. All other operations staff must complete the operator development program and will be evaluated after 30, and 90 days and receive an annual recertification.

Below, we have provided detail on the Operator Development Program for Pace.



Operator Development Program

LEM
11/26/18

		Delivery	Source	Student Initial	Instructor Initial
MODULE ONE: Date _____					
AM	Welcome - NEXT History/DOH, Contract Overview, Handbook	CLS	DOH		
	Introduction to Professional Driving	CLS	TAPTCO		
	Federal Regulations	CLS	TAPTCO		
	Hazard Communications	CLS	TAPTCO		
	Creating a Drug & Alcohol Free Workplace (1 hour Drug/30 min Alcohol)	CLS	TAPTCO		
PM	Preventing Harassment	CLS	TAPTCO		
	Bloodborne Pathogens	CLS	TAPTCO		
	Fatigue Management - DOH	CLS	TAPTCO-DOH		
	Wellness	CLS	TAPTCO		
	Whistleblower	CLS	TAPTCO		
	Safety Best Practices (Safety Basics)	CLS	TAPTCO		

MODULE TWO: Date _____					
AM	Slips, Trips, Falls	CLS	DOH		
	Introduction to the Bus	CLS	TAPTCO		
	Pre-Trip Inspections	CLS	TAPTCO		
	Pre-Trip and Post-Trip Inspections	PDS	VEHICLE		
	Pre-Trip and Post-Trip Inspections	OBS	VEHICLE		
PM	Mirror Adjustments & Reference Points	CLS	TAPTCO		
	Mirror and Reference Points	PDS	VEHICLE		
	Mirror and Reference Points	OBS	VEHICLE		
	LLLC Defensive Driving	CLS	TAPTCO		

MODULE THREE: Date _____					
AM	Pre-Trip and Post-Trip Inspections	PDS	VEHICLE		
	Pre-Trip and Post-Trip Inspections	OBS	VEHICLE		
	Closed Course	BTW	ODPC-Trackit		
PM	Closed Course & Maneuvering Standards Evaluation	OBS	ODPC-Trackit		
	End of MODULE Review - DeBrief	CLS	TAPTCO		

MODULE FOUR: Date _____					
AM	Preventing Driver Distractions	CLS	TAPTCO		
	Following Distance	CLS	TAPTCO		
	On-the-road, subjects above	BTW	ODPC-Trackit		
PM	On-the-road, subjects above	OBS	TAPTCO		
	End of MODULE Review - DeBrief (Daily Driving Standards Checklist)	CLS	TAPTCO		

MODULE FIVE: Date _____					
AM	Intersections	CLS	TAPTCO		
	Railroad Crossings	CLS	TAPTCO		
	On-the-road, subjects above	BTW	ODPC-Trackit		
PM	On-the-road, subjects above	OBS	ODPC-Trackit		
	End of MODULE Review - DeBrief (Daily Driving Standards Checklist)	CLS	ODPC-Trackit		

CLS Classroom
 BTW Behind the Wheel Training
 OBS Observation of Skills
 CDT Cadet operation of revenue service



Operator Development Program

MODULE SIX: Date _____					
AM	Pedestrian Awareness	CLS	TAPTCO		
	Preventing Backing Accidents	CLS	TAPTCO		
	On-the-road, safe driving skills	BTW	ODPC-Trackit		
PM	On-the-road, safe driving skills	OBS	ODPC-Trackit		
	End of MODULE Review - DeBrief (Daily Driving Standards Checklist)	CLS	ODPC-Trackit		

MODULE SEVEN: Date _____					
AM	Merging, Lane Changing & Passing	CLS	TAPTCO		
	Special Driving Conditions	CLS	TAPTCO		
	On-the-road, safe driving skills	BTW	ODPC-Trackit		
PM	On-the-road, safe driving skills	OBS	ODPC-Trackit		
	End of MODULE Review - DeBrief (Daily Driving Standards Checklist)	CLS	ODPC-Trackit		

MODULE EIGHT: Date _____					
AM	Introduction of ADA & Sensitivity	CLS	TAPTCO		
	ADA, Lifts, Ramps & Securement	CLS	TAPTCO		
	Professionalism/Customer Service	CLS	TAPTCO		
	Lift Operations	PDS	ODPC-Trackit		
PM	10 Commandments & Securement Systems	PDS	ODPC-Trackit		
	End of MODULE Review - DeBrief (Daily Driving Standards Checklist)	CLS	ODPC-Trackit		

MODULE NINE: Date _____					
AM	Map Reading	CLS	TAPTCO		
	Conflict/Agression Management	CLS	TAPTCO		
	Accident & Emergency Procedures	CLS	TAPTCO		
	NTI - Warning Signs	CLS	TAPTCO		
	On-the-road	BTW	ODPC-Trackit		
PM	On-the-road	OBS	ODPC-Trackit		
	End of MODULE Review - DeBrief (Daily Driving Standards Checklist)	CLS	ODPC-Trackit		



MODULE TEN: Date _____				
AM	PACE Contractual Requirement Review	CLS		
	Accidents - Pace Reporting Form/Accident Procedures	CLS		
	Drug and Alcohol Procedures	CLS		
	Driving Skills - Definition/Starting and Stopping/Following moving traffic	CLS		
	Intersection Operations	CLS		
	Right & Left Hand / Double Lane Turns	CLS		
	Changing Lanes/Passing and Being Passes	CLS		
	Backing Buses	CLS		
	Service Stops	CLS		
	Slippery Streets	CLS		
	Railroad Crossings	CLS		
	General Defensive Driving Techniques	CLS		
	Emergency Equipment Operations - Review Emergency Procedures	CLS		
	Location of Emergency Equipment in Vehicle	CLS		
	Use of Emergency Equipment	CLS		
	Vehicle Evacuation	CLS		
	Fire Protection	CLS		
	Fare Collection - Fare Instruments	CLS		
	Collection / Fare Handling	CLS		
	Fare Box Operations	CLS		
	Other related procedures	CLS		
	Lift Usage - Positioning the Vehicle	CLS		
	Automatic Operation of Lift	CLS		
Manual Operation of Lift	CLS			



While most Transit service providers use very similar operator training tools in the development of their operators, the way in which the content is delivered is what can cause a good training program to deliver excellent results. CDT capitalizes on adult learning concepts such as spaced repetition and immediate application of knowledge in the facilitation of the CDT core curriculum. As such, the CDT Operator Training program does not demand a fixed number of hours to complete, but instead focuses on the individual operators ability to comprehend the material and demonstrate competency in its execution. At the heart of the CDT curriculum is the TAPTCO Operator Development program utilizing LLLC defensive driving concepts as the introduction to defensive driving for new operators.

All CDT Operator Trainers are certified by a CDT Certified Master Trainer in the delivery of the CDT Operator Development Program. Our Certified Trainers can be identified by their Certified Trainer pins on their High Visibility vests, and are certified to comprehend adult learning concepts and the TAPTCO curriculum. CDT Certified Trainers are selected based on their previous exposure to the TAPTCO program, their performance profile relative to attendance and disciplinary reports, and their safety performance requiring a 2 year preventable accident free standard. Certified Trainers must maintain these standards in order to be eligible to maintain the trainer certification.



To ensure continual development of our operator pool, CDT also ensures all Safety Managers are certified National Safety Council Defensive Driving Instructors (within 6 months of hire) to further develop the operator pool's knowledge and skill sets with defensive driving. In addition to NSC certification, all CDT locations have access to a PASS Certified ADA Instructor by the CTAA. Each year CDT expands its pool of certified PASS Instructors to ensure each CDT location can incorporate the CTAA

sponsored program into their curriculum.



Our driver oversight program is built to ensure the consistent deployment of the skills and knowledge instilled in the NEXT Operators during their initial training. Our oversight program continues to take advantage of adult learning concepts by continually developing the skills of the operators, as well as the coaching skills of the location leadership. Our Director of Safety, Lisa Maurer will have a CDL license as part of her continued leadership.

Training Calendar

Operators will receive essential training that encompasses rules of the road, defensive driving, safety standards, vehicle features and use, pre-trip and post-trip vehicle inspections, ADA equipment usage, customer service, sensitivity and empathy training, accident and incident procedures, proper communication procedures, and extended time behind the wheel. Our training program is augmented by on-route training. This on-route training allows Safety/Road Supervisors to observe operators in the operating environment, to answer questions, and to offer advice and assistance. The future success and retention of excellent vehicle operators starts with an effective and comprehensive training program. Our vehicle operators will have the ability and the confidence to safely perform their duties when their training is completed. A detailed syllabus of our training program with a full breakdown of all classes and elements may be found in Appendix G.

Route Training Hours

After the completion of new-hire training, all new-operators will spend several days in additional on-the-road training with our Safety Training Manager. This helps us ensure that the service is seamless when a new operator takes over a route. In addition, all new operators are mentored by the qualified seasoned veteran operators for the first 90 days of their tenure in-service.

Training on Operation of Vehicles

Classroom Training

CDT's operations have a superior record of quality and effective Vehicle Operator Training. We have developed a custom program designed to provide consistent and thorough training to all trainees that will be applied to the Pace services. As mentioned before, the program is based on the renowned TAPCO guidelines with enhancements to driving hours, sensitivity training using the Community Transportation Association of America (CTAA) Passenger Assistance Safety and



Sensitivity (PASS) program and our customer service and rider sensitivity program. While the program is customized to address specific areas of concerns (i.e. unique service area, cold weather concerns, mountainous terrain, electric vehicles, sensitivity training, etc.) the base program consists of orientation, customer service training, along with guidelines specific to the operation of the Pace services. Incumbent operators are required to complete the orientation, PASS, customer service and defensive driving portions of this classroom training. This same training instruction with defensive driving instruction is reviewed with current operators involved in preventable accidents or those who have received a valid customer service complaint. Our training has resulted in some of the lowest accident rates in the country.

Operator Evaluation Program

All Vehicle Operators will receive a minimum of two ride checks and two road observations annually, monitored through the TrackIt program. If any deficiencies are noted, retraining is conducted. The retraining includes focusing on the item for which the vehicle operator was deficient and defensive driving. Our management team will be required to perform ride checks at least once a week to help support this requirement.

Behind-the-Wheel Training on Proper Operation of Pace Vehicles

Before a trainee is released for service, he or she is closely monitored and is required to complete a final road and training evaluation, in which they must score at least 80% proficiency to complete the training and successfully graduate from the training program. Operators will operate a vehicle, learn all of the major trip generators and, on a practical level, how to interact with the passengers.

Passenger Assistance Training

CDT understands the extreme importance of ADA law, customer sensitivity, empathy training, and mobility accommodations. Five hours of classroom training are devoted to this subject with additional time spent using the vehicle as a classroom, teaching sensitivity, securement, and lift operation for a total of 16 hours of sensitivity training and mobility securement. The training includes an in-depth understanding of ADA mobility securement, sensitivity education, and instruction on how to serve people with special needs. The training also covers important



empathy measures with customers. PASS training will be provided to all new Pace operators within the first six months of their employment with CDT.

The classroom portion of this training includes: lecture on the ADA law with strong employee participation, panel discussions led by people with disabilities presenting information regarding different types of disabilities and recommending improvements to accessible transit service, a review of ADA complaints filed by passengers with disabilities during the preceding year, and a review of special service needs required by passengers with disabilities.



In addition, several hours of the training are spent on ADA operational training. This ADA encompassing training includes a discussion of disabilities that present transportation issues, scenarios regarding service to passengers with disabilities and the practical remediation of access problems presented in those scenarios, and equipment and other resources available to make public transit a viable transportation alternative for passengers with disabilities. The training also includes discussion of operator responsibilities, equipment and devices currently in use, proper use of such equipment and devices, and other matters as CDT deems appropriate.

Finally, additional hours of field time will be spent on the vehicle with an instructor to evaluate operator expertise in the boarding, securement, and de-boarding of mobility aid devices and the operator's familiarity with other equipment and devices then in use. Several types of mobility aid devices will be employed to conduct the hands-on training. For use in hands-on training and hands-on evaluation, a manual wheelchair, an electric scooter, and an electric wheelchair will be utilized.

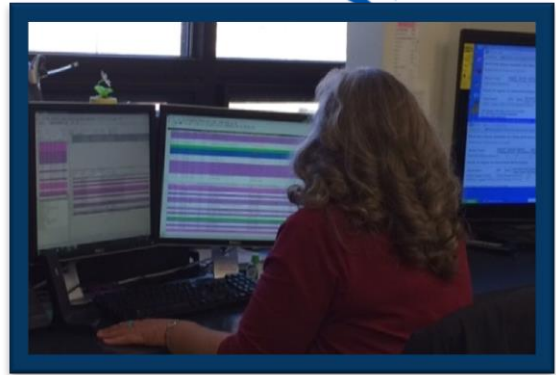
Securement issues are an ongoing issue with service to users with mobility devices. The training includes detailed classroom and hands-on training to support these passengers. Securement attention is critical to ensure the mobility device is properly tied-down and to ensure the customers enjoy a safe ride. All CDT operators will be evaluated and tested for their securement procedures knowledge and capabilities.



2. Dispatcher Training

Call Center Training

Scheduling and Dispatching are more of an art than a science. It takes a person with successful multitasking capabilities to perform these tasks effectively. We endeavor to hire only individuals who can excel in an environment requiring high customer service skills and attention to detail. A large portion of dispatcher staff training takes the form of on-the-job training.



The best dispatchers are those who have been in the operator ranks and moved up to the dispatcher position. They understand the circumstances when an operator calls. Dispatchers must have a firm understanding of the service area, operations policies, traffic patterns, other transit systems, and the overall geographic area. CDT has developed a comprehensive mandatory training course for our dispatchers. Candidates must start the training by working in the dispatch office for a minimum of two weeks with seasoned professionals. They must understand the system, show a respect for operators, and prove to have a calm personality when working under pressure. In addition, they must show that they are detail oriented and have extremely professional phone etiquette, as trained in the Telephone Doctor training described below.

Training for Office Staff

All office staff is required to attend our customer service training inspired by the Telephone Doctor training program. This is a three-hour program that focuses on improving communications with customers. The eight training modules are as follows:

- **The Service Mentality:** This teaches the proper mindset of serving passengers, and identifies and highlights the basic characteristic and traits of excellent customer service.
- **Determining Needs:** Focuses on listening skills and questioning techniques, and teaches trainees how to become effective listeners.
- **Changing Perception:** Learning non-visual communication and relaying a positive attitude on the phone.



- **Coaching Skills:** Ways to improve performance and develop managers and supervisors through training, coaching and counseling.
- **Five Forbidden Phrases:** What they are and how passengers will react, and how to change the message to achieve positive results
- **Six Cardinal Rules of Customer Service:** Real life examples of what to do (and what not to do), when faced with common situations
- **Proactive Customer Service:** Building rapport with regular callers, and providing adequate information the first time.
- **The Welcome Guest:** Enhancing employees ability to represent the service

Customer Service Training

CDT understands Pace's desire to have the highest level of customer service possible. Customer service comes second only to Safety in the CDT values. Throughout our training programs, we educate our operators, dispatchers, and supervisors on the value of good customer service. We teach them that they are the face of the service, and of CDT, to the community and to the riding public. Every employee is an ambassador for our services and our culture. We ensure that they have the training and tools to be good ambassadors and to send a positive message. This is bolstered by our commitment to partnership with our clients, and specifically to our dedication to a true partnership with Pace. We want our employees to feel that they are members of that partnership, and that they are each empowered to make a difference.

In addition to our standard customer service training, CDT will enroll our frontline supervisors and managers in a communications and e-learning customer service training program.

This online curriculum emphasizes courtesy and respect, while placing the trainee in real-life scenarios where they are required to analyze each situation and make quick judgment calls.

This program will also enhance our ability to select and train the right individuals for this position. The training program measures an individual's abilities in:

- Service Matters
- What To Say, What Not To Say
- Service Scenarios Series
- Animated Workplace Topics



- Management & Leadership Series
- Teamwork
- Responding Calmly to Frustrating Situations
- **Customer Service/Interpersonal Communications Skills Training:** In addition to introductory interpersonal communications skills training, employees with customer service responsibilities will enhance their skills through Telephone Doctor's Service Skills program, a powerful web-based training portal featuring award winning streaming video modules backed by quizzes, interactive feedback, reminders and completion awards. Its robust admin system empowers managers to assign eLearning courses, recognize performance gaps and monitor progress.
- **Security Awareness Training:** As noted in our Operator Training Program, we provide extensive training to our operators on the handling of emergency situations, including Security Awareness Training program deals solely with Transit Security issues. Some of the emergencies covered in class include a fire on the vehicle, evacuation of passengers, vehicle collision, passenger medical emergency, hijacking of the vehicle, fighting on the vehicle, handling of hazardous materials, and weather emergencies.

Dispatcher Training

Dispatchers will receive at least 30 days of shadowing our team in CDT downtown and a minimum of two weeks of on-the-job training in addition to completing the classroom portion of the operator training program. Each dispatcher will be required to attain proficiency in Trapeze software in order to utilize the software to efficiently and effectively manage vehicles in the field. We have provided information on our Dispatcher training program as Appendix E to this submittal.

Trapeze Training

All current dispatchers and customer service people are experts in Trapeze. We will follow up with all current staff and any new staff brought on the team. We will allow for up to 160 hours of training on how to use Trapeze and apply other Pace standards. We have included CDT's current Customer Service Manuals as Appendix E to this submittal. Driver schedules are templated to match the runs in order to ensure there is never a shortage of drivers. Drivers are scheduled with an 18 percent overage to ensure there are always enough drivers. An overtime



call in list is available to driver supervisors and road supervisors at all times in case of emergency.

3. On-Going Training Programs

We provide refresher training to all employees who are involved in an accident, in addition to the 20 hours of required ongoing training that occurs for each operator each year upon Pace approval. We have provided a detailed breakdown of this training below.

- **Annual Re-certification Training (BTW and Sensitivity Training):** CDT understands how important it is that each one of our operators is performing their duties at a high level with safety of their passengers their most important consideration. We will custom-build our recertification program to Pace requirements. This will be an abridged version of the entire initial training program and we will ensure all staff is trained to meet all Federal, State, and local occupational health and safety standards.
- **Safety Meetings:** CDT conducts safety meetings monthly throughout the year. Each safety meeting includes content from our national program that covers all mandatory training such as OSHA and recurrent defensive driving training. Each safety meeting also includes time for local safety issues and monthly safety performance. Time is set aside each month to discuss any prior accidents and injuries to help with future prevention. CDT places tremendous focus on our ultimate goal of ZERO accidents and injuries. A member of the Location Safety Committee speaks at each safety meeting to brief employees on their meeting discussion and items they are working on. All employees including members of management must attend at least one of each month's safety meetings.
- **Remedial Training:** All employees will receive remedial training covering accidents or injuries whether they are preventable or not. CDT feels that by discussing the incident event and providing retraining opportunities, our employees may prevent reoccurrence of the same or similar incident. The Operations and Director of Safety will be responsible for coordinating the training. Additionally, all vehicle collisions will include behind-the-wheel retraining and instruction.
- **OSHA Mandated Training:** Our employees will complete all OSHA required training each year. Three examples that all operators, fleet care and operations management personnel



receive annual training on include: Bloodborne Pathogens, Lockout-Tagout, and Hazard Communication Training.

- **Alert Driving:** CDT utilizes Alert Driving’s FleetDefenseSM system, which trains the way adults learn best, testing operators not just once, but at regular intervals—and in a modular design you can customize with local content to target specific collision types ad trends. Alert Driving is tied to our accident remediation, as well as our telematics programs driven by Drive Cam and Zonar data points. All modules use real-life video footage, which adult learners prefer over cartoon-like, computer animation. The system automatically corresponds via email with trainees, reminding them of upcoming modules—significantly improving compliance and results.
- **Customer Service/Interpersonal Communications Skills Training:** In addition to introductory interpersonal communications skills training, employees with customer service responsibilities will enhance their skills through Telephone Doctor’s Service Skills program, a powerful web-based training portal featuring award winning streaming video modules backed by quizzes, interactive feedback, reminders and completion awards. Its robust admin system empowers managers to assign eLearning courses, recognize performance gaps and monitor progress.
- **Security Awareness Training:** We provide extensive training to our operators on the handling of emergency situations, including Security Awareness. Our Classroom Training program deals solely with Transit Security issues. Some of the emergency topics covered in class include a fire on the vehicle, evacuation of passengers, vehicle collision, passenger medical emergency, hijacking of the vehicle, fighting on the vehicle, handling of hazardous materials, and weather emergencies.
- **Role-based Training:** Custom eLearning courses are designed and delivered to employees based on their role within the organization and in response to business needs. Creating and delivering custom content helps to ensure that our organization lives its values of Safety, Customers, People, Community and Excellence every day. We utilize our Learning Management System to assign and track training for all full-time employees.
- **LinkedIn Learning:** NELLC has partnered with LinkedIn Learning to provide access to LinkedIn Learning’s robust catalog of more than 9000 online training courses and videos.





LinkedIn Learning is an online learning platform enabling individuals and organizations to achieve their objectives and leverages industry-leading content from Lynda.com. Content is provided by renowned subject matter experts and includes business and technical skills as well as leadership development topics.



D. Safety Program

1. Safety Program

Safety Certification Process

CDT offers Pace an additional industry leading safety process that helps ensure we are operating and maintaining the transit operations at the safest levels possible. Our Vice President of Safety/and Director of Safety will personally inspect and analyze all system processes that we take on for Pace and will ensure that safety is considered as the number one priority in each job function task. The safety certification process also includes analyzing and inspecting our facilities to ensure that the safety of our employees and customers is always the first consideration in our job functions. This process is supported and recommended by the FTA, APTA, and OSHA.

Safety Audits

CDT fully understands the requirements of local and state agencies and their interfaces that affect safety. Local interfaces are specified with all member clients and cities regarding operations, Pace maintenance, and emergency planning and response activities. CDT also complies with each state's individual needs specifically relating to environmental regulations regarding air, water, and noise pollution and hazardous materials regulations.

Safety Committee

The Safety Committee Members meet, at a minimum, once a month throughout the year and may meet more often to review accidents or injuries in a timely manner. The committee will encourage fellow employees to work in a safe manner, provide input/ideas to foster safety culture development at the workplace, and promote a safe work environment. The committee will also be responsible to assist with workplace hazard identification and hazard resolution.





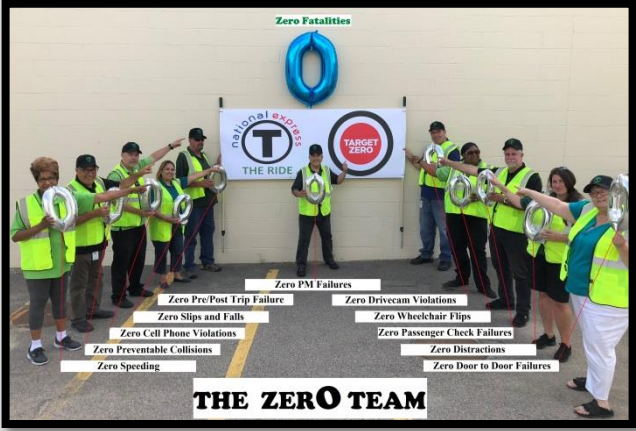


Before each meeting, an agenda will be prepared and distributed to the members of the committee. We welcome participation on this committee by representatives from Pace and we will be happy to work with these individuals to ensure that our meetings fit within their schedules. Safety assessment and auditing discussions must be kept on file at the facility for review by our corporate Vice President of Safety and other home office staff during their site audits.

Target Zero

In 2018, National Express introduced the Target Zero program, the purpose of which was to eliminate fatal accidents from our business. As part of this program, all NEXT locations received posters emphasizing what is at stake when it comes to unsafe practices. To encourage each employee to take Target Zero to the next level, a contest was held asking teams to send in photos, videos, and ideas of how to emphasize Target Zero. The program was highly successful, with **zero fatal accidents** in the United States last year, and continues to be implemented for 2019.

andTarget Zero



Target Zero is a campaign that National Express Corp. established in 2018 when the CEO Matt Ashley asked for a commitment from all employees to not have a single fatality on the road while operating a vehicle for National Express. A contest was conducted open to all CSCs around the world to submit entries related to the cause of Target Zero. NEXT-The Ride, our paratransit operation in Boston, MA, submitted the photo which depicts the “Zero Team”’s commitment to eliminate all potential factors that can lead to a fatality on the road. NEXT-The Ride received an award for one of the top entries across National Express. Today, that photo is displayed in many places around the world where National Express conducts business, including the central headquarters in London, England.

Our Global Safety Standards





As a national transportation company, we know how important safety is. Our entire purpose is to better connect and serve the communities in which we operate and ensure we can get our passengers from point A to point B safely, every time they ride with us.

Since 2012, CDT has had a company-wide “Driving-Out Harm” global safety development campaign in place that has proven to both drive and strengthen consistency in safety practices. We are committed to safe operations company-wide. Because of this, we follow our 12 Global Safety Standards at each transit agency that we serve.

In 2015, the Federal Transit Administration (FTA) rolled out their Safety Management Systems (SMS) component guidelines that act as recommendations for transit agencies to follow industry-wide so they, too, can put a safety program in place. CDT has been going above and beyond industry standards since 2012, three years before the FTA created their safety recommendations. Below, you will find an infographic that outlines National Express’ 12 Global Safety Standards and how they align with the FTA’s 4 SMS components.



Exhibit 2: Safety Program Infographic





As stated in above, CDT has built its Safety Program on Global Standards of excellence, as described in the table below. These standards have at their foundation the standards set by the FTA for public transportation operations. We have held these standards for as long as we have been in existence, and in most cases, our contracts have been held to these standards from a time before they were required by the FTA. Each of these standards translates to a specific benefit to our clients in terms of safety, customer service, performance, and efficiency.

Exhibit 3: Global Safety Standards

Global Standard	Performance	Benefits to Client
<p>Competence and Fitness of All Staff</p>	<p>All operators are required to pass the minimum hiring standards. Each vehicle operator must be competent and physically capable of doing their jobs correctly. CDT requires that all operators must complete the following:</p> <ul style="list-style-type: none"> ▪ Operator Selection/Recruitment screening ▪ Training sessions that include vehicle knowledge, sensitivity training, and safety procedures. ▪ Pass a drug and alcohol screen. 	<p>Operators who are prepared mentally and physically are more likely to excel in their positions. Our operators are, as a result of our training program, prepared to handle situations with passengers as they arise. Further, because of the 120 hours of new hire training, and the 20 hours of ongoing training provided on a yearly basis to all operators, CDT operators are some of the best trained operators in the industry. Because we provide opportunities for learning and growth, we have lower employee turnover rates than our competition.</p>
<p>Drug and Alcohol Testing</p>	<p>All CDT properties and contracts comply with 49 CFR Parts 653 and 654. CDT will implement its FTA-approved drug and alcohol testing program that complies with 49 CFR Parts 653 and 654. We will produce any documentation necessary to establish its compliance with Parts 653 and 654, and permit any authorized representative of the United States Department of Transportation or its operating administrations, the Illinois Department of Transportation or Pace to inspect the facilities and records associated with the implementation of the drug and alcohol testing program as required under 49 CFR Parts 653 and 654 and review the testing process. We have provided a copy of our Drug and Alcohol Testing policy as Appendix H.</p>	<p>CDT ensures that every operation complies fully with all Federal, State, and Local regulations regarding Drug and Alcohol Testing. We have a zero tolerance policy towards substance abuse.</p>



Global Standard	Performance	Benefits to Client
Safety of Vehicles	<p>At the end of the work day, operators are required to perform a post-trip inspection. As part of this inspection, the operator will close all windows, secure the passenger entrance door, secure the wheelchair lift door, lock the driver side door, and return vehicle keys to the dispatcher on duty. CDT understands the importance of a proper pre- and post-rip inspection, and will build enough paid time into the bus operators work schedule to compete a thorough inspection.</p> <p>As part of the shutdown process, offices, vehicles, and other areas will be checked by the night dispatcher or supervisor before leaving for the evening.</p>	<p>One tenet of our maintenance program is that no unsafe vehicle will ever leave our yard. Through use of Zonar technology, as well as thorough training on pre-and post-trip inspections, we ensure that our vehicles are always safe. This also ensures that the cost associated with accidents and incidents due to unsafe vehicles or equipment are kept to a minimum. This is a benefit to our clients, and an area where we often exceed our competitors.</p>
Safety of Premises	<p>CDT's dedication to safety does not end with the vehicles. Maintenance shops where CDT employees have access, parking areas, and all employee areas located on location are kept in a clean, safe condition at all times, as CDT understands employees spend a large portion of their time at our facilities.</p>	<p>Our maintenance employees receive extensive training on Lock-Out/Tag-Out procedures and facility safety and security. This results in a lower incident and workers compensation rate, and ensures that the public who visit our facility will always find a clean and safe environment.</p>
Risk Assessment	<p>Risk assessment is an essential part of how CDT manages safety in all daily activities including: workplace tasks, location premises, routes, and maintenance activities, where we perform maintenance services.</p>	<p>CDT performs regular audits of our facilities and processes to ensure that risks are being minimized.</p>
Personal Protective Equipment	<p>Personal Protective Equipment (PPE) is mandatory at each customer service center. Eye protection, ear plugs, protective clothing (including antimicrobial hand wipes and latex gloves), and high visibility vests must be worn in assigned areas. Each customer service center is required to post signage in the appropriate area. PPE risk assessments are routinely implemented to analyze and address injury prevention.</p>	<p>The use of PPE limits the number of incidents that occur and provides protection to our employees from risks associated with working in what can be a dangerous environment.</p>



Global Standard	Performance	Benefits to Client
<p>Accident and Incident Investigation and Response</p>	<p>The key elements of an accident or incident investigation begin with a formal policy to understand the elements of an investigation and a clear description of thresholds and guidelines to determine if an immediate investigation is required or if an “after the fact” investigation is appropriate. Prepared procedures, formats, and approach documentation will ensure that investigations are performed thoroughly each time. Investigation findings will be documented and include a summary of actions taken, such as retraining and discipline, conclusions, and assurances, especially as it pertains to prevention. External notification with local law enforcement or other agencies may be required, in addition to written follow-up with CDT.</p>	<p>Having detailed accident and incident procedures in place allows us to protect our clients from insurance, legal, and regulatory risk. Our supervisors receive training on the appropriate way to report and handle accidents and incidents, including first the safety of the passengers and employees, and then the reporting that is required at that contract.</p>
<p>Safety Audit and Management Check</p>	<p>An internal safety audit is completed by the Vice President of Safety, as well as self-audits, which are completed by local teams and the Safety Committee.</p> <p>CDT has recently launched a third-party vendor program to conduct location audit inspections randomly. Both of the local and third party audit results are reported to our parent company, National Express Group, who audits our organization, as a whole, analyzing the reports for verification of compliance to the Group’s safety standards.</p>	<p>Internal and external audits of our processes ensure that we continually improve our offerings and safety at our locations.</p>
<p>Validation of Change</p>	<p>Our local management team and our corporate support team will go through our Safety Action Plan and make sure that our goal objectives are on track and evaluate our training and employee progress. Another part of our ongoing evaluation process is the use of our safety committee to help evaluate our progress. We will call our committee members “safety ambassadors” because they help us lead the safety culture development process. The safety ambassadors assist with safety action plan goals.</p>	<p>Safety Committees are important to our clients not only as a forum to discuss safety issues pertinent to that location, but also as a final method of ensuring that our teams remain on track regarding all goals and performance standards set by our clients.</p>

Camera Systems

The vehicle camera system is a tool used by our Operations/Safety Manager to identify risky driving behavior that poses a threat to the safety of operators, passengers, and other traffic participants. The camera is a powerful tool because it works based on behavior modification. In other words, people behave differently if they feel they are being monitored. Monitoring



significantly increases the safety of the operator and the passengers along with the security of the vehicle, because the operator pays more attention to the rules of the road and is less likely to engage in risky driving behavior or take unnecessary liberties with the vehicle.

Behavior modification is the first step in engineering a safer vehicle operator. Over the years, many operators have unknowingly picked up bad driving habits that sometimes are not corrected, such as eating or drinking while driving, rolling stops at stop signs, speeding up for yellow lights or failing to check mirrors as often as needed. As state laws become stricter and roadways become more congested, these bad driving habits can often end with deadly results. This is especially true within the transportation industry where the operator is responsible for the safety and security of their passengers, the vehicle, and all others who share the road. If operators know they are being monitored and recorded, they tend to be more mindful of their driving actions.

We are proposing that the Pace Chicago ADA Dedicated Paratransit Services be monitored by two different types of video surveillance systems, used to investigate motor vehicle crashes, to document incidents that result in a disruption of service, and to evaluate operator behavior and driving habits. We will be utilizing the Seon system with the 2-camera system as required by this RFP. The DriveCam system is an event-triggered camera system that is installed in every National Express fleet. Utilizing multiple camera systems such as these have resulted in significant reductions in collisions and injury claims at our other contract locations.

Our systems will retain recordings for at least 75.9 days. All event-triggered video will be reviewed at least daily by our Safety and Training Manager. Video recordings of any accident or incident will be reviewed immediately as a part of the accident investigation. Video from event-triggered DriveCam cameras is held in the internal memory of the camera and will be uploaded from the vehicle to our servers at the location whenever the vehicle is in wireless range. This means that the video from any incident can be available as soon as the vehicle is back at the facility.



Service Monitoring



Service monitoring is an important element of our dedication to quality assurance, and is part of every system NEXT operates, regardless of whether it is Paratransit, demand-responsive, fixed-route, commuter, or shuttle. As a company, we track a variety of Key Performance Indicators (KPIs) across all of our operations. By monitoring these KPIs regularly, utilizing our unique industry leading DOMO program, we ensure that our local teams have the best tools available to ensure a constant dedication to safety and to continuously improving their level of service to passengers. At a corporate level, tracking this information allows NEXT to offer the most targeted and effective support possible to our local management teams. The continuous monitoring of these KPIs also ensures that we are consistently providing the best value to our customers by operating service that is at optimal efficiency while maintaining the highest safety standards. The KPIs tracked hourly, daily and reported on a monthly basis are included in our National Express Quality Management Summary (NEQMS) and are discussed at the monthly NEQMS meetings that are conducted at every NEXT location. If there are areas of concern, these are discussed with the goal of finding methods to improve performance. Likewise, where results are particularly good, our teams recognize the efforts of our employees in always providing best-in-class service to our passengers and clients alike.

Service monitoring is completed through a number of methods. We empower our front-line employees to perform their duties with care and to document their performance results on standard forms, such as Trip Sheets and Daily Vehicle Inspection Reports. We encourage open communication between our Operators, Supervisors, Dispatchers, and Technicians to ensure that issues are resolved quickly and with little or no effect on passengers. All KPIs are recorded electronically by management at each of our locations and transmitted to our corporate offices to be included in our monthly KPI Summary. On an annual basis, these KPIs are compiled at a corporate level into a summary that is reviewed by management at the highest levels. We take



pride in offering the safest and most efficient service in the country and we believe that these KPIs provide evidence of our dedication to our stated Vision and Values of Safety, Excellence, Customers, People, and Community.

Service Monitoring Tools

Dispatchers, frontline supervisors and managers will use ITS Systems and TrackIt tools to improve system communications, promote and enhance overall system quality and efficiency through tracking scheduled pick-ups/drop off and control on-street service. Additionally, TrackIt is used to calculate Revenue Miles and Revenue Hours operated, and to provide more accurate and timely information and data on system and Contractor performance. Our local team will monitor, measure, and correct service deficiencies by using the tools provided by Pace and NEXT. Our employees perform their duties with care and are responsible to monitor, correct, and document run/manifest performance results including:

- On-Time Performance Levels
- Detours
- Road Calls
- Late and Missed Trips
- Off Route Operators
- In- Service Failures
- Unusual Traffic Conditions
- Complaints
- Accidents and Incidents
- Events that Impact Service Delivery

2. Complaint Handling

Customer Service Philosophy – Service with a Smile

CDT's Vision is to provide the safest, highest quality transportation services for our customers and the communities we serve - on time, every time. This Vision is an ambitious one, and we can only achieve it by truly putting customers at the heart of everything we do – we want our customers to believe that no service works harder for them. Our Customers want safe, reliable, convenient transportation, and it is our duty to meet or exceed these expectations -- every day.



The CDT Customer Service philosophy revolves around the 5 Golden Rules of Customer Service, as demonstrated in Exhibit 4 below. This philosophy is a part of our core values, and is embraced by our company’s culture across all divisions.

In addition, CDT dedicates the month of October every year to “Safety and Service with a Smile,” a challenge to our employees to think about safety and customer service on a daily basis. The events surrounding this initiative include a Safety Poster Contest and special training materials aimed at safety and customer service during the winter months.

Exhibit 4: CDT Customer Service Philosophy

The 5 Golden Rules of Customer Service



Be approachable, smile and greet my customers

This first rule is a simple one. We encourage all of our employees to approach passengers with a smile and a kind word.



Speak clearly and use terms my customers will understand

The second rule of customer service focuses on clear communication. As a part of our training program, we work with our operators, reservationists, and dispatchers to ensure that they are capable of communicating clearly with the public.



Ensure I have the most up-to-date knowledge and information to help my customers use our services with ease

Maintaining up-to-date information about the service, routine and frequently asked questions, as well as daily delays and other service issues is as important for our operators as it is for our supervisors and dispatchers. Our training programs ensure that all employees have a firm understanding of the service. Managers and Supervisors ensure that any daily changes to the service are communicated effectively to our operators so that information provided to passengers is accurate and timely.



Take personal responsibility for my actions, ensuring my customers’ questions are answered and problems resolved

By empowering our employees to be responsible for their own actions, we also encourage them to take personal responsibility for their interactions with passengers.



Treat my customers with respect and put myself in their shoes even if I don’t agree with them

One of our training themes is to treat every passenger as if they were your close family member. If the service you are providing is not good enough for a person you love, it isn’t good enough for the public. We believe in an atmosphere of respect and empathy for all passengers, including those with special needs.



Complaint Procedures

CDT makes it a standard practice to respond to all complaints within 24 hours of receiving initial correspondence. Each complaint will be documented and investigated through interviews with the Operator and the passenger, if available, to ascertain the severity of the complaint.

Corrective action will then be determined and communicated to Pace. Any commendations/complaints received directly by CDT will be forwarded to Pace. When our operators receive commendations or compliments, they will be documented and reported immediately to Pace and they will be posted for all to see on our “Kudos” board at our facility. Compliments and commendations will also be entered into the Operator’s employee file and will be reported to National Express home office support. Operators who consistently receive compliments and commendations from passengers will be recognized and rewarded at monthly meetings.

E. Emergency Procedures

1. Vehicle Breakdowns

Upon notification of a bus failure, a dispatcher will notify the Maintenance Manager and General Manager of the situation. Dispatchers, with assistance from the on-duty technician and/or Maintenance Manager will perform a form of triage to identify the extent of the problem and to define the solution in the most efficient manner.

- **Operator Solution:** If the operator is capable of resolving the issue, the dispatcher will provide step by step instruction (troubleshoot) and will remain on the radio with the operator until the problem is resolved and the vehicle is back in service. A good percentage of road call related to AC unit, heater, destinations signs can be prevented if the bus operator is properly trained.
- **Replacement Vehicle:** If a spare vehicle is required, it will be dispatched and delivered either by a technician, or by an extraboard operator, and passengers will be transferred safely to the new vehicle and service re-established.
- **On-Site Repairs:** If the issue in the field can be addressed at the site, a technician will be routed to the scene with a maintenance vehicle and will perform the repair at the site and the operator will return the vehicle to the yard.



- **Towing:** If a tow or wrecker is required, dispatch will work with the Maintenance Manager and/or on-duty technician to coordinate the process of having the vehicle towed back to the yard. National Express maintains relationships with towing services at every location in order to ensure quick response to these types of calls.

Any road failure is recorded as a part of our key performance indicator tracking and discussed at the weekly staff meeting. A complete analysis of any failure by the full management team is desired as a learning tool and for process improvement.

2. Procedures for Accidents/Incidents

The key elements of an accident or incident investigation begin with a formal policy to understand the elements of an investigation and a clear description of thresholds and guidelines to determine if an immediate investigation is required or if an “after the fact” investigation is appropriate. Prepared procedures, formats and approach documentation will ensure that investigations are performed thoroughly each time. Investigation findings will be documented and include a summary of actions taken, such as retraining and discipline, conclusions, and assurances, especially as it pertains to prevention. External notification with local law enforcement or other agencies may be required, in addition to written follow-up with Pace.

When an accident occurs, the CDT operator will immediately report the incident to dispatch. The Operator will stop the vehicle at a safe location and assess whether there are any injuries and damage to the vehicle. The Dispatcher will send a Frontline Supervisor to the scene of the incident with a spare vehicle to assist as necessary. The Frontline Supervisor will complete an accident form to be submitted as a part of our monthly reporting to Pace.

Upon arriving at the scene, the Frontline Supervisor will assume control of the scene. The process will include the following steps:

- Immediately upon arriving at the scene, the Frontline Supervisor will determine the needs of those involved in the accident including passengers, the operator, and the operator/passengers of other vehicles. If Emergency services are needed and have not already been called for assistance, the Frontline Supervisor will contact dispatch to dispatch emergency services IMMEDIATELY by declaring a priority when calling into dispatch. Dispatch will only be notified at this stage if operator relief is needed.



- If there are no claimed injuries at the accident scene, no fatalities, and apparent property damage is very minor (less than \$50 such as a scratched bumper, broken turn signal lens, etc.), and the operator of the vehicle agrees, the Safety/Road Supervisor in charge of the investigation on the scene of the accident will provide police or any other involved agency with an update in case they decide they may not want to come to the scene.
- As soon as possible, the Frontline Supervisor will begin gathering information on those things that will change or disappear quickly, utilizing the camera on their company-provided mobile device. This includes photographing both the interior and exterior of all vehicles involved if there is evidence inside a vehicle relevant to the accident investigation.
- The Safety/Road Supervisor will check the condition of all vehicles involved including the interior and exterior of the vehicles if possible. If a **Chicago ADA Dedicated Paratransit** vehicle needs to be towed, the Frontline Supervisor will notify dispatch.
- If a vehicle must be moved, the locations of the tires of all vehicles at their final resting point will be marked. Measurements will be taken.
- The Frontline Supervisor will also interview the operator and potential witnesses. If the operator is available at the scene, he/she should be interviewed out of hearing distance of other witnesses and persons.

All investigative paperwork, information and pictures will be submitted to the Operations/Project Manager. After gathering all information, our Director of Safety and Security will interview our Operator and all other parties involved to make a determination of preventability. Should an accident be ruled non-preventable, we still ensure that our operators are retrained and ready to continue driving before putting them back in-service. All operators will be successfully retrained to focus on future accident prevention. All accidents will be discussed at our monthly safety meetings for prevention and avoidance. All accident information will be provided to our insurance company for handling and future case management.

We have provided the Accident Reporting procedure for CDT as Appendix I to this submittal.

3. Procedures for Facility Utility Incidents

A comprehensive preventative maintenance plan is an essential cost control measure that safeguards valuable assets, prolonging the value of a building and extending the life of its



systems and equipment. It aids in identifying deficiencies and excess wear, which prevents minor problems from escalating into major systems and equipment failure that can result in costly repairs, liability, and safety issues.

CDT fully understands our responsibility to safely and properly maintain and care for our facility and equipment as well as the revenue vehicles provided by Pace for the operation of this contract. Our local management team will work closely with Pace staff to ensure all facility; systems components and Pace-owned equipment are properly maintained at the highest level possible. We recognize and appreciate that proper care and preventive maintenance will reduce the likelihood of impacts on service from incidents such as electrical failure.

Staff will schedule preventable, routine repairs, and immediately report unsafe conditions and system failures under our care and responsibility include, but are not limited to, the maintenance building, administrative, fuel, and washing area, the revenue vehicle parking lot, support vehicle parking and employee parking areas.

CDT will make required repairs to the facility, systems, or components including immediate repair of anything that might create an unsafe working condition, could create more, costly damage or negatively affect our ability to conduct operations. Employees at all levels will be accountable for the safe and proper care of all equipment.

CDT has a generator for backup in the case of a power outage. We will provide a Generac generator which is 70kw; with 120/240 three phase power. The unit will provide 210 amps and operate on natural gas which is already run to the facility. The generator does not require a battery backup to operate and it will take 10 seconds to for the cutover process. With the unit operating on natural gas it will sustain the facility indefinitely.

Additionally, upon a catastrophic or major issue, including phones/internet down, we have the ability to utilize our site in South Cook County in 30 minutes or less to ensure that there is no disruption in service. We will follow the procedure we currently use for manifests, which is to run, download, and save hourly so that they can be printed at a moment's notice.

4. Procedures for Voice Communication Interruptions

Our primary communications will be through company provided cellular with text communications through our tablets that will also be provided by CDT. We will write all



procedures out and communicate through our training process. All cellular communication will be utilized while vehicles are parked.

F. Understanding of the Project and Service to be Provided

1. Challenges

Fortunately CDT has a wide range of experience in all aspects operating this service. We believe scheduling is the most challenging aspect and we will utilize our experience at our current CDT location that currently handles up to 3,500 trips daily to assist and shadow our new dispatch staff. In addition, paper manifests will be issued daily as a back up to operators at the beginning of their shifts and will be updated throughout the day in case of an issue with the automated system.

The Exhibit below provides detail on CDT’s unique approach to handling each of the key challenges that we face at contracts we operate.

Exhibit 5: Approach to Key Cost Drivers

Approach	Result
Workers Compensation and Insurance	
Industry Leading Training Program	Implementation of training program that provides education on causes and avoidance of claims will reduce frequency and future premium expenses
Claims Management	Managing claims in an efficient and defined manner reduces opportunities for fraud.
Review of Incidents and Near Misses	Investigation of accidents and near misses with generic review during safety meetings will get employees to think about how the accident or near miss could have been avoided
Fuel Efficiency and Savings	
Maximize efficiency by enforcing zero idling policy during pulls and by performing yard checks	Reduced idling saves fuel and reduces emissions, which helps us continue to provide cost-efficient and environmentally friendly services to our customers.



Approach	Result
Monitoring fuel consumption of the fleet, measuring MPG to indicate maintenance concerns and ensure that fuel delivered corresponds to fuel dispensed	Fuel consumption can be indicator of the effectiveness of the maintenance program. Adjustments to the program can be made based on this indicator. Accuracy in the delivery and use of fuel ensures fuel suppliers are delivering as contracted.
Workforce Attendance and Employee Morale	
Incentive Programs	Incentive programs provide financial incentive for attendance.
Wellness Programs	Wellness programs that encourage employee health, nutrition, fitness, and emotional and mental stability decrease absenteeism.
Effective Shift Bids	Well-designed shift bids allow for adequate rest periods between shifts, promoting improved attendance, and reduce deadhead, pay and vehicle wear and tear. Prevent missed trips or service.
Accurate run-cutting	Accuracy in the run-cutting helps to ensure efficiency in bus operator time.
Adequate Meal and Break Compliance with Wage Order-9	Improved morale and health/well-being improves attendance.
Controlling Overtime	Addressing overtime concerns on a weekly basis ensures that employees feel valued. It also ensures overtime is used only when absolutely necessary.
Tracking Absenteeism	A better understanding of attendance issues can be gained through the performance of regular KPI trend analysis. Adherence to the regulations can be achieved through corrective action process.
Recognition of employees	Greeting employees by name, recognizing birthdays and anniversary dates, and basic social niceties can improve morale which can in turn improve overall attendance.
Employee Gatherings	Regular scheduled employee events help to build a spirit of camaraderie among the staff. A fund will be established for the purpose of organizing employee events on at least a quarterly basis.
Create a forum for front line personnel	A forum for front line personnel to provide creative ideas can allow those who have the firsthand experience with the service and passengers to provide their insights into how to best improve the service. There are two benefits, one to the service itself, and one to the employees who feel more valued.
Improved Efficiency in Use of Vehicles	
Increase efficiency through use of run-cutting techniques and services changes	Minimizing deadhead, recommendations for low performing routes, etc.

2. Phone System

We will utilize the Avaya phone system that complies with all requirements of this contract. We will furnish a PRI line to the facility which will provide up to 15 lines to the phone system. The system will monitor average hold times, dropped calls, and all items required by Pace. In addition, we will send the automated phone reports to Pace as required.



3. Radio System

Our company will utilize a digital based radio system managed by Illinois Communication. We have seven radio frequencies that can be split into fourteen talk channels.

MDC-Android tablets have been very successful the past six months. These are cellular tablets operated by Verizon. We took on this pilot project and had a few early challenges but it has proven to be a great system. In fact, drivers are extremely happy with the maps and directions versus the old style MDT's.

4. Proposed Plans to Integrate Service Components

We will employ current CDT dispatch staff. We currently do this at our downtown office and will shadow with the other staff. The GM and rest of our team will work very closely with the GM at the CDT South Cook location to ensure optimum efficiency.

G. Understanding of Pace Policies

1. Differences between Pace Policies and Current CDT Policies

CDT has provided Pace Paratransit services for over 30 years. We designed many of our current policies and practices to match those of Pace. While the acquisition by National Express has provided us with a wealth of resources and experience to draw upon as needed, it has not changed our dedication to serving Pace well. We will continue to support Pace, and build our policies to support the Paratransit Manual for Private Providers Contracting Directly with Pace, as provided in Exhibit G of the RFP.

2. Reporting Responsibilities

The following individuals will have the responsibilities as designated in the RFP:

Function	Responsible Role
Submittal of Monthly Reports	Transportation Manager
Employee Information	Transportation Manager
Accident/Incident Information	Safety and Training Manager



H. Start-Up Plan

1. Mobilization Experience

CDT is dedicated to providing its companywide focus with a continued relationship with Pace that leverages both the expertise of our local team and our global best practices to provide the safest, highest quality services in accordance with customer expectations. CDT offers a smooth contract transition by already being a vendor and combining unparalleled local project management resources and application of both national and international best practices to produce a service delivery system that is based on the standards set within the scope of work.

Our mobilization plan will focus on the unique needs of the Pace service that already exists and enhance our operation. Our main focus will be to deliver the vehicles as set out in the RFP in a timely manner. We would ask with the long lead time on new vehicles that we be allowed to leave the current vehicles in place per Pace guidelines until our new fleet arrives for the service in this RFP. Our approach to service provision is thoughtful and comprehensive with an understanding of Pace's priorities and the unique needs of Pace staff and passengers.

Each mobilization requires a concentration on human resources, accounting, safety/security, employee relations, facility management, asset management, and administration. We will commit the resources and the experienced talent of Mark Foster to assume the role of the Mobilization Manager for the mobilization of this contract. This individual will focus his efforts during contract transition to ensure a smooth start-up and supply additional resources to ensure that Pace's expectations are being met.


Upon contract award, CDT is dedicated to providing the smoothest possible transition. Our Mobilization Manager will be on site with the sole focus of managing start-up activities to ensure that Pace's standards are met and to transition into this new contract. Having prior experience managing dozens of successful contract implementations, including our mobilizations in Manteca, CA, Bismarck, ND, Modesto, CA, Bakersfield, CA, Vallejo, CA, Merced, CA, Vallejo, CA, Yuma, AZ, Jackson, MS, Orlando Airport, Maryland MTA Bus Bridge, and Greensboro, NC, we are able to provide a unique perspective on the successful elements of a start-up from both the contract administrator's and contract provider's perspectives. Our Mobilization Manager will lead and facilitate every step of the transition, including responsibility



for maintaining morale and dedication during what can be a stressful time for Pace staff, passengers, and employees. In addition, Mark will rely on Matt Lundgren to assist with the start-up activities and continued operations.

In the past four years, we have had ten very successful start-ups: South Cook County, IL, Greensboro, North Carolina (PART); Colorado Springs, Colorado (Mountain Metro Mobility); Vallejo, California (SolTrans); Merced County, California, Bakersfield, California, Jackson, Mississippi, Maryland MTA, Modesto, CA, Bismarck, ND and Manteca, CA. Each of these transitions shows the true strength of our Mobilization Team and corporate support and have been recognized for their success.

Exhibit 6: National Express Mobilization Experience



Words of Commendation from our Clients regarding Mobilizations:

“The most impressive accomplishment of the transition was the constant, timely, detailed level of communication between Mark, Reno, and Kern Transit staff as well as the open, honest and thorough communication between the National Express transition team and all of the employees of the former contractor...”

Robert Neath, Engineer Manager, Kern Transit

“As with any transition with a large operation, communication between the contractor and the transit agency is paramount to ensure operations continue uninterrupted. NEXT consistently were in communication with transit staff during the transition, and kept the City up-to-date on the progress with phone updates and several in-person meetings. That communication helped the City know that the transition was proceeding smoothly. The operation started on July 1st, and was as seamless as the City could anticipate.”

Adam Barth, Transit Manager, City of Modesto, California

“What was most impressive was NEXT’s willingness and ability to accelerate the transition date one month sooner than we had originally anticipated. NEXT had a very short amount of time to get everything in place for a seamless transition. To my amazement, every detail was addressed from driver training right down to new uniforms.”

Georgia Lantsberger, Transit Analyst, City of Manteca Transit

We have provided letters of reference for our mobilizations and start-ups as Appendix J.

Although the basic principles of a transition may be the same, each customer’s concerns are different. Common concerns include working effectively with the incumbent staff and changing core values and culture, increasing productivity, cutting excess costs, improving maintenance and vehicle appearance, decreasing customer complaints and, most importantly, enhancing quality service. In addition, it is important to become very familiar with the workforce during the



transition to ensure expectations are clear. Our firm treats all employees as “Internal Customers,” and understanding their issues is key to our success.

2. Transition Plan Elements

Communication and Customer Service

One of the first tasks associated with a contract mobilization is to establish open lines of communication. We view our contracts as opportunities to partner with our clients, and the Pace contract will be no different. We will establish weekly meetings that will include representatives from Pace as well as representatives from the incumbent operator, as needed. These meetings will serve as an opportunity for Pace to receive status updates and to see first-hand the inner workings of our team. As a sign of our commitment to the partnership with Pace, we will also establish office space at our location for Pace staff, and Pace representatives will always be welcome at our location.

At the first meeting, we will:

- Reintroduce our local management team and Mobilization Manager to Pace.
- Establish the correct lines of contact with Pace for all issues.
- Begin discussions of current concerns with the service.
- Review current policies and procedures that need to be implemented under the new contract.

Human Resources

Transition of Existing Employees

We understand that should Pace select CDT, you will trust our team to provide as smooth a transition as possible for employees of the incumbent operator who are qualified and interested in continuing their careers with CDT. We currently have established a good working relationship with Teamsters #727 in our Chicago downtown office, and have established good communications with ATU #179 in South Cook County and have developed a strong partnership with them as well. Mark Foster has managed dozens of mobilizations with challenging circumstances, and is aware that facilitating this adjustment with sensitivity and operational focus is a critical success factor.



The transition of these employees enhances our ability to provide a seamless transition and an experienced workforce. Continued emphasis will be placed on recruiting existing employees. We will conduct orientation meetings with existing employees to provide information about the award to CDT.

Training

CDT will determine which existing employees will continue to meet our hiring qualifications (consistent with Pace's hiring expectations for any incumbent employees) and assess their skills. These employees will generally have a shorter training and orientation period, which will occur outside of their normal working hours, minimizing impact on the service being provided. A complete classroom and behind the wheel training syllabus can be found in Appendix G of this proposal.

Approach to Employee Relations

Transitional periods require sharing information and expectations with the employees, treating them as internal customers, to set a path for shaping a culture for future needs. Employees without clear information on what the change in contractors and operating conditions entails may feel displaced or disenfranchised. Our introduction and approach to the new employees will emphasize our commitment to safe, quality, customer-oriented services at a reasonable cost. We believe in living wages and good benefits to retain the best employees. The key components of the program are:

- **Overall Approach - Treat Employees as Internal Customers:** This philosophy must pervade the new culture, and extra efforts will be made to ensure that employees feel welcomed, are comfortable expressing their concerns, and look forward to the opportunities that working for CDT will bring them. It is our firm belief that when we treat our employees in this manner, it will encourage them to treat Pace passengers with dignity and respect.
- **Orientation Meetings:** A formal orientation session(s) is conducted at a convenient location(s) identified by Pace and CDT. This orientation will provide the new employees with background information on CDT, introductions to location management and a review of administrative details that will enhance their understanding of human resource and benefits procedures.



- **CDT Suggestion Line:** A CDT suggestion e-mail program where employees can express their comments and concerns will be initiated.
- **Customer Relation Skills:** As part the required re-training program CDT will focus employee's attention on improved customer service and communications skills to enhance passenger relations and reduce complaints.
- **Listening Sessions:** We will convene groups of employees for general orientation training as a tool to increase both productivity and morale. During the course of this training, additional guidance will be provided to each employee regarding company procedure and how they can be successful in their new position. Participants will work to identify areas of concern and develop action plans to address these items. These sessions will be conducted on a quarterly basis for this operation.
- **CDT Service Enhancement Teams:** This program will be designed and implemented in concert with management personnel who have responsibilities ranging from dispatch, to vehicle preparation, to safety, and it will be built upon the best practices for customer relations and safety.

New Staff Recruitment

In conjunction with recruiting existing employees, we will implement strategies to recruit, hire, and train new employees. CDT's Human Resources team has provided expertise for many recent transitions and will lead the effort to hire and recruit existing and new employees. Our Human Resources and Labor Relations teams will work closely with our management team to complete the following primary tasks:

- Orientation meetings with any transitioning employees.
- Administrative tasks such as creating new hire packets and creating files on the transitioning employees.
- Recruiting, interviewing, and hiring new employees.
- Ensuring benefits plans are in place and available.
- Performing background checks.
- Ordering and review of DMV pull-notices.
- Drug and alcohol testing and compliance.



- Determine language competency for each incumbent employee and offer English as a Second Language (ESL) training to those in need.

New Staff Training



CDT will also begin training classes for new hires, as necessary. Our industry-leading training program consists of a minimum of 120 hours of combined classroom and behind-the-wheel instruction to ensure that every operator is fully prepared to provide the best possible service to Pace passengers. These classes will be staggered so that the training is provided efficiently and effectively and to ensure that a sufficient number of operators are trained and ready on our first day of service. We have described our training programs in Section 2.C of this submittal.

Facilities

Our new facility at 4334 Damen Road, Chicago, IL, as described in Section 3.B, is fully functional and is a state of the art facility. Our team moved into this new facility on July 12, 2019 and are fortunate to have a long term lease. We have included pictures of our facility in Section 3.B. The site boasts 4 acres of parking for outside vehicles while the inside of the facility has 10,000 square feet of office space with 90,000 feet of storage for the fleet of vehicles provided to Pace. This site is very secure as at the entrance a guard house and gates is set with a guard to monitor who enters the property 24/7. The facility has two entrances and exits on the north side and two additional emergency entrances and exits on the south end of the property if needed. We have equipped the facility with a state of the art wash facility as well as shop space which provides 8 maintenance lifts for this location. In addition, we have two new 10,000 fuel tanks to service the fleet as well as a new generator as backup if our power goes down. Understanding the importance of OTP and productivity each office and hallway has a monitor sharing our performance throughout the day. We also believe as stated through this proposal that we believe we in providing an enviable workplace to our employees and are happy to report the majority of employees call this new site the "Cadillac" facility in Chicago. Our facility has ample space for dispatch/customer service and window dispatch can function with no issues. In fact, our processes for putting drivers on the street has been streamlined in this facility so no driver will leave the facility late. Our facility includes large training areas for new employees as well as a driver simulator where we can test the drivers prior to approving them for Pace review. We



are very excited to offer Pace this facility operating Pace service which allows our firm to continue to grow and expand with our Pace partners.

Operations Plan for Ensuring Continuous, Reliable, Safe, and Courteous Services

CDT employs numerous tactics to ensure continuous, reliable, safe, and courteous services as soon as the Mobilization period begins, and enforced throughout the term of the contract. These best practices include the safety programs described in this proposal, and the customer service training we have developed specifically for large transit operations.

To ensure adherence to these policies and procedures, each of our management and supervisory team members will be held accountable for achieving acceptable results in our various Key Performance Indicators (KPIs). These KPIs are reviewed regularly, and reported to our senior and executive management teams at least monthly for review. In fact, our KPIs have visibility at the very highest levels of the organization.

Information Technology

As noted elsewhere in our submittal, one of the primary ways that CDT can differentiate itself from our competitors is through the use of technology. We have included the following technological advances in our proposal, all of which will be implemented and tested during the mobilization period to ensure that the start of service is smooth and seamless:

- DriveCam with Collision Avoidance System
- Zonar Electronic Vehicle Inspection System
- TrackIt
- Oracle
- Beacon Insight
- Operator Dashboard
- Partners with City-Tech, a non-profit organization which works with the City of Chicago to improve transportation

We have provided further information about these systems in Section 2.B. All computer systems will be backed up to the cloud and to our networks located in Lisle, IL. We will have robust disaster recovery systems in place to ensure that should a failure occur, service will not



be affected. As a part of the implementation process, we will test all systems and backups to ensure that they are functional and ready for the first day of operation.

Administration, Finance, and Reporting

CDT will work directly with Pace to ensure that all reports are approved by Pace before the start of service, including monthly reporting and invoicing.

3. Implementation Schedule

CDT has included its mobilization plan in detail. We are in a unique position in that we have already invested in a state-of-the-art facility with all new computers/furniture/shop tools and equipment. In addition, we have two new fuel stations and enough staff and drivers to have a seamless transition. As stated in our proposal, we will want to order vehicles as quickly as possible as the lead time to receive these new vehicles could take up to seven (7) months and we want to be prepared. We will be happy to discuss our mobilization plan with you and believe we have covered all strategic issues and will be ready for the next phase of the operation.

We have included a detailed Mobilization Plan as an attachment to this proposal. We have assumed a start date of April 1, 2020. .

4. Responsibilities

The following individuals will have the responsibilities as designated in the RFP:

Function	Responsible Role
Training of Drivers	Director of Safety / Vice President, Safety
Training of Dispatchers	Control Center Manager / General Manager
Supervision of Drivers/Dispatchers/Mechanics	Operations/Director of Safety / Maintenance Manager
Submittal of Employee Information	Operations/Director of Safety

I. Revenue Vehicles

1. Compliance

Upon award of the contract, CDT will immediately place the order for purchase of 280 vehicles which we believe is the 33% of service. CDT will purchase 262 Ford Transit (8/2 wc). CDT will



also purchase 18 Ford Transit (6/3 wc). All of these units will meet the specifications outlined in the RFP.

CDT's intention is to have all of these vehicles available by June 18, 2020 with the start of them arriving by the end of April, 2020. We will meet the October 1, 2020 date of having all vehicles in service.

CDT is requesting that in the interim, we be allowed to use the current, in-service Pace fleet, as long as each vehicle is less than 5 years old and has less than 200,000 miles. CDT will still hold to the same rigorous repair standards that we follow currently, and we would propose that the vehicles could be made available for Pace to inspect as often as every three (3) months, which is twice as often as they are currently inspected. We will stay in constant contact with Pace and keep them informed of the progress being made with the build time of these units.

2. Fleet List

- 182 Ford Transit Starlight (8/2 wc)
- 18 Ford Transit Starlight (6/3 wc)

3. Vehicle Specifications

We have included the specifications, floor plans for these vehicles as attached to this submittal.



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3. Maintenance Program and Facility



A. Preventive Maintenance

1. PM Program

Preventive Maintenance Practices

Our PM program will meet Pace PM Program compliance. We will utilize the same PM program that is currently in use for this contract. Our firm will utilize Shop Fax to provide maintenance software support.

All vehicles are entered into our computer maintenance system (Shop Fax) for the life of the vehicle that schedules and monitors all scheduled and pass repairs to the vehicle, every vehicle is attached to a PM group (PM-A, PM-B, PM-C or PM-D) the vehicles are assigned to each group based on the type of vehicle, size and usage of the vehicle. All vehicles are assigned a list of maintenance repairs daily and these are scheduled repairs, any maintenance records are on file and any report needed can be printed and sent to Pace at any time.



CDT is committed to an aggressive Preventive Maintenance approach complemented by predictive component replacement based on historical information and industry practice. The Original Equipment Manufacturer (OEM) requirements serve as the starting point for all maintenance practice refined by documented experience, best practices, lubricant analysis and failure investigation.

The beginning point for every fleet is the periodic Safety Inspection and Service, occurring at OEM-recommended mileage and time requirements. This comprehensive inspection and service focuses on safety systems including Brakes, Lighting, Warning and ADA devices including lifts/ramps and tie down devices. Engine lubricants and filters are replaced and the chassis is lubricated. The engine air intake system is serviced as well as belt and gear driven accessories. Batteries and charging/cranking systems are tested and serviced. HVAC Systems are performance-checked and serviced as required.

We insist that HVAC systems are inspected and serviced each PM, and that they function year round. This Safety Inspection and Service is performed as the building block for every service level that follows.

Specific service procedures for each system are contained in the Vehicle Service Manual for each class of vehicle and must be followed.

CDT's award-winning PM program helps to minimize vehicle downtime and is aligned directly with our company-wide goal of 100% PM compliance. We utilize a proactive approach, rather than a reactive one, that allows us to keep vehicles safely on route at all times. CDT uses Shopfax to schedule and track Preventative Maintenance (PM) done on all vehicles. CDT has over 120 different PM Campaigns that it performs on its vehicles throughout their usable lifetime. We have included two sample Preventive Maintenance reports as Appendix M. The attached report shows a PM that was done, at the end you can see that the report shows the vehicle 'due' for PM, if the vehicle is 'overdue' it is flagged as such. Vehicles are never allowed to go beyond 5 days overdue and are downed if they reach that point. A second report attached shows a vehicle overdue by 4 days. CDT's maintenance cost per mile is \$0.17, which compares very favorably industry wide. We do not experience many breakdowns (1.82 per 100,000 miles) or time out of service due to our extensive PM program.



Preventive Maintenance inspections and repair are generally performed by B-level technicians, and are scheduled within 500 miles of the required interval (unless otherwise directed by the contract). Utilizing Board-provided maintenance software, the PM service will be scheduled during off-peak hours in an effort to ensure the maximum fleet availability during times of highest demand.

CDT believes in following a systemic approach to the PM process beginning with our management team and progressing through each technician and fleet care assistant. During the mobilization period, our Regional Maintenance Manager and Maintenance Manager will coordinate updating our processes to comply with the Board's requirements. They will document the processes in an internal maintenance plan and provide training for the maintenance team. Maintenance is part of the cost of doing business and every fleet has a major investment in its equipment. Whether or not that equipment operates efficiently and reliably has a major impact on corporate profitability.

The schedule for the vehicles for the ***Chicago ADA Dedicated Paratransit*** programs is included below. This schedule can be revised to meet the needs of the specific vehicles to ensure that all OEM standards are being met. Ensuring that all equipment operates well is where preventive maintenance is key. The Board will greatly benefit from CDT's PM program because of the positive impact it will have in the following areas:

- **PM is a major factor in promoting highway safety:** A well-maintained vehicle is a safer one. PM alerts all personnel to potentially hazardous conditions, e.g., equipment failure. It also facilitates recordkeeping. Safer vehicles promote high driver morale, are involved in fewer accidents, create a favorable public image for our customer, have fewer breakdowns and delays, and may play a role in determining better insurance rates.
- **PM prolongs useful life of equipment:** Narrow profit margins mean that transportation companies need equipment that continues to run well and economically as it ages. Component replacement in older vehicles is more difficult to schedule, so PM and its careful monitoring of vehicles is a big help.
- **PM reduces unscheduled downtime:** Anything that minimizes unscheduled downtime in a fleet makes the equipment more productive. Operators don't have to wait for vehicles to



get out of the shop and customers are happy because service is more reliable. Vehicle and personnel utilization are both improved when organizations are able to balance workloads.

- **PM reduces unscheduled repairs and the higher cost related to them:** In an in-house facility, parts inventory can be kept lower if component replacement is planned as part of an overall PM schedule.

In summary, a good PM program will increase the life of the vehicle, the Board's asset while simultaneously decreasing repair frequency and overall maintenance costs for CDT and the Board.

Documentation

The technician performing the preventive inspection and will document all preventive maintenance activities on the PM checklist, which will then be entered into the vehicle's jacket utilizing the Maintenance Information System. During the inspection, the technician will be responsible for the repair of any minor defects noted in the vehicle's file from the daily EVIR inspections.

HVAC Systems

CDT understands the importance of functioning HVAC systems, The HVAC systems are inspected during each PM interval to ensure that there are no leaks and are functioning properly. The technician will also inspect the condition of all brushes and fan motors and change the filters.

During the times of the year when AC is not necessary, the system will be operated on a weekly basis at 10-minute intervals in order to ensure continued lubrication of the refrigerant compressor and to prevent any leakage in the compressor shaft seal.

We will perform annual AC inspections each Spring and annual heating system inspections each Fall.

Wheelchair Lifts and Ramps

CDT understands that the combination of an aging population and the increase of use of other types of mobility devices require that wheelchair and mobility device lifts be fully and safely operational at all times on our vehicles. Wheelchair lifts are inspected and cycled daily as a part of the EVIR process, and any defects are noted on the EVIR report. Any malfunctioning lift will



be a reason to remove the vehicle from service until the lift is repaired. Lifts will also be inspected during the preventive maintenance inspection. As stated, all technicians and technician supervisors will be certified in Braun training. Non-safety sensitive defects will be repaired at this time, including replacement of worn components, gear cleaning and adjustments in alignment as necessary.

Schedule for Routine Maintenance

The chart below (Exhibit 7) represents the starting point for the **Chicago ADA Dedicated Paratransit** fleet.

Exhibit 7: Preventive Maintenance Service Details

PM Service Details	
"A" PM Service	<p>Every 45 Days or 5,000 Miles</p> <ul style="list-style-type: none"> ▪ Safety Systems serviced, Brakes, Lights, Safety and Warning Systems ▪ ADA and Securement Systems Serviced and Inspected ▪ Batteries, Starting and Charging Systems tested and serviced ▪ Driveline and suspension serviced and/or inspected ▪ Wheels and Tires inspected and tires set to rated PSI ▪ Engine systems serviced and inspected ▪ Air Filter Inspection ▪ Replace Fuel Filter/Oil Water Separator ▪ Inspect/replace Drive Belts and Gear-driven accessories as indicated ▪ HVAC Systems service – including auxiliary heating or cooling systems ▪ HVAC return air filter will be replaced at a minimum on each preventive maintenance inspection ▪ Operational Controls, All interior and exterior components ▪ Obtain Engine Oil Sample ▪ Replace Engine oil and Filter
"B" PM Service	<p>180 Days or 40,000 Miles</p> <ul style="list-style-type: none"> ▪ Engine and Drive Train service ▪ If Engine Oil and Filter has not been changed by Miles change at this PM ▪ Engine Air Intake System and Emission Systems serviced ▪ Inspect Suspension System and Chassis Alignment ▪ Obtain Transmission Fluid Sample ▪ Change Transmission Filter (SYNTHETIC FLUID) ▪ Change Transmission Fluid and Filters (NON-SYNTHETIC) ▪ Service Air System Dryer and Compressor ▪ Major HVAC Systems Service
"C" PM Service	<p>360 Days or 100,000 Miles</p> <ul style="list-style-type: none"> ▪ Service Wet/Lube Hubs



PM Service Details

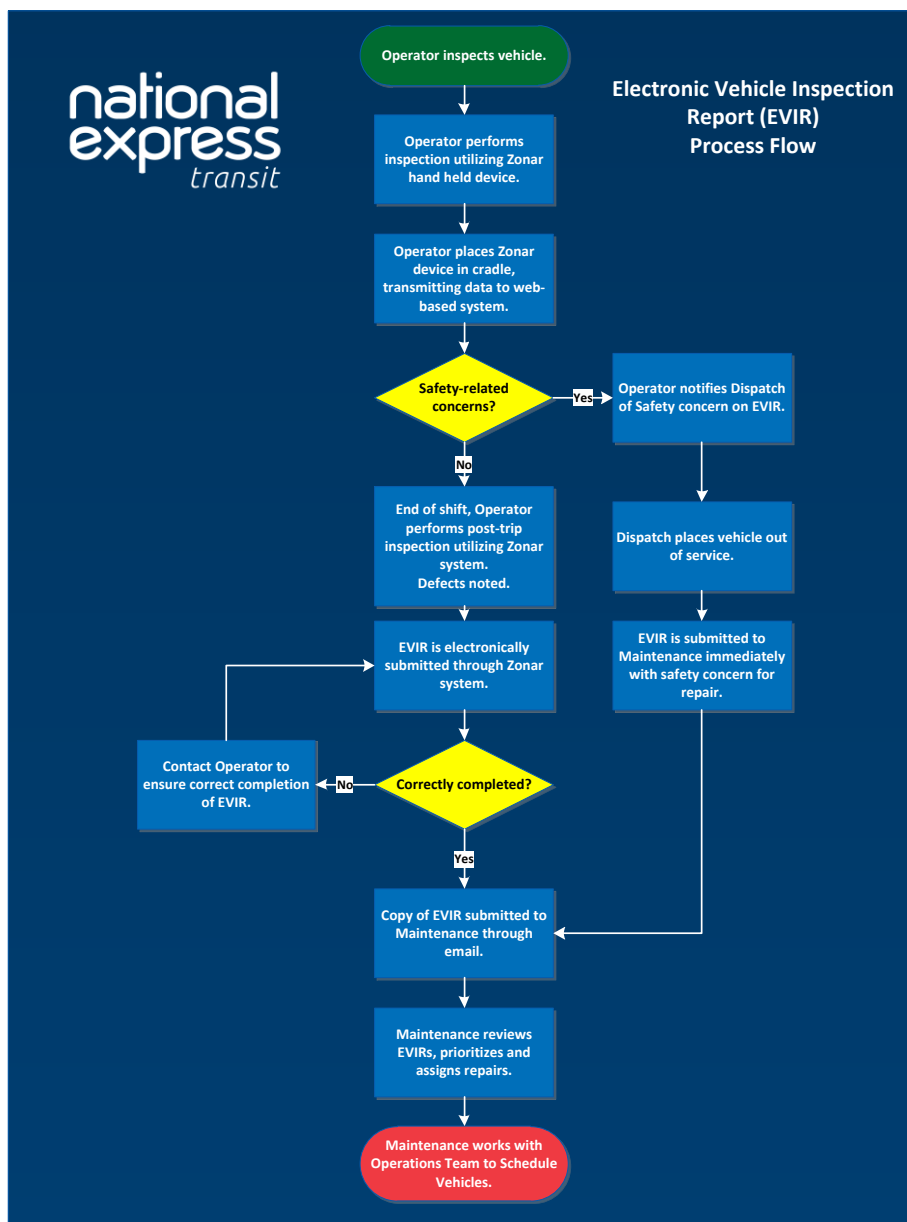
- Replace Hydraulic/Power Steering Fluid
- Service Differential and Live Axle Bearings/Replace Lubricant
- Complete Brake System Service

Pre- and Post-Trip Inspection

CDT is proposing the use of Zonar for daily vehicle inspections, which are an integral part of the maintenance program. The EVIR process is described in the diagram below:



Exhibit 8: Daily Vehicle Inspection Process



Additionally, our supervision / management team will check each vehicle nightly following a service checklist. The checklist shall be utilized and kept on file for Pace review. The supervision/management team checklist may include the following items:

- Wheelchair lift check
- Safety Equipment check
- Vehicle Cleaning



- Air Conditioning
- Exterior and interior visual damage inspection
- Performance check of all vehicle performance defects reported by operators that may identify potential safety and reliability items requiring immediate attention
- Additional requirements as specified by vehicle manufacturers.

During the pre and post trip inspections of the vehicles, if an item is found to be defective, a driver will bring it to the attention of the on-site technician immediately. The technician will analyze the issue and, if it can be repaired quickly, the technician will do so. If it is a major issue, or one that makes the vehicle unsafe to operate, the vehicle will be downed and another vehicle assigned to the driver. The driver will be required to note the deficiency on the pre/post trip form. Once the vehicle is repaired the technician will enter the information into our maintenance program Shop Fax.

Road Calls

Our firm will have a maintenance vehicle that will be dispatched immediately to the scene of a breakdown. At the same time, we will assign another operator to take the trips on the manifest of the broken down vehicle. Our procedure regarding breakdowns begins with analyzing the problem, then fixing the issue on site, if possible, and bringing the vehicle back to the facility or, if the issue cannot be resolved in the field, we will utilize a tow truck to come and pick up the vehicle and bring it back to the facility. Once at the facility, our maintenance team will make the repairs a priority to get the vehicle back in service as soon as possible.

2. In House vs. Contracted Maintenance

Component Rebuilding

CDT believes that the best use of available maintenance staff is Preventive Maintenance and seeing to the needs of the operators and the riding public. To support this belief CDT maintains a relationship with OEM qualified vendors to supply major components for replacement.

Experience has shown that the quality of OEM quality rebuilds supported by warranty offered by our vendors has been the best use of staff and budget. CDT corporate staff has experience working with client fleets to plan mid-life component rebuilds, develop budgets for those programs, and manage expenses.



Towing Services

The vendors to be utilized for this service will be:

- Airline Towing, which we currently use and have over 25 years in towing experience.
- Central States Bus Parts, which has been in business since 1975 selling parts.
- Braun for any lift related issues.
- Hawk Ford for any additional parts with over 25 years of experience selling parts.

3. Maintenance Staffing

The staffing chart that will be utilized by our maintenance department may be found below. Our Maintenance Manager will assign all shifts in coordination with the Project Manager and schedule all PM’s working with the dispatch team to ensure we have no vehicles that go over the time period and allow us to cover all service timely.

Position	Number	Description
Maintenance Manager	1 FT	<ul style="list-style-type: none"> ▪ Responsible for the condition of all vehicles within the CDT operated Pace fleet. ▪ Manages all preventive maintenance, repairs, body work and record keeping for all vehicles and facilities. ▪ Manages team of Technicians and Fleet Care Technicians to ensure a well-maintained, clean fleet and facilities. ▪ Manages time and workload and maintains accurate files for all vehicles in fleet and facility equipment. ▪ Inspects, monitors and performs general maintenance on the facility and equipment used to support daily maintenance and repair of rolling stock. ▪ Monitor facility for environmental and OSHA related concerns. ▪ Supervise daily equipment maintenance ▪ Ensure that all equipment inventory and warranties are maintained. ▪ Ensure vehicles are cleaned and serviced per standards set forth in the RFP and contract. ▪ Ensure fueling procedures are followed and that all vehicles are ready for service. ▪ Ensure preventative/predictive maintenance programs are followed. ▪ Ensure the company is in compliance with Federal, State and local regulatory requirements. ▪ Ensure effective compliance with environmental and sustainability management. ▪ Ensure training for all facets of maintenance have been accomplished. ▪ Ensure road calls are kept to a minimum through effective maintenance, and when a road call occurs, ensure it is handled promptly with our maintenance staff or through a towing service. ▪ Ensure tracking of parts inventory and parts ordering are tracked and monitored through our computerized maintenance program. ▪ Manage maintenance quality assurance program to ensure compliance with



Position	Number	Description
		<ul style="list-style-type: none"> approved processes, QA policies & contract performance standards. Ensure maintenance shop employee adherence to corporate and FTA drug and alcohol regulations and policies.
Technicians (A) – (C)	18 FT	<ul style="list-style-type: none"> Comply with CDT and Pace policies, directives, and procedures as well as environmental guidelines, such as the Environmental Protection Act (EPA) and Occupational Safety and Health Act (OSHA) in using shop tools and equipment in a safe and professional manner. Inspect, diagnose, and repair mechanical problems on all vehicles and equipment. Perform preventive maintenance on all vehicles and equipment, which includes required inspections as well as annual Department of Transportation (DOT) inspections. Perform corrective and repair maintenance tasks on various vehicle types. Diagnose and repair engine, transmission and electrical systems. Perform on-street maintenance and follow all CDT and Pace guidelines regarding use of tow services. Complete all necessary forms, which include, but are not limited to: repair orders, service truck logs, core and warranty tags, and parts slips. Identify required parts for repairs and properly requisitions parts from appropriate storeroom. Perform job responsibilities in a garage shop environment, which include, but are not limited to: working with fumes, chemicals, various noise levels, at heights, in confined spaces, and in various outdoor weather conditions, as required. Seek and/or maintain ASE certifications, as requested and/or required.
Fleet Care Technician	14 FT	<ul style="list-style-type: none"> Ensure that vehicles are fueled in a safe and efficient manner. Clean vehicles and report any deficiencies to the Technician. Probe and dump farebox. Report body damage. Perform all fueling and vehicle cleaning. Park and secure all revenue vehicles for next day service.

Technician Scheduling

Staffing levels are set to allow for adequate coverage for mechanical repairs, preventive maintenance and roll out assistance. Schedules will be created and a schedule bid will occur. Lead technicians will be assigned to oversee shifts to ensure maximum vehicles for service. It is our intention to schedule maintenance activities in such a way that the majority of the maintenance activities take place during hours when the vehicles are not in service.

Technician Qualifications

“A” and “B” technicians will staff the primary service and repair positions. Maintenance staff will receive additional training to ensure that we are able to support bus electronics systems, destination signs, passenger counting devices, radio, and MDT/AVL and all other communications systems. All technicians will receive specialized training for HVAC system maintenance and ADA lift/ramp and securement equipment.



Preventative Maintenance is the most important thing that we can do to provide clean, safe and reliable buses for our operators and passengers. To ensure the quality of Preventative Maintenance all PM service are assigned to “A” technicians. The “A” technician will be assisted by “B” technician to perform some of the less skilled tasks but final accountability will rest with the “A” technician.

Our Maintenance Supervisor will complete Quality Assurance audits on randomly selected PM Services completed to ensure the thoroughness and completeness of the PM.

Technician Training

National Express has online training through our Taleo training module and MITS (Maintenance Information Training System). Both of these systems are found on our NE4U intranet web site. We also utilize our large group of preferred vendors to provide factory training for all types of vehicles.

CDT hereby confirms that all technician’s, technician supervisors and the Maintenance Manager will be certified by Braun to perform maintenance work on Braun lifts, including OSHA compliant lift training and BraunAbility Lift Maintenance Training of eight (8) hours. We are anticipating 18 technicians and 16 VSA’s.

In Taleo, we have PM training courses as well as ASE training that will help our tech’s to become ASE certified, as one of our goals is to be ASE Blue Seal certified shop. There are incentives to our technicians for achieving ASE certifications, and we encourage all of our technicians to achieve these certifications.

Our Maintenance Manager works closely with each technician to ensure all training is complete and shares his experience with each technician. Development plans are tracked through Taleo for each level of technician with training requirements that must be completed each year.

4. Cleaning and Washing of Vehicles

Daily Cleaning Standards

At the end of every shift a Pace vehicle will enter the lot, pull around and fuel then go into the car wash for a complete outside cleaning. The interior of all vehicles will be kept free of litter and debris to the maximum practicable extent throughout the operating day. **Chicago ADA**



Dedicated Paratransit vehicles will be swept, vacuumed, and dusted daily. Interior panels, windows, and upholstery shall be cleaned of marks as necessary. The interiors of all vehicles will be thoroughly vacuumed, cleaned including all windows, seats, floor, dashboard, stanchions and grab rails. All foreign matter such as gum, grease, dirt and graffiti will be removed from interior surfaces during the interior cleaning process. Wheels will be degreased and rinsed clean. Any damage to seat upholstery will be reported immediately upon discovery. CDT will also repair worn, broken, cut, torn or vandalized components that are visible, or accessible by the public.

Weekly Cleaning Standards

On a daily basis, or as needed, the exterior of all **Chicago ADA Dedicated Paratransit** vehicles will be washed utilizing the bus wash facilities available at our facility.

The exterior of each vehicle is cleaned in automated car wash at the end of each shift. The vehicle then proceeds to a team that vacuums, mops, and wipes down all hard surfaces along with cleaning seat belts and windows prior to the vehicle being parked for the next shift.

Below, we have provided our 3-Step Vehicle Cleaning Procedure document.

3-STEP VEHICLE CLEANING PROCEDURE

STEP ONE: Vehicle Exterior Cleaning

- **Before entering car wash, VSA stops vehicle to have driver remove trash and spot clean exterior for tar spots or other visible dirt that is more than normal**
- **VSA directs the driver to proceed through the car wash at 2 MPH or less, 90 seconds spent in car wash**
- **Driver exits car wash and stops vehicle in yellow VSA cleaning area**

STEP TWO: Vehicle Interior Cleaning

- **Driver parks and shuts off vehicle and performs post trip inspection while VSA's clean the vehicle**
- **Four (4) VSA approach vehicle in a quadrant/pit crew system and perform the following actions**
 - **Sweep floor**
 - **Vacuum or mop floor**
 - **Wash window interiors**
 - **Wipe down all hard surfaces**



- Wipe down area of seat belts not covered by cover
- Spot check area and seats for any other issues
- Address other issues or remove vehicle for detail cleaning

STEP THREE: Park vehicle and return to Reconciliation Window to check out for day
This process must occur at the end of every driver shift, or immediately after the fuel break for a park out driver.



VEHICLE # _____	VEHICLE CLEANING CHECKLIST	DATE: _____
	The Following Marked Categories Have Received Attention	
	<input type="checkbox"/> EXTERIOR CLEANED	
	<input type="checkbox"/> COMPLETE INTERIOR CLEANED	
	<input type="checkbox"/> CARPET AND SEAT VACUUMED	
	<input type="checkbox"/> DASHBOARD/STEERING WHEEL/DOOR PANEL CLEANED	
	<input type="checkbox"/> GLOVEBOX CLEANED	
	<input type="checkbox"/> TRUNK AND HATCH AREA CLEANED	
	<input type="checkbox"/> TRACKS CLEAN AND FREE FROM DEBRIS	
	<input type="checkbox"/> FLOORS MOPPED	
	<input type="checkbox"/> FLOOR/CARPET CLEANED	
	<input type="checkbox"/> SEAT BELTS WIPED	
	<input type="checkbox"/> SEAT BELT COVERS IN PLACE	
	<input type="checkbox"/> OTHER	
	REMARKS:	

		DATE
VSA/UTILITY:	_____	
INSPECTOR:	_____	
MANAGER/SUPERVISOR:	_____	



5. Other Equipment

Our Maintenance Manager, assisted by our will evaluate the existing equipment and develop a “needs list” to be acquired during the mobilization period, if necessary. They will begin this process during the informational meeting with the maintenance staff. Every effort will be made to seek the input from the current technicians and support staff on providing the items that will assist them in completing their jobs efficiently. Technicians will assist in recommending tools and supplies for the shop truck and bus shelter maintenance vehicle as well as any diagnostic equipment and heavy tools not currently supplied to technicians. We will ask the Fleet Care team to provide input on fueling and cleaning tools like service carts, portable vacuums, and disposable supplies. All maintenance staff will be offered a selection of Personal Protective Equipment. CDT has budgeted sufficient funds to ensure we will be able to supply the needs of our maintenance and support team.

6. Outside Vendors

We currently utilize these vendors at our Chicago office and will utilize them at the South Cook location. All of these vendors use OEM standards for parts and equipment and have been approved by Pace for our use in Chicago.

AGA (AUTO GLAS ASSOCIATES)12606 KNOLL AVE.
ALSIP IL 60803 708/385-7876

CENTRAL STATES BUS SALES 49 W. 102 U.S 30
BIG ROCK IL 60511 630/556-3130

CITY TIRE 452 W 47TH ST
CHICAGO IL 60609 773/268-7400

FACTORY MOTOR PARTS 4035 S. WESTERN AVE
CHICAGO IL 60609 773/696-5498

GRAND AND ADERDEEN TOWING 448 N MAY ST
CHICAGO IL 60607 312/414-1771

GRAND AUTO CENTER 1401 W. GRAND AVE
CHICAGO IL 60622 312/266-1500

Sutton Ford, 21315 Central Ave.



Matteson, IL 60443 708-720-8000

HAWK FORD 6100 W 95TH ST
OAK LAWN IL 60453 708/599-6000

JOE RIZZA FORD 2100S, HARLEM AVE
NORTH RIVERSIDE IL60546 708/442-7000

K.M.P EXPRESS SERVICE 2142 W BOWLER ST
CHICAGO IL 60612 630/328-6768

MIDWEST TRANSIT EQUIPMENT 16725 VAN DAM RD.
SOUTH HOLLAND IL 60473 800/813-5970

MOBILITY WORKS 155 E NORTH AVE
VILLIA PARK 60181 630/782-1900

MIDWEST MEDIA BLASTING 256 GILMER RD.
MUNDENLEIN IL 60060 847/373-3166

SYNERGY TOWING & RECOVERY LLC
6200 W. 51ST BUILDING B UNIT 1
CHICAGO IL 60638 847/850-9337

THE WRENCH 6200 W. 51ST BLD
CHICAGO IL 60638 630/364-6059

WAGNER AUTO BODY 865 NICHOLUS BLVD
ELK GROVE VILLIA IL 60007 312/972-7458

WELLER AUTO /TRUCK PARTS 11152 SOUTHWEST HW
PALOS HILLS IL 60465 708/974-2211

NATIONAL EXPRESS AUTO BODY AND REHAB
113 W. 162 ST
SOUTH HOLLAND IL 06473

7. Software

CDT will continue to use the Shopfax program as long as it is one of the preferred programs for Pace. We currently use Oracle Eam for asset tracking only. We do not intend to make a change to our maintenance software unless it is desired by Pace. If Pace would like to receive more information on the Oracle Eam program as discussed in our presentation, we would be happy to provide a demonstration and to discuss the proper implementation of that program.



B. Facility

1. Facility Description



As described above, we are very pleased to present our new facility at 4334 S. Damen in Chicago, IL for this project. Our facility, which CDT moved into on July 12, 2019, is a state-of-the-art facility. The facility sits on four (4) acres of hard surface for parking cars and vans. The facility has eight lifts, a commercial wash bay system, and commercial vacuum system. The facility has 90,000 square feet, where all Pace vehicles will be parked. The facility has two 10,000-gallon

fuel tanks for fueling of all vehicles. **CDT understands that Pace will now furnish the fuel for**

this work and have taken revenue fuel out of its pricing. In

addition, CDT will furnish the fuel tank on its property. The

office space is 10,000 square feet, which is ample space to

grow this operation for Pace. The office space includes our

scheduling/customer service and dispatch. The facility also

includes a large training area set up with a simulator, employee

break room, and administrative offices.

2. Location of Entrances and Exits

The facility is fully fenced and secured with a 24/7 security guard. Our facility has two entrances and exits to the property

on the north side and two additional emergency entrances and exits on the south end of the property. To enter the property, you enter south after the guard has verified you as a CDT

employee. Once in the facility, each operator will be assigned their vehicle and the operator will leave out the north entrance of the fenced parking lot through an up and down gate. In

addition, for emergencies, there is a second exit at the south end of the facility.



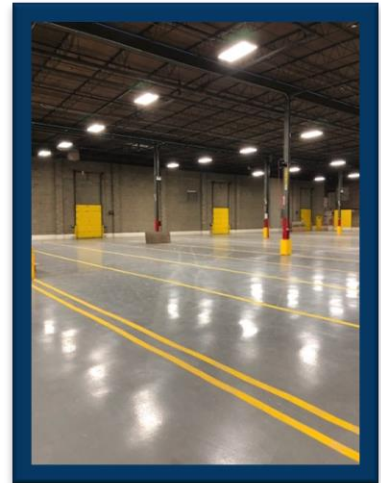


3. Inside Storage

Our intention is to park all Pace vehicles inside the facility at 4334 S. Damen Street, Chicago IL.

4. Outside Storage

With 90,000 Square Feet of vehicle parking, under roof, we plan for all CDT/Pace vehicles to be parked inside the facility. During the term of this contract, CDT will discuss the opportunity to introduce electric vehicles into the fleet, as well as the installation of any charging stations needed for these vehicles.



C. Other Vehicle Maintenance

1. Identification of Needed Repairs

General Repair work is assigned by the Maintenance Manager based on the skill level required for that particular task. Initial diagnoses and triage of a mechanical problem is assigned to the most experienced technician on staff and discussed with the Maintenance Manager.

2. Procedures to Ensure Identified Repairs Are Completed in a Timely Manner

The manager will develop the repair plan, ensure parts availability, and assign the repairs to the most appropriate staff member. Repair standards will meet and exceed OEM quality standards, and the Factory Service and Repair manual will be consulted for process, safety warning, specs and values.

Depending on the out of service item, no vehicle should be down more than a day or two from service. Our Maintenance Manager understands the importance of having all vehicles available and will order the parts immediately once the vehicle is diagnosed. If parts are not available from our primary parts vendor, the Maintenance Manager will order the parts from another supplier.



3. Parts Inventory

CDT builds our shop inventory to prevent holding vehicles out of service due to a lack of parts. The specific goal is less than 5% of the fleet out of service at any time awaiting parts.

Parts and supplies for Preventive Maintenance and common repairs will always be maintained in inventory.

CDT is continuously working with manufacturers, vendors, and suppliers for on-time deliveries to maintain the best levels of inventory without becoming a parts supply warehouse. Our relationship with suppliers is outstanding.

In addition to building relationships with local vendors to keep transit dollars in the Phoenix community, CDT has a maintenance parts specialist at our home office with the ability to expand the search for needed parts when local sources cannot meet our fleet needs.

All inventories are stored in secure locations with regular inventories and spot inspections to prevent shrinkage. The goal is for 85% of inventory to turn three times per year.

CDT provides parts availability for all shifts to ensure technician productivity.

Our parts ordering process is done through the National Express Oracle procurement system.

The process for ordering parts is as follows:

1. Create a requisition in Oracle.
2. Oracle assigns a Purchase Order Number.
3. Order the part from the supplier.
4. Supplier receives a purchase order from National Express.
5. When part is received, Maintenance Manager identifies the part as received in Oracle and a receipt is created.
6. All vendors send invoices directly to National Express corporate accounts payable.

4. Body Work

Once body work is identified, the Maintenance Manager will work with the Safety Manager to identify the individual vehicle and review all documentation.



The Maintenance Manager will document all work to be done and immediately talk to the group of body shops that are currently utilized by CDT and order the parts. All body damage will be a top priority for repair so as to have sufficient spares and to provide a quality fleet to our passengers. Our intent is to have one of our body shops work on Sundays to decrease the timelines on getting the vehicle back in service. CDT is fortunate to be able to provide its own body shop for these services. The body shop is located in South Holland, IL.

5. Other Maintenance Information

All vehicles will be fully repaired in house except for body work as described above. Our team of maintenance personnel will be fully equipped and qualified to repair all facets of the vehicle. Our maintenance manual is attached to this proposal as Appendix N.



D. Experience

1. Maintenance Experience



The National Express leadership team brings over 100 years of combined experience maintaining a variety of different vehicle and fuel types. During our history, the CDT team of professionals has developed a reputation for providing innovative maintenance solutions based on sound maintenance principles. Preventive Maintenance is the starting point for all maintenance activities and our team and the accomplishments

above would not have been possible without a companywide commitment to the National Express/CDT Performance Maintenance process. Our management and executive teams are regular participants in the maintenance quality assurance process and are seen regularly in maintenance facilities. A first step in providing the best maintenance possible, Technicians will be available at all times that vehicles are in service and for enough hours after service hours to ensure all vehicles return from each day's service. The technician assigned to vehicle recovery will review the Zonar EVIRs for defects. Depending upon the seriousness of the write up, the technician, in consultation with the Maintenance Manager will develop a plan to have the vehicle ready for the next day of service or remove for in-depth repairs.

During pull-out times a technician will be available on the yard to assist operators with any vehicle needs to ensure on-time departures from the yard.

As part of the CDT commitment to the safety and reliability of the fleet, no vehicle will be allowed into service without the approval of the Maintenance Department. Conversely **ANY** employee of CDT may place a vehicle "Out of Service" if they are not confident of the safe operation of the vehicle.





Personnel Experience

Upon notice of award, CDT will make arrangements to have our maintenance supervisor on-site in Joliet and begin the recruitment of the rest of the maintenance team, ensuring that the full maintenance team is on board and ready to go at least two weeks before start of service.

Initial training for the maintenance team will begin with General Orientation and Safety Training conducted by our Vice President of Safety and Training, Kevin Kilner. Complementing the training done by Kevin, are maintenance specific training topics. Coordination for the maintenance-specific training will be led by our Regional Maintenance Supervisor, Dexter Craft.

Upon completion of the Orientation and Safety training, maintenance-specific training modules will occur. Initial Topics are listed below and the order will be adjusted as we determine the skill and training needs of technicians coming from the prior contractor and new recruits:

- Air Brake Training and Certification to meet CFR 396.25 requirements (if required)
- Vehicle familiarization and component location/function
- Preventative Maintenance Service
- Onsite training from bus vendors and manufactures
- I/O systems operation and troubleshooting
- ASE Test Preparation
- Braun certified training
- Destination signs, farebox, HVAC, and video monitoring systems

CDT uses Certification by the National Institute for Automotive Service Excellence (ASE) Certification Program to demonstrate our commitment to our staff and quality of maintenance. Each technician and Maintenance Supervisor participates in testing. All mechanics start with brake certification and move on through each test to reach master. Technicians assigned to the Pace **Chicago ADA Dedicated Paratransit** fleet will participate in the Transit test series for ASE Certification Program, with the goal that all maintenance staff will have all required certifications prior to the commencement of service. To encourage participation, CDT provides all registration and testing fees as well as study class and materials. Technicians receive a bonus for each certificate and upon reaching master level certification receive a “Master” Bonus. These bonuses are paid each year the certificates are valid.



In addition, our firm has been successful in establishing Blue Seal locations across the country and we will strive to get our Joliet facility Blue Sealed within the first year of service.

Turnover

Our annual turnover rate at our Chicago operation and is 18%.



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4. Subcontractor Information

We do not anticipate utilizing any subcontractors for this service.



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Required Forms

We have included copies of the following Required Forms on the following pages. Originals of these signed documents may be found in the envelope labeled "Original Contract Document." The Price Proposal is included under separate cover, as requested by the RFP.

- Agreement Contract
- Request for Change to Terms and Conditions
- Certification of Restrictions on Lobbying
- Contractor's Certification Regarding Suspension and Debarment
- Non-Collusion Affidavit
- Conflict of Interest
- Certification of Compliance with Pace's Drug & Alcohol Policy and Testing Program



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Appendix A: Resumes

On the following pages, we have included resumes for our proposed management team.



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General Manager
Matt Lundgren

Summary

Matt is a highly experienced transit professional, who has worked in nearly every area of paratransit operations during his entire career with CDT. Matt began his career in transit as a vehicle technician in September 1994. In April 1997, he began working as a paratransit operator on the Pace service. Beginning in January 2000, Matt joined the dispatch team, where he received training on the Trapeze system and has used it for 20 years. From that point, he was promoted to Transportation Manager in November 2001, Operations Manager in March 2007, and finally has served as the General Manager for the Pace contract since January 2011.

Professional Experience

Cook DuPage Transportation, Inc.

General Manager, Pace ADA Paratransit, January 2011 - present

- Develops primary goals, operating plans, policies, and short and long range objectives for CDT and the Pace ADA Paratransit operations.
- Manages between 1,500 to 3,500 trips daily
- Establishes organizational structure and delegates' authority to subordinates.
- Directs and coordinates activities to achieve profit and return on capital.
- Oversees the billing function to ensure invoicing is completed accurately and on time.
- Designs and implements cost control procedures.
- Manages the preparation, distribution, and reporting processes for payroll
- Oversees the calculation of wages, overtime, and deductions to ensure compliance with federal and state laws
- Maintains payroll reports and statistics
- Excellent written and communication skills
- Has a good working knowledge of Microsoft office and all specialized software
- Has a knowledge of all Streets in the City of Chicago
- Negotiate and administer contract with Pace Chicago ADA
- Continue to build a solid relationship with all staff
- Build strong teams that motivate employees to perform at a high level for our customers
- Establish procedures, standards and guidelines to attain minimum cost per trip
- Liaison with contract agency staff
- Attend agency meetings that have issues with the current contract agency
- Ensures adherence to established policies and procedures, quality assurance programs and safety standards
- Detailed knowledge of the regulatory requirements (including FTA DOT, ADA, Drug & Alcohol, DOJ Title VI, and State of Illinois DOT regulations)

Operations Manager, Pace ADA Paratransit, March 2007 – January 2011

Transportation Manager, Pace ADA Paratransit, November 2001 – March 2007

Dispatcher, Pace ADA Paratransit, January 2000 – November 2001

Operator, Pace ADA Paratransit, April 1997 – January 2000

Technician, August 1994 – April 1997





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Assistant General Manager, Transportation Ronald Robinson

Summary

Ronald Robinson recently rejoined the CDT team as our Assistant General Manager, Transportation/Operations Manager. He previously served in this role from 2009 – 2015 and was a proven asset to our organization. During his time as an Operations Supervisor, he maintained on-time performance standards near 95% and worked extensively with Trapeze. Additionally, he has a background with counseling and crisis management, which make him a unique member of our team with skills that can be very helpful when dealing with clientele who have developmental and other disabilities.

Professional Experience

Cook DuPage Transportation, Chicago, IL

Assistant General Manager, Transportation, April 2019 - Present

- Oversee the operation of Pace Chicago Paratransit operation, a 24-hour transport of the elderly and differently abled.
- Possesses a strong working knowledge of the Trapeze system.
- Scheduled drivers/dispatchers and ensure the entire dispatch/scheduling team performs to Pace standards
- Oversees the day-to-day operation of over 500 drivers and an up to 3,500 trips per day.
- Daily coordination of a fluid transport schedule to maintain an on-time performance of over 95% by active use of the Trapeze and aggressively motivating staff.
- Detailed knowledge of the regulatory requirements (including FTA DOT, ADA, Drug & Alcohol, DOJ Title VI, and State of Illinois DOT regulations)
- Continue to build a solid relationship with all staff
- Build strong teams that motivate employees to perform at a high level for our customers
- Strong organization and planning skills

Chestnut Health Systems, Bloomington, IL

Community Treatment Liaison, September 2018 – April 2019

Chestnut is a non-profit, statewide, residential adult/adolescent substance use disorder and mental health treatment facility.

- Responsible for admissions, maintaining census and aggressively seeking funding, placement and/or housing as well as social services for clients ready and able to transition into the community.

Lydia Healthcare, Robbins, IL

Community Relations Director/Director of Crisis Management, March 2015 – July 2018

- Develops and maintains relevant relationships with supportive services, mental health professionals, local politicians, law enforcement, etc.
- Responsible for admissions, maintaining census and aggressively seeking funding, placement and/or housing for consumers ready and able to transition into the community.
- Investigates allegations of consumer neglect and abuse, staff misconduct, maintenance issues and all security matters to include staffing and scheduling.
- Oversees the day-to-day operation of the facility and reports to the Executive Director.
- Trained in Cognitive Behavioral Therapy (CBT), Pesi Institute: Chicago, IL. Crisis Prevention & Intervention (CPI) Trainer, CPI Institute: Milwaukee, WI., and perpetual in-service trainer.



Assistant General Manager, Transportation
Ronald Robinson

Cook DuPage Transportation, Inc.

Transportation Manager/Operations Supervisor, December 2009 – March 2015

- Possessing a strong working knowledge of the Trapeze system; oversaw the day-to-day operation of over 400 drivers and 200 support staff, while managing an average of 5,000 trips per day.
- Daily coordination of a fluid transport schedule to maintain an on-time performance of over 95% by active use of the Trapeze system.

Education

- PhD in Christian Counseling, Newburgh Theological Seminary, Newburgh, IN
- BA/MA in Theology, Newburgh Theological Seminary, Newburgh, IN



**Safety Director
Lisa Maurer**

Summary

Lisa Maurer has been with CDT since 2007, when she started as a van driver for our services. She has moved through the ranks, with roles in Customer Service, Complaint Management and Quality Assurance, and Risk Management before taking her current role as the Director of Safety for our organization. In her roles, she has been responsible for the development of our operator discipline program as well as the Safety Award Program for operators and technicians.

Professional Experience

Cook DuPage Transportation, Inc.

Safety Director, September 2011 - Present

- Supervise Safety and Training personnel, including hiring, firing, performance evaluation, discipline, training, work allocation, vacation schedules, and problem resolution.
- Monitors quality assurance and safety standards.
- Plans and schedules work necessary to process claims.
- Interviews claimant and witnesses, consults police and hospital records, and inspects property damage to determine extent of liability.
- Works with appraisers to assess the cost or value of an item by inspecting damage after an accident.
- Provides defensive driving training during new driver training session.
- Ensures proper procedures are in place for the Post Accident Drug and Alcohol Testing.
- Manages the workers compensation claims program.
- Provides monthly report which includes accident analysis, safety accomplishments and outstanding safety issues.
- Ensure adherence to established policies and procedures, quality assurance programs and safety standards.
- Implement Safety Awards Program for operators and technicians.
- Detailed knowledge of the regulatory requirements (including FTA DOT, ADA, Drug & Alcohol, DOJ Title VI, and State of Illinois DOT regulations)

Quality Assurance Manager, November 2010 – September 2011

Complaints/QA, March 2009 – November 2010

Customer Service, April 2008 – March 2009

Paratransit Operator, May 2007 – April 2008



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Manager in Training
Anthony Kociak

Summary

Our Control Center Manager, Anthony Kociak is a recent addition to the CDT team, starting on June 4, 2019. Prior to joining CDT, he served as the Quality Assurance Manager for SCR Medical Transportation, Inc., one of the other providers of the Pace ADA Paratransit service. He began his career with SCR in 2010 as a Driver Coordinator and then worked as a Fleet Manager for a year. He has specific experience of the service, the clients, and the needs of the fleet. He has a proven dedication to meeting or exceeding performance standards and working collaboratively with the client to ensure that quality levels are maintained.

Professional Experience

Cook DuPage Transportation, Inc., Chicago, IL

Manager in Training, June 2019 – Present

- Manage Dispatch and Scheduling staff to ensure that all operational standards are met.
- Provide direction and leadership to staff regarding use of Trapeze software.
- Responsible for accurate and timely reporting of control center data to both Pace and CDT leadership.

SCR Medical Transportation, Inc., Chicago, IL

Quality Assurance Manager, April 2013 – June 2019

- Manage policies and procedures to ensure quality industry standards for paratransit provider completing over 1 million trips per year.
- Cultivate long-term relationship with clients, maintaining ongoing communication and facilitating solutions to address concerns.
- Oversee team of seven to manage incident reporting and complaint process for accuracy, timeliness, and completion to fulfill requirements and contractor standards, saving up to \$400,000 in liquidated damages per year.
- Provide coaching, training and presentations to new hires and current staff for continuous improvement initiatives to maintain best practices, including direct oversight and management of scheduler improvement program.
- Collaborate cross-functionally with internal departments to audit company strategy and identify inefficiencies resulting in a decrease of liquidated damages by \$1.5 million.
- Communicate these findings to key stakeholders consistently to enhance quality management systems devoted to customer satisfaction, reliability and effectiveness.
- Implement new complaint data tracking software to efficiently analyze data for nearly 6,000 complaints per year.
- Analyze customer trip and complaint data for continuous process improvement and overall customer experience.

Fleet Manager, June 2012 – April 2013

- Managed a staff of 30 employees dedicated to ensuring vehicle requirements and maintenance processes and procedures were met.
- Supervised multiple departments for new and ongoing maintenance operations, equipment management, and fleet repairs.
- Managed vendor accounts to verify fleet repairs were in accordance with company standards relating to equipment, insurance and repair procedures.
- Oversaw fleet maintenance process to adequately provide appropriate vehicle requirements needed to complete paratransit services.
- Controlled all vehicle deliveries to ensure proper prepping, tagging, and numbering needed for federal and state requirements.



**Manager in Training
Anthony Kociak**

- Effectively maintained new and current vehicle information including, warranties, retrofitting of existing vehicles, maintenance, and repairs.

Driver Coordinator, February 2010 – June 2012

- Monitored paratransit service provider's compliance with contract requirements to ensure Federal Transit Authority, Department of Transportation and contractor requirements.
- Maintained position as liaison between transit provider as well as internal and external functions to observe operations, exchange information, and resolve problems relating to service, protocol, and policy.
- Supervised and provided internal customer service to 450 drivers daily responding to requests for assistance by troubleshooting and providing solutions to driver-related problems.
- Oversaw accident and incident processes communicating with internal and external contractors to assure timely, full completion and cooperation of drivers.

Education

The University of Arizona, Eller College of Management, B.S.B.A Business Management

Loyola University Chicago, Quinlan School of Business Administration, Executive Education, Certificate of Leadership and Management



Maintenance Manager
Wes Gipson

Summary

Wes Gipson is our Maintenance Manager for the CDT Pace ADA Paratransit program. Wes has been involved in maintenance for this contract since 1988, when he started as a technician with CDT. He is familiar with all aspects of this service, and has been an integral part of our decision making process regarding our procurement of new vehicles.

Professional Experience

Cook DuPage Transportation, Inc., Chicago, IL

Maintenance Manager, November 1994 - Present

- Supervises maintenance personnel which includes hiring, firing, discipline, training, work allocation, vacation schedules and problem resolution.
- Establishes procedures, standards and guidelines for the maintenance and repair of vehicles.
- Schedules and organizes workflow and shop priorities to ensure that repairs are completed in a timely fashion and preventive maintenance schedules are met.
- Reviews and evaluates technician's work upon completion to ensure high quality work standard.
- Inspects new vehicles upon delivery ensuring compliance with purchase order.
- Maintains record keeping system to reflect activities associated with the inspection, maintenance and repair of vehicles.
- Ensures that preventive maintenance diagnosis and repair are performed within the time or mileage guideline of the preventive maintenance schedule.
- Schedules damaged vehicles for body repair work in a timely manner.
- Maintains an adequate amount of spare vehicles to accommodate vehicle breakdowns, if they occur.
- Continually develops trouble-shooting procedures for maintenance and repair of vehicles.
- Executes training programs for mechanics, highlighting the necessity of preventive vehicle maintenance.
- Encourages mechanics to improve skills and knowledge, and to learn and become skilled in other levels of vehicle maintenance and repair.

Senior Technician, August 1990 – November 1994

Technician, October 1988 – August 1990



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Director of Operations/Labor Management
Dan Tracy

Summary

Dan Tracy joined the CDT team in May 2018 as the Director of Operations and Labor Management. He came to us from the legal department at our parent company, National Express, where he served as Counsel, Labor Relations and Employment. In that role, he was responsible for all facets of labor negotiations with various unions including Teamsters and ATU. He joined the CDT team to assist with labor issues and to ensure that the relationship with the Teamsters remained positive.

Professional Experience

Cook DuPage Transportation, Inc., Chicago, IL

Director of Operations/Labor Management, May 2018 - Present

- Direct all facets of negotiations of the collective bargaining agreement with the Teamsters for Cook DuPage Transportation.
- Handle unfair labor practice charges.
- Conduct arbitrations and oversee outside counsel who are handling labor arbitrations.
- Handle grievance process for CDT.
- Develop recruitment and hiring practices that are in compliance with all legal and regulatory standards.

National Express LLC, Warrenville, IL

Counsel, Labor Relations Employment, 2013 - Present

- Direct all facets of negotiations of first time and renewal bargaining agreements with various unions including; Teamsters, SEIU, ATU, OAPSE and IAMAW; among others.
- Handle unfair labor practice charges and oversee outside counsel who are handling unfair labor charges.
- Handle employment litigation and oversee outside counsel who are handling employment litigation.
- Conduct arbitrations and oversee outside counsel who are handling labor arbitrations.
- Give advice to H.R. on responding to second and third step grievances.
- Review employee handbooks.

Jewel – OSCO/Supervalu – Itasca, IL

Director, Labor Relations, 1991 - 2012

- Responsible for negotiating labor contracts; first chaired over 100 negotiations; bargaining unit size range from 20 employees to 20,000 employees
- Dealt with the following unions: United Food and Commercial Workers, Teamsters, Mechanics, Operating Engineers, Pipefitters and Carpenters
- Responded to EEOC charges and Illinois Department of Human Rights charges, including investigating the charge, writing the response and attending hearings
- Conducted 35 arbitrations, including terminations and contract interpretations
- Handled matters before the Illinois Department of Labor Wage and Hour Division
- Handled hundreds of second and third step grievance hearings
- Developed policy and procedure manuals for employees
- Conducted over 30 union avoidance meetings for non-union Osco drug stores and pharmacies
- Reviewed and gave advice on terminations, harassment cases, and discipline matters
- Oversaw outside counsel handling employment law cases



**Director of Operations/Labor Management
Dan Tracy**

- Conducted employment law and contract interpretation classes for store and warehouse management
- March, 2010-September 2012, supervised Associate Relations department of 11 that is responsible for grievances, hotline cases, EEOC matters and return to work issues.
- Trouble shot employment issues daily
- 2006-2012, responsible for Labor Relations matters and contract negotiations for distribution centers in St. Louis, Missouri; Green Bay, Wisconsin; Pleasant Prairie, Wisconsin; and Champaign, Illinois

Manager, Labor Relations, Jewel Food Stores, 1990 – 1991

Staff Counsel Jewel Food Stores, 1989 – 1990

Attorney Law Office, Richard Lucas & Associates, 1986 - 1989

Education

The John Marshall Law School, Chicago, Illinois - Juris Doctor, 1986

Illinois State University, Normal, Illinois- Bachelor of Arts in Political Science, 1983.



Assistant General Manager, Operations
Christopher Pellegrino

Summary

Chris Pellegrino joined the Pace ADA Paratransit operations team for CDT in July 2018. Chris has had extensive management experience and understands the importance of compliance with contract terms, reporting to both Pace and National Express, as well as employee relations and operations leadership. He has been with National Express since 2017, and was instrumental in the mobilization of seven new locations during his time as the Sr. Executive Assistant to the CEO.

Professional Experience

Cook DuPage Transportation, Inc., Chicago, IL

Assistant General Manager, Operations, July 2018 - Present

- Responsible for the overall compliance of the Pace Paratransit contract with the additional responsibility of reporting to the Vice President of Operations and other levels of management providing recommendations regarding union actions, resolving employee conflicts and coaching employees on conduct and performance.
- Conduct internal investigations and hearings regarding discipline and employee performance.
- Supervise Safety, Maintenance and Operations departments.
- Respond to grievances at second step to avoid 3rd step and arbitration grievances.
- Research employment laws to maintain current in regards to employees and concerning union issues.
- Comply with EEO laws, policy reviews, employment laws, employee development, strategic planning, as well as diversity and inclusion programs and handle labor unions accordingly.
- Act as representative of the company during unemployment hearings, client meetings and other governmental offices related to personnel issues. Administer corporate HR programs.
- Advise managers and non-unionized employees on their rights, performance, working conditions.
- Conduct sensitive and confidential investigations to resolve employee complaints, such as discrimination, sexual harassment, health and safety, and potential EEO violations.
- Maintain high levels of client required performance standards.
- Work closely with Pace staff to provide solutions for customer ridership and quality assurance recommendations for Transit Services.
- Manage vehicle maintenance plan and ensure fleet availability to meet service requirements.
- Daily, weekly and monthly review of key operational metrics.
- National Express LLC, Warrenville, IL

National Express Transit Corporation

Senior Executive Assistant to CEO, February 2017 – July 2018

- Calendar management, roster maintenance and meeting scheduling for CEO.
- Planned, booked and managed travel for CEO and 6+VP's.
- Helped in the growth of our Transit division from 117m annual revenue to 336m in one year.
- Managed multiple expense reports to ensure compliance, along with location financials.
- Data entry and organization of sales and marketing materials.
- Helped in the opening of 7 new CSC locations.
- Prioritizes workload effectively and resolved issues by being resourceful.
- Manages budget responsibilities including processing invoices and overseeing budgets for 20 locations until managers could be placed into roles.



Assistant General Manager, Operations Christopher Pellegrino

- Interact with and support a diverse and dynamic internal and external team – varying roles and levels.
- Coordinate meetings that often involve multiple teams from all over the country, including our 100 year Gala of over 300 people.
- Assisted in the recruiting and onboarding of 5 new VP's.
- Work outside normal business hours to accommodate peak workloads and urgent projects. Jewel – OSCO/Supervalu – Itasca, IL

Hertz Car Rental

District Manager – Chicago North, September 2009 – February 2017

- Led regional actions focusing on revenue growth, cost control, and employee development; oversaw 100+ sales, service, management, and repair personnel.
- Led opening of 3 stores, led market research and analysis, developed working relationships with local business to ensure revenue, and managed talent acquisition process; new stores produced double digit revenue growth.
- Serviced large accounts, developed sales process, and created individualized solutions; increased revenue 16% in new accounts and expanded sales contracts.
- Oversaw trainings, focused on counter and phone sales, enacting contests and competitions, and led regular performance management with underperforming associates; trainings and coaching increased sales from \$2.9M to \$3.4M in 12 months.
- Coached reps, created development plans, and reviewed progress monthly; focused on operations, leadership, communication, sales, and customer service, contributed to the promotion of 2 Area Managers and 8 Branch Managers.
- Expanded Development Program to Central Region, identifying high performers, provided trainings, and prepared employees for leadership; partnered with company to develop program, resulting in reduced turnover, increasing engagement by 26%, and the filling of management positions.
- Increased efficiencies in fleet vehicle business, spearheaded relationships with service vendors to increase repair offerings and decrease turn around; increased utilization to 95% and reduced costs \$330,000+ annually.
- Introduced Lean Six Sigma methodologies into region, led yellow-belt certification for Branch Managers, incorporated Define, Measure, Analyze, Improve and Control processes, and implemented root cause analysis practices; improved operations, increased internal efficiencies, and sales growth. Manager, Labor Relations, Jewel Food Stores, 1990 – 1991.

McDonald's Corporation

Assistant Area Manager, May 2006 – September 2009

- Assisted Area Manager as needed.
- Provided weekly KPI reports to ensure staffing levels were sufficient and meeting productivity standards.
- Effectively managed customer relations issues through direct contact with client and corporate office.
- Reviewed P & L's monthly to meet locations profitability.
- Conducted weekly safety/security, and monthly facility audits and inspections.

Certifications

- Certified Behavior Interviewing
- Certified on Trapeze system & Monitor
- Certified Reasonable Suspicious Drug/Alcohol training
- Certified Drive Cam coaching effectiveness and Counseling



Director of Finance
Janette Matza

Summary

Janette Matza recently joined the CDT team in February 2019 as our Director of Finance. In this role, she is responsible for the monthly analysis and evaluation

Professional Experience

Cook DuPage Transportation, Inc., Chicago, IL

Director of Finance, February 2019 - Present

- Provides management team with monthly analysis and evaluations about the financial performance of the company in order to better create financial planning and control.
- Partners with department heads to review their monthly performance from a finance perspective. Works with them to identify challenges and areas with growth potential.
- Prepares and reviews daily revenue performance to meet client contract obligations.
- Assess monthly revenue performance, identify key trends impacting revenue, profits and spend.
- Manages the balance sheet and P&L to maximize return.

Optimas Solutions OES, January 2017 – January 2019

Manager of FP & A for North America

- Creates annual budget planning and quarterly forecasts.
- Prepares presentations and documentation of budget and forecast information consisting of month end financial reporting, vertical P&L's, Customer P&L's, AEBITDA Bridges and MBR deck.
- Supports monthly reviews and periodic business planning sessions. Involves evaluating financial and operational results, monitoring data and contributing to the development of key initiatives.
- Creates daily/ monthly sales reports and analysis to ensure that GP targets are being met.
- Conducts periodic meetings with department leads to ensure that market changes, and operational changes are being properly captured in a forecast.
- Manages customer rebate program consisting of 13 customers totaling a \$5mm payout.

Senior Accountant,

- Responsible for the timely and accurate completion of the monthly close process, including preparation/review of journal entries, account analyses and reconciliations, analysis of significant fluctuations and unusual trends.
- Assists in the development and implementation of new procedures and features to enhance the workflow of the department such as, modifying policies and schedules to assist in the decision audit process.
- Maintain integrity of balance sheet accounts through review of account activity and balances for accuracy and reasonableness and prepare adequate supporting audit schedules.
- Manages all real estate responsibilities consisting of year-end lease obligation schedule for the 10K footnote, prepayment/accrual schedules, and straight line adjustments.
- Assist Assistant Controller with annual insurance renewal process.
- Manage \$34M worth of fixed assets for 15 countries including approving capex projects, managing the fixed asset tracking tool, creating all month end entries and global roll forward schedules.
- Assists the Controller with year-end audit, taxes, and investor reporting.
- Assists with any other ad hoc reports, requests or projects as needed.



Director of Finance
Janette Matza

Sparton Corporation, December 2014 – January 2017

Accounting Supervisor

- Responsible for the timely and accurate completion of the monthly close process, including preparation/review of journal entries, account analyses and reconciliations, financial statements, analysis of significant fluctuations and unusual trends. Ensured that all data delivered is accurate, thoroughly analyzed and fully supportable.
- Verified the accuracy of the company's reported financial results, and ensured that reported results comply with generally accepted accounting principles or international financial reporting standards when applicable.
- Responsible for overseeing accounting operations, control systems, transaction-processing operations while following policies and procedures.
- Managed \$33M fixed assets for all locations. Review asset packets submissions for completeness and accuracy as well as adherence to governing policy. Provide corporate audit reports and interacts with external auditors to complete audit requirements.
- Created monthly backlog analysis for 13 entities as part of our 10K/Q external reporting requirements.
- Prepared annual DCAA Government Cost Submission analysis for corporate home office expense.
- Assisted the Director of Finance and Controller with year-end audit, taxes, and investor reporting.
- Responsible for balancing intercompany transactions for 16 entities.

Senior Accountant

- Managed full cycle of the Accounts Payable area.
- Managed company paid credit card program and Concur program which includes: on boarding, administering card, training, approving credit card limits, and managing setup codes and profiles
- Created shared services allocation for both the budget and actual expenses.
- Full month end close.

Junior Accountant

- Reviewed Board of Directors meeting notes in order to pay correct retainer/ attendance dues to each Board Member.
- Prepared weekly payment summary reports to be reviewed by the Director of Finance in order to approve funding.
- Processed invoices to meet DCAA/SOX requirements and running weekly pay runs.
- Responsible for the completion of Annual U.S Census Government surveys and US Commerce Annual Surveys.
- Prepared annual 1099-Misc forms for vendors.

Williams Lea, Chicago, IL, August 2009 – December 2014

Transition Coordinator

- Assisted in coordinating the Accounts Payable department outsourcing to India while being responsible for the training of an eight person team.
- Creating training manuals for department transition to India while also implementing a training schedule.
- Conducted webinar meeting to train both managers and AP clerks.
- Supported the AP Manager and Company Controller to ensure that the department transition was operating to the same standards as the Americas.
- Successfully transitioned department to be independently controlled in India three months ahead of schedule.



Director of Finance
Janette Matza

Accounts Payable Specialist

- Responsible for the maintenance of 12 accounts consisting of over 1500 vendors.
- Central point of contact for Account Managers, Finance Directors, Buyers and IT Directors for Accounts Payable issues.
- Provided exceptional customer service to clients by creating cost efficient strategies that would benefit both the client and the company.

Certifications

- Microsoft Word, Excel, AX, Power Point, Outlook
- QuickBooks, PeopleSoft, Microsoft AX
- Sage Fixed Assets
- Bloomberg BNA Fixed Asset System
- EZ-Quant
- Blackline Reconciliation System
- SAP BPC
- Toastmasters International - Competent Communicator/ Competent Leader Certified

Education

University of Phoenix - Phoenix, AZ, BBA: Business Administration- 2014

The University of Kansas- Lawrenceville, KS, CPA: Extra qualifying courses to attain a CPA



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Appendix B: Supervisor Schedules

On the following pages, we have included sample supervisor and dispatcher schedules.



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ROAD SUPERVISOR SCHEDULE- WEEK ONE

NAME/ BADGE	MON	TUE	WED	THU	FRI	SAT	SUN
		OFF	02:00-10:30	02:00-10:30	02:00-10:30	02:00-10:30	OFF
	OFF	06:00-14:30	06:00-14:30	06:00-14:30	06:00-14:30	OFF	OFF
	04:00-12:30	04:00-12:30	04:00-12:30	OFF	04:00-12:30	04:00-12:30	04:00-12:30
	05:00-13:30	05:00-13:30	05:00-13:30	OFF	05:00-13:30	05:00-13:30	05:00-13:30
	06:00-16:30	06:00-16:30	06:00-16:30	OFF	06:00-16:30	06:00-16:30	06:00-16:30
	07:00-15:30	07:00-15:30	07:00-15:30	OFF	07:00-15:30	07:00-15:30	07:00-15:30
	OFF	06:00-15:30	06:00-15:30	06:00-15:30	06:00-15:30	OFF	OFF
	12:00-20:30	12:00-20:30	12:00-20:30	OFF	12:00-20:30	12:00-20:30	12:00-20:30
	OFF	12:00-20:30	12:00-20:30	12:00-20:30	12:00-20:30	OFF	OFF
	18:00-02:30	18:00-02:30	18:00-02:30	OFF	18:00-02:30	18:00-02:30	18:00-02:30
	OFF	18:00-02:30	18:00-02:30	18:00-02:30	18:00-02:30	OFF	OFF

ROAD SUPERVISOR SCHEDULE WEEK TWO

NAME/ BADGE	MON	TUE	WED	THU	FRI	SAT	SUN
		02:00-10:30	02:00-10:30	02:00-10:30	OFF	02:00-10:30	02:00-10:30
	06:00-14:30	06:00-14:30	06:00-14:30	OFF	06:00-14:30	06:00-14:30	16:00-12:30
	OFF	04:00-12:30	04:00-12:30	04:00-12:30	04:00-12:30	OFF	OFF
	OFF	05:00-13:30	05:00-13:30	05:00-13:30	05:00-13:30	OFF	OFF
	OFF	06:00-16:30	06:00-16:30	06:00-16:30	06:00-16:30	OFF	OFF
	06:00-15:30	06:00-15:30	06:00-15:30	OFF	06:00-15:30	06:00-15:30	06:00-15:30
	OFF	07:00-15:30	07:00-15:30	07:00-15:30	07:00-15:30	OFF	OFF
	12:00-15:30	12:00-20:30	12:00-20:30	12:00-20:30	12:00-20:30	OFF	OFF
	12:00-20:30	12:00-20:30	12:00-20:30	OFF	12:00-20:30	12:00-20:30	12:00-20:30
	OFF	18:00-02:30	18:00-02:30	18:00-02:30	18:00-02:30	18:00-02:30	OFF
	18:00-02:30	18:00-02:30	18:00-02:30	OFF	18:00-02:30	18:00-02:30	18:00-02:30

RECON SCHEDULE							
Title	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Schedule 1	Off	0400-1230	0400-1230	0400-1230	0400-1230	0400-1230	Off
Schedule 2	0400-1230	0400-1230	0400-1230	0400-1230	Off	Off	0400-1230
Schedule 3	0400-1430	Off	Off	Off	0400-1430	0400-1430	0400-1430
Title	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Schedule 4	1030-2100	Off	Off	Off	1030-2100	1030-2100	1030-2100
Schedule 5	Off	1200-2030	1200-2030	1200-2030	1200-2030	1200-2030	Off
Schedule 6	1200-2030	1200-2030	1200-2030	1200-2030	Off	Off	1200-2030
Title	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Schedule 7	Off	2000-0430	2000-0430	2000-0430	2000-0430	2000-0430	Off
Schedule 8	2000-0430	2000-0430	2000-0430	2000-0430	Off	Off	2000-0430
Schedule 9	2000-0630	Off	Off	Off	2000-0630	2000-0630	2000-0630

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Hours
Manager	0800-1700	0800-1700	0800-1700	0800-1700	0800-1700	Off/On-call	Off/On-Call	45
	0530-1400	0500-1300	1300-2000	0900-1700	Off	Off	0530-1730	43
	Off	1300-2000	0900-1700	0530-1400	0530-1330	0530-1730	Off	43
	1230-2100	Off	0500-1330	1230-2100	1230-2100	Off	0730-1800	43
	2100-0530	2100-0500	2000-0430	2100-0530	Off	Off	2000-0500	43

DISPATCH SCHEDULE

Title	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Schedule 1	Off	Off	0230-1300	0230-1300	0230-1300	0230-1300	Off
Schedule 2	0230-1300	0230-1300	0330-1400	Off	Off	Off	0230-1300
Schedule 3	0330-1400	0330-1400	0400-1430	Off	Off	Off	0330-1400
Schedule 4	Off	Off	Off	0330-1400	0330-1400	0330-1400	0400-1430
Schedule 5	0400-1430	0400-1430	0430-1500	Off	Off	0400-1430	Off
Schedule 6	Off	0430-1500	Off	0400-1430	0400-1430	0430-1500	Off
Schedule 7	0430-1500	Off	Off	0430-1500	0430-1500	Off	0430-1500

Title	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Schedule 8	Off	Off	0500-1530	0500-1530	0500-1530	0500-1530	Off
Schedule 9	0500-1530	0500-1530	0530-1600	Off	Off	Off	0500-1530
Schedule 10	0530-1600	0530-1600	0600-1630	Off	Off	Off	0530-1600
Schedule 11	Off	0600-1630	Off	0530-1600	0530-1600	0530-1600	Off
Schedule 12	0600-1630	Off	Off	0600-1630	0600-1630	Off	0600-1630
Schedule 13	0630-1700	0630-1700	0630-1700	Off	Off	0600-1630	Off
Schedule 14	0645-1715	Off	Off	0630-1700	0630-1700	Off	0630-1700
Schedule 15	Off	Off	0645-1715	0645-1715	0645-1715	0645-1715	Off
Schedule 16	Off	0645-1715	Off	0700-1730	0700-1730	0700-1730	Off
Schedule 17	0700-1730	0700-1730	0700-1730	Off	Off	Off	0700-1730

Title	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Schedule 18	1100-2130	1100-2130	1100-2130	Off	Off	1100-2130	Off
Schedule 19	Off	1100-2130	Off	1100-2130	1100-2130	Off	1100-2130
Schedule 20	Off	Off	1100-2130	1100-2130	1100-2130	1130-2200	Off
Schedule 21	1100-2130	Off	Off	1130-2200	1130-2200	Off	1100-2130
Schedule 22	1130-2200	1200-2230	1130-2200	Off	Off	1200-2230	Off
Schedule 23	1200-2230	1230-2300	1200-2230	Off	Off	Off	1130-2200
Schedule 24	1200-2230	Off	Off	1230-2300	1200-2230	Off	1200-2230
Schedule 25	1230-2300	1300-2330	Off	Off	1230-2300	Off	1230-2300
Schedule 26	Off	1330-2400	Off	1300-2330	1300-2330	1300-2330	Off
Schedule 27	Off	Off	1300-2330	1300-2330	1300-2330	Off	1300-2330
Schedule 28	1330-2400	1330-2400	1330-2400	Off	Off	Off	1330-2400
Schedule 29	Off	Off	1330-2400	1330-2400	1330-2400	1330-2400	Off

OVERNIGHT SCHEDULERS

Title	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Schedule 30	2100-0530	2100-0530	2100-0530	2100-0530	Off	Off	2100-0530
Schedule 31	1900-0530	Off	Off	Off	1900-0530	1900-0530	1900-0530
Schedule 32	2100-0730	2100-0730	Off	Off	Off	2100-0730	2100-0730
Schedule 33	Off	1900-0530	1900-0530	1900-0530	Off	1900-0530	Off
Schedule 34	Off	1900-0530	1900-0530	1900-0530	1900-0530	Off	Off
Schedule 35	Off	Off	1900-0530	1900-0530	1900-0530	Off	1900-0530
Schedule 36	1900-0530	Off	1900-0530	1900-0530	Off	Off	1900-0530
Schedule 37	1900-0530	1900-0530	Off	Off	1900-0530	1900-0530	Off



Appendix C: Operations Reports

On the following pages, we have included sample operations reports from our current contract.



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Pace Suburban Bus Service
Provider Productivity Report
 Date Range: 02/26/2019 - 02/26/2019

Report Date: 02/26/2019
 Report Time: 1:59 am

Carriers:
 CDT

Report Date: 02/26/2019
 Report Time: 1:59 am

Provider Productivity Report

Date Range: 02/26/2019 - 02/26/2019

02/26/2019	Passenger Count			NS / Cancel Count		Hours		Mileage		Productivity								
	Tot Pass	CLI	PCA	COM	ESC	SA	NS/CD	CL	TotCan	Vehicle	Rev	Veh Emp	BLO	DH	Vehicle	Revenue	Pas/RH	Trp/RH
CDT	10	3577	605	0	0	2	0	0	219	-2.48	2,143.54	301.16	321.38	-2467.40	65926.2	27081.6	0.00	1.67
CDT	10	3577	605	0	0	2	0	0	219	-2.48	2,143.54	301.16	321.38	-2467.40	65926.2	27081.6	0.00	1.67
Grand Totals:	10	3577	605	0	0	2	0	0	219	-2.48	2,143.54	301.16	321.38	-2467.40	65926.2	27081.6	0.00	1.67

Summary

Passenger Information	Totals	Percentage	Trip Information	Totals	Percentage	Hour Allocation	Totals	Percentage
Total Passengers	10	100.00 %	Total Booked Trips	3,818	100.00 %	Vehicle Hours	-2.48	100.00 %
Clients	3,577	35770.00 %	Performed Trips	3,577	93.69 %	Revenue Hours	2,143.54	86561.41 %
PCA	605	6,050.00 %	Unscheduled Trips	20	0.52 %	Vehicle Empty	301.16	12161.39 %
COM	0	0.00 %	Missed Trips - Not Transported	0	0.00 %	BLO Hours	321.38	12978.20 %
Escorts	0		No Shows	2	0.05 %	Deadhead Hours	-2,467.40	99639.61 %
SA	0		Cancel at Door	0	0.00 %	Distance Allocation	65,926	100.00 %
			Same Day Cancel	4	0.10 %	Vehicle Miles	27,082	41.08 %
			Cancel - Site Cancel	0	0.00 %	Revenue Miles		
			Advance Cancel	215	5.63 %			
			Late Cancel	0	0.00 %			
			Missed Trips	5				

Daily Operations

For: 2019-02-26 To 2019-02-26

Print Date: 02/26/2019

Print Time: 02:01AM

Time Range	Riders	Revenue Hours	Riders per Revenue Hour	Service Hours	Riders per Service Hour	Sub	%	Casual	%	Other	%	Total Trips	Share Hours	Share percent	Maximum Active Vehicles/day
00:00-01:00	7	1.84	3.80	1.84	3.80	0	0.00	7	100.00	0	0.00	7	0.00	0.00	10
01:00-02:00	5	7.51	0.67	8.91	0.56	0	0.00	5	100.00	0	0.00	5	0.28	3.73	10
02:00-03:00	16	9.41	1.70	10.00	1.60	2	14.29	12	85.71	0	0.00	14	0.85	9.03	9
03:00-04:00	47	13.75	3.42	13.75	3.42	2	5.26	36	94.74	0	0.00	38	4.47	32.51	25
04:00-05:00	104	35.12	2.96	36.98	2.81	11	12.64	76	87.36	0	0.00	87	13.37	38.07	63
05:00-06:00	107	64.45	1.66	71.11	1.50	23	23.71	74	76.29	0	0.00	97	16.87	26.18	85
06:00-07:00	180	98.69	1.82	108.33	1.66	23	14.56	135	85.44	0	0.00	158	20.37	20.64	163
07:00-08:00	403	174.86	2.30	178.72	2.25	116	33.14	234	66.86	0	0.00	350	57.57	32.92	195
08:00-09:00	369	195.20	1.89	197.88	1.86	94	30.62	213	69.38	0	0.00	307	103.70	53.13	196
09:00-10:00	296	175.05	1.69	192.05	1.54	20	8.97	203	91.03	0	0.00	223	73.10	41.76	197
10:00-11:00	282	153.10	1.84	177.03	1.59	14	6.54	200	93.46	0	0.00	214	41.15	26.88	177
11:00-12:00	303	132.62	2.28	151.26	2.00	8	3.67	210	96.33	0	0.00	218	40.62	30.63	168
12:00-13:00	319	115.14	2.77	131.61	2.42	8	3.46	223	96.54	0	0.00	231	48.60	42.21	186
13:00-14:00	311	144.70	2.15	147.01	2.12	41	16.67	205	83.33	0	0.00	246	53.83	37.20	178
14:00-15:00	428	169.78	2.52	174.07	2.46	128	35.85	229	64.15	0	0.00	357	74.47	43.86	189
15:00-16:00	315	147.55	2.13	156.54	2.01	34	14.05	208	85.95	0	0.00	242	84.03	56.95	200

Daily Operations

Time Range	Riders	Revenue Hours	Riders per Revenue Hour	Service Hours	Riders per Service Hour	Sub	%	Casual	%	Other	%	Total Trips	Share Hours	Share percent	Maximum Active Vehicles/day
16:00-17:00	191	125.23	1.53	125.85	1.52	20	12.82	136	87.18	0	0.00	156	64.30	51.35	152
17:00-18:00	178	111.72	1.59	116.95	1.52	14	9.72	130	90.28	0	0.00	144	60.08	53.78	120
18:00-19:00	154	92.27	1.67	103.81	1.48	7	5.74	115	94.26	0	0.00	122	41.07	44.51	117
19:00-20:00	117	88.96	1.32	102.00	1.15	5	5.38	88	94.62	0	0.00	93	9.53	10.71	97
20:00-21:00	181	87.97	2.06	97.99	1.85	3	2.08	141	97.92	0	0.00	144	7.55	8.58	99
21:00-22:00	95	67.55	1.41	73.97	1.28	1	1.39	71	98.61	0	0.00	72	6.98	10.33	93
22:00-23:00	48	33.15	1.45	37.83	1.27	3	7.32	38	92.68	0	0.00	41	1.03	3.11	66
23:00-24:00	12	12.80	0.94	12.88	0.93	3	27.27	8	72.73	0	0.00	11	0.55	4.30	30
24:00-25:00	0	1.81	0.00	1.81	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0.00	9
25:00-26:00	0	0.00	0.00	0.00	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0.00	3
26:00-27:00	0	0.00	0.00	0.00	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0.00	0
27:00-28:00	0	0.00	0.00	0.00	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0.00	0
28:00-29:00	0	0.00	0.00	0.00	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0.00	0
29:00-30:00	0	0.00	0.00	0.00	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0.00	0
30:00 +	0	0.00	0.00	0.00	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0.00	0
Grand Totals:	4468	2260.2	1.98	2430.2	1.84	580	16.21	2997	83.79	0	0.00	3577	824.37	36.47	



Appendix D: Trip Booking Form

On the following pages, we have included a sample Trip Booking Form from our current contract.



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TRIP BOOKING FORM

<u>TODAY'S DATE:</u>		<u>CSR NAME:</u>	
<u>DATE OF TRIP:</u>		<u>MOBILITY AIDS:</u>	
<u>CLIENT'S ID #</u>		<u>Cane</u>	<u>Walker</u>
<u>CLIENT'S PHONE</u>		<u>Lift</u>	<u>Dr/Dr</u>
<u>PICKUP ADDRESS</u>		<u>H/Imp</u>	<u>V/Imp</u>
<u>DROP-OFF ADDRESS</u>		<u>Crutches</u>	<u>Oxygen</u>
<u>COMMENTS</u>			
<u>Pick Up Address</u>			
<u>Drop Off Address</u>			
<u>Comments</u>			
<u>Pick Up Address</u>			
<u>Drop Off Address</u>			
<u>Comments</u>			
<u>Pick Up Address</u>			
<u>Drop Off Address</u>			
<u>Comments</u>			



Appendix E: Dispatch Manual

On the following pages, we have included our Dispatch and Customer Service manual.



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Dispatch Department Outline

INTRODUCTION

Cook-Dupage Transportation Co. Inc. (CDT) in Chicago, is an Illinois based company that provides paratransit transportation services. It was founded September of 1975. Since then the company has been committed to providing safe, reliable, on-time transportation experience to our customers. Beginning with only a handful of drivers and a couple of dispatchers, CDT now employs five hundred plus drivers and thirty (30) plus dispatchers.

DISPATCHER OVERVIEW

Dispatchers can be viewed as liaisons: ensuring on-time service to paratransit riders, and are the support or "point of contact" for company drivers. The dispatching environment is a very high volume, sometimes stressful, and always changing. So, in addition to training, dispatchers, must possess the ability to remain calm and tactful during stressful times. They must also be good listeners as well as have good communication and verbalization skills.

TRAINING OBJECTIVE

To provide the trainee with:

- a. a working knowledge of what dispatching entails
- b. a working knowledge of the technical equipment and components used
- c. a working knowledge of standardized terminology associated with daily dispatching
- d. a working knowledge of accompanying responsibilities duties, tasks and liabilities.

After logging on, dispatchers review and continually maintain their the Runs mainly for " Run continuity " or make sure the trips on the Runs make sense. However, there are a number of other reasons for some of the Runs would need to be cleaned up.

- a. problem areas concerning driver travel time and distance from point A to B to ensure the driver is on-time for the pickup or drop off.
- b. trips that have to be removed and rescheduled because it may not fit on one particular Run because of the location, time etc., but that it may work best on another

Included in their Run review are other duties and responsibilities such as:

- a. the length of the Run in comparison with the driver's off time
- b. ensuring the driver a break from driving
- c. scheduling refuel breaks for those drivers needing to refuel their vehicles
- d. checking and correcting the Runs which contain violations- capacity etc.
- e. making sure the correct vehicle is assigned to Run

There are 3 types of vehicles most often used by the dispatcher, which are:

1. Vehicles - which transports 2 wheelchairs with the possibility of an ambulatory passenger



C Vehicles - which transports ambulatory passengers with one wheelchair



D Vehicles - which transports only ambulatory passengers



COMPANY EXPECTATIONS

CDT expectations for its dispatchers are the following:

- ... it is expected for each dispatcher to accept and perform dispatching responsibilities, duties and tasks
- ... it is expected that each dispatcher make every effort to arrive at work each scheduled day, though it is preferred that a dispatcher arrive late than to call off.
- ... it is also expected for dispatchers to report for work on scheduled work days and be at their work-station ready to begin work at the scheduled start time
- ... if at any time it is imperative to miss work or arrive late, it is expected that a call be made to speak with a supervisor or manager at least one hour prior to the beginning of the shift.
- ... it is expected for each dispatcher to maintain a good O.T.P. status
- ... it is expected for each dispatcher to speak clearly, distinctly and tactfully
- ... it is expected for each dispatcher possess good decision-making abilities
- ... have basic clerical skills
- ... it is expected for each dispatcher to have working knowledge of computers and software applications
- ... it is expected for each dispatcher to have good telephone/ radio skills
- ... it is expected for each dispatcher to be able to receive and process information quickly
- ... it is expected for each dispatcher to possess the ability to multi-task
- ... it is expected for each dispatcher to possess the ability to prioritize
- ... it is expected for each dispatcher to be able to monitor a minimum 15 RUNS per day
- ... it is expected for each dispatcher to maintain a cordial relationship with drivers

ATTITUDE AND EFFORT

Each dispatcher is expected to be focused on their tasks and duties. Personal issues or problems should be left outside of the dispatch work area in an effort to ensure that the focus is on dispatching tasks and duties, without interruption and distraction. Dispatching is an inherently stressful occupation, however, the company makes every effort to ensure the success of the dispatcher, when the dispatcher is making every effort to be successful.

POLICIES AND PROCEDURES

By now, a packet with the policies and procedures has been issued. It is for each dispatcher to comply with these, as well as any additional procedures as defined by the dispatch supervisors or managers. Note worthy policies concern a dispatcher awareness of and adherence to the fraternization policy prohibiting or limiting fraternization in the workplace. And the sexual harassment policy in effect. This is due to a number of sexual harassment complaints that have occurred. The dispatch department is a very close knit one that requires its employees to work closely together. Any problems that may occur between individuals, cannot and must not affect the individual's performance, or disrupt the department's operations. Problems of this caliber should not occur and will not be tolerated. Disciplinary actions or termination may result.

DUTIES AND RESPONSIBILITIES

Dispatch duties and responsibilities are to:

- ... respond to inquiries and requests by customer or driver
- ... resolves driver issues an/or conflicts that occur
- ... remain with driver until conflicts and issues are resolved
- ... respond to vehicular emergencies or breakdowns,
- ... adjust, schedule and unchedule trips
- ... make necessary contacts with customers/ drivers
- ... monitor and maintain current days trip schedule
- ... verify information, locations etc.
- ... document changes
- ... prepare reports
- ... make notes within the system

WORK ASSIGNMENT AND DISTRIBUTION

Dispatchers are assigned a minimum of 15 Runs each day. However, on high volume days when the trip valued is greater, the number of Runs assigned increases.

ATTENDANCE

During those times when a dispatcher must be off on a scheduled work day and/or are on vacation, that dispatcher's Runs are assigned to the other dispatchers that are on duty. Which can greatly increase the Runs assignment per dispatcher. One more reason for a dispatcher to report to work.

DISPATCHING WORKSTATION AND EQUIPMENT

The dispatching workstations, otherwise known as a *PODS*, can accommodate three or 4-way dispatching. Which is a Pod with 3 dispatchers assigned to it or one with 4. Their equipment consists of a computer, key board, monitors, a headset, 2-way radio and telephone. Each dispatcher has one computer, which has 2 monitors installed on it. Having the additional monitor allows the dispatcher to open more screens with ease. The headset allows the dispatcher to work hands free when communicating via 2-way radio with the driver. The radio can be operated by pressing in on the black button, on the Radio Interface/Headset Station, located on the top of the workstation. Or by the pedal installed underneath the workstation. The dispatcher presses to talk and releases to listen when using either. With telephones being a part of the equipment used, each dispatcher is equipped with a different extension. The phones are used for a variety of reasons, to communicate with drivers when suitability of information is in question or is of too sensitive a nature to be stated over the radio. And to give Pace customers a call when needed, in an effort to prevent a No Show.

CDT POLICY AND PROCEDURE MANUAL

ATTENDANCE

- a. a dispatcher must report to work on scheduled days
- b. a dispatcher must be on time when reporting to work
- c. Time off for personal days should be should be scheduled in advance and not last minute

Job Performance

A dispatcher's daily tasks and duties should be performed in a timely and efficient manner. Communicating with drivers and customers in a positive, courteous, professional manner. Job performance should establish and then maintain a good On-Time-Performance (*OTP*) status.

EMERGENCY PROCEDURES

Driver/ Client Illness

Driver becomes ill with client onboard

- ... Emergency Medical Services (*EMS*) is called for driver. Driver's manifest is stripped. Dispatcher completes the report

Client becomes ill during transport

- ... Ask the nature of illness
- ... Ask if medical assistance is required. If so, EMS is called to location.

Client dies during transport

... EMS called to location

Driver/ Client Injury

Driver receives an injury performing tasks

- ... Ask the nature of illness
- ... Ask if medical assistance is required. If so, EMS is called to location.
- ... If EMS is needed- driver's manifest is stripped. If driver refuses, depending on the type injury, the driver is returned to base.

Client injury while in custody of driver

- ... Ask the nature of illness
- ... Ask if medical assistance is required. If so, EMS is called to location.
- ... Whether or not EMS is needed or refused, both driver and dispatcher must complete a report of the incident.

Trapeze Down

Pace initiated shut down

Driver manifests are printed out before system shut down. Arrive/Perform times are reported to dispatch by the driver.

Facility power outage

David Jans is called.

Vehicular Breakdowns

vehicle breaks down

- ... Place vehicle out-of-service
- ... Move all remaining trips from manifest (strip RUN)
- ... If making 800 RUN use Breakdown Wizard (*to ease the pressure on drivers*)
- ... Driver calls the Shop except when there is a lack of heat or air

Vehicle capacity type:

<u>37</u>	<u>D Van</u>	<u>all ambulatory customers</u>
<u>55</u>	<u>C Van</u>	<u>1 wheelchair plus ambulatory customers</u>
<u>35</u>	<u>B Van</u>	<u>2 wheelchairs and amulatory customers</u>

Vehicle " Out -of-Service "

Edit the Run

Add the break after

Address (*when vehicle is broken down, be sure to enter address*)

Location_ where driver is

Comments in the 3rd box

Geocode_ (*click envelope*)

Click OK

Click OK again

Enter Tracker Notes

Vehicle breaks down with client(s) on board

- Move the first couple of trips
- Use location of breakdown for pickup
- Go back to booking and change
- Trip is cancelled on original driver and customer fare goes to pick up driver
- Go to edit screen- place out-of-service immediately
(wait time for tow 90 minutes minimum)
- Select address
- Third box comments eg, waiting on tow
- Geocode
- Start stripping the trips from the Run
- Find nearest driver to location

Vehicle towed

- If a vehicle needs to be towed the driver must notify the dispatcher of the breakdown first and the dispatcher will call for the tow.

DEPARTMENTAL FORMS

- > Pace Preliminary Report of Bus Accident/Service Interruption
when to complete one Anything out of the ordinary
- > Drug Test for Drivers
 - Evaluate driver
 - Time notified is the time the driver walks out the door to go for test
 - Driver must not leave facility after arriving and checking in with front desk or test is forfeited.
- > Missing Trip Sheet
 - Screen shot
 - Explain why trip is late
 - 51 minutes or more is considered late
- > Driver Refresher
 - Write-up sheet
 - Always screen shot
- > Switch day
 - Rather than take a personal or sick day, a dispatcher can, and do, in most another dispatcher
- > Vacation
 - Vacation days are dependant upon the number of years on the job.
 - Form must be completed and authorized by a supervisor or manager.



Customer Service Training





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I. Introduction



The Importance of Customer Service

- As a Customer Service Representative, you are an integral part to how CDT does business
- Our Customer Service Reps are the first point of contact with our customers
- The better our customers feel about their scheduling experience, the more likely they are to keep coming back to CDT for their paratransit needs
- Also, scheduling correctly directly helps all of our operations, by making it so that all of the drivers and dispatchers can do their jobs even better
- Quality customer service is what we pride ourselves on as a company, and we could not do that without your help!



The Management Team

- CFO: Wayde Triska
 - Wayde joined CDT in 2017, and brings lot of financial experience with several different companies. His experience has helped CDT become even more profitable since he has been here, helping us to be acquired by National Express last year.
- General Manager: Matt Lundgren
 - Matt has been with CDT for over 25 years, working in maintenance, driving, scheduling, call intake and dispatching. Matt has worked with and is deeply knowledgeable about every aspect of the company's operations and has developed and implemented the policies and produces that helped CDT grow efficiently as the volume of service has risen.
- Transportation Manager: Ed Estrada
 - Ed worked for the Chicago Transit Authority for 27 years, where he ended his time as a Control Center Manager. Ed joined CDT in 2017, and has a wealth of knowledge and experience in Chicago transportation.
- Safety Manager: Lisa Maurer
 - Lisa began working for CDT as a driver in 2007. Since then, she has also worked in customer service and the quality assurance department, where she focused on ensuring CDT's contractual compliance. She acquired the position of QA Manager in 2010 and moved into the Risk/Safety and Quality Assurance Manager position in 2011.
- Maintenance Manager: Wes Gipson
 - Wes has been with CDT for over 30 years, working in the maintenance shop. He has been the Maintenance Manager for over 20 years, and is an important part of keeping our vehicles on the road.
- Dispatch/Call Center Manager: Lashanda Brown
 - Lashanda started working at CDT in 2006 as a driver. She has been moved into several roles since, and now takes pride in working the "nerve center" of the company and has been responsible for improving the processes and procedures that help keep CDT running smoothly.
- Customer Service Supervisors: Who to ask for help with customers and Trapeze
 - Marvin Washington
 - Denise Evans
 - Tiffany Hibbler



General Customer Service Tips

Customer Service Tips:	
Patience and Consistency	Some customer will be irate, some will be full of questions and some will just want to talk. We must provide the same level of customer service to all
Professionalism/Sensitivity	Customer Service representatives must be able to move on from previous customers or a bad day, in order to help CDT retain their clients.
Adaptability	Every customer is different and some even change from day to day. We should be able to adapt and still provide good customer service
Clear Communication	We must make sure the client understands exactly what we mean. We need to make sure the client doesn't think talking to one agent she/he gets what they want, not following the script, but another agent follows the script.
Work Ethic	Customer service must be able to see a client's problem, help them find a solution without spending too much time on one client.
Knowledge	Stay informed enough to know the answer and where to get the answer.
Thick Skin	Customer service has to be able to accept the negative and the positive.



Customer Service Overview

- By the end of this training you should know how to:
 - Schedule a one-way trip
 - Schedule for a round-trip
 - Schedule a set of “subscription” trips
 - Accommodate customer requests for changes in itinerary
 - Answer Customer Questions about their trips
 - Listen to customer complaints, and provide customers with information
- Please do not hesitate to ask one of the supervisors for help if you are still unsure how to do any of these by the end of this training



Customer Service Goals

- Know about the business
 - We are the largest paratransit provider for Chicago, directly helping the disabled and handicapped in Chicago to get around the city
- Learn the Trapeze software you will be using, and help the rest of your employees do their job even better
 - As stated before, you directly help everyone else at CDT by scheduling correctly
- Feel comfortable asking questions of the top agents and your supervisors
 - If there is ever anything that you are not sure about, please feel free to ask, we want to help you succeed!
- Know your role in building customer relations
 - You are the first point of contact with our customers, the better you treat them, the better everyone at CDT does
- Pick up every call and try to help customers to the best of your ability
 - The most important thing is to answer every call that comes in and give the best experience possible to our customers
- Know call handling best practices
 - Try to be as polite as possible to our customers, they may be difficult sometimes, but you never know what they may be dealing with
- Know the desired outcome of each call:
 - To resolve the customer's issue as quickly and effectively as possible.



Call Center - When To Transfer Calls

- Customer Service Agents in the Call Center only deal with trips that are not happening today
- Cancels and “Same Days” are a different number (other call center)
- Address changes and other editing to already booked trips can be done in the Customer Service Call Center if they are not “Same Day”
- How to transfer a call:
 - Politely inform the customer that you will need to transfer them to the appropriate department
 - On your phone keypad, press:
 1. “Transfer” button
 2. Type in: 8 then pause for a second (you will hear a tone) then type in: 1(773) 437-1177
 3. Wait until you hear a prompt (automated voice) and then press “Transfer” button again
 4. Can then hang up your phone



II. Trapeze






Getting Started

1. Turn the computer on (a screen saver of the Pace Administration Building will appear)
 - Note: You will find that most computers are merely logged off and not turned off
2. Press “Ctrl+Alt+Delete” on your keyboard
 - A “Login Box” will open
3. Enter Username: pacebus/trapezect
4. Password: 1cdt2
5. Press Enter
 - This will make a new screen pop up for the software (called Trapeze 4 Workstation) you will be using to help customers
6. Trapeze will ask you to log in
 - Several companies that work with Pace use this software, so it is important to identify which company’s information you will be logging into
7. Enter User Name: CDT
8. Password: (whichever personal password you choose)
9. Domain Name: pacebus (should already be entered)
10. Click “OK”
 - A “Pace Citrix Program” menu screen will appear
11. Click on the Trapeze 4 Workstation icon, and a new screen for Trapeze will pop up



Trapeze Workstation

- Trapeze is the name of the booking software that you will be working in during your time here at CDT
- After logging into your computer, and opening up the Trapeze Workstation, there are two main screens in Trapeze that you will want to set up:
 1. The Trip Booking screen –
 - Click on the icon, and once the screen is up you will want to click on the “pin” icon to minimize that screen and be able to open another –

 - Click on the icon, and once the screen is up you will want to click on the “pin” icon to minimize that screen and be able to open another –

 2. The Trip Administration Screen –
 - Click on the icon, now click the “pin” icon once again to minimize it, and then click back on the Trip Booking Screen


Trip Booking Screen



- Main functions of this screen:
 - Book trips for clients
 - View client booking history
 - Ensure double-booking does not occur
 - Customer service related questions
 - Edit a customer's reservation
- Two Types of Trips:
 1. Demand Response Booking:
 - A single trip made on a one-time basis
 2. Subscription Booking:
 - Multiple trips for a client who needs to travel on a specific date interval (i.e. once a week or once a month), from the same origin, destination and times

> Click on **Trip Booking Icon**

a. displays product name, environment, screen displayed and day

b. displays eight headings.(when you open a screen a new heading appears in menu bar between Task and Tools

c. displays screens that can be accessed

d. displays tools options which can be used on that screen

(For a description of the feature, place the mouse button over the button.
A tooltip displays the name of the button)

TRIP BOOKING SCREEN

Trapezes Workstation - PACE - [Trip Booking -- [WEDNESDAY]

File Edit View Map Task TripBooking Tools Window Help

Date: 08-13-2014 Subscriber DEM-Demand Group

Client: CASUAL N/A N/A N/A N/A N/A

Booking ID: N/A

Provider: N/A

Elig Conditions: N/A

Cost: N/A

1. N/A 2. N/A 3. N/A 4. N/A 5. N/A

ParaService: N/A

MaxOBT: 0

Group: N/A

Jurisdiction: N/A

Bed: C

Curb: C

Door: C

Exc Opp: C

Client Type: N/A

Mobility Aid: N/A

Comment: N/A

Elig com: N/A

Leg Detail - ORIGIN

Jurisdiction Polygon: N/A

Client: N/A

Fisc: N/A

Pass: N/A

Space: N/A

PU: N/A

DO: N/A

Calc: N/A

FaceType: N/A

Client: N/A

Fisc: N/A

Map Status Bar

Status Bar

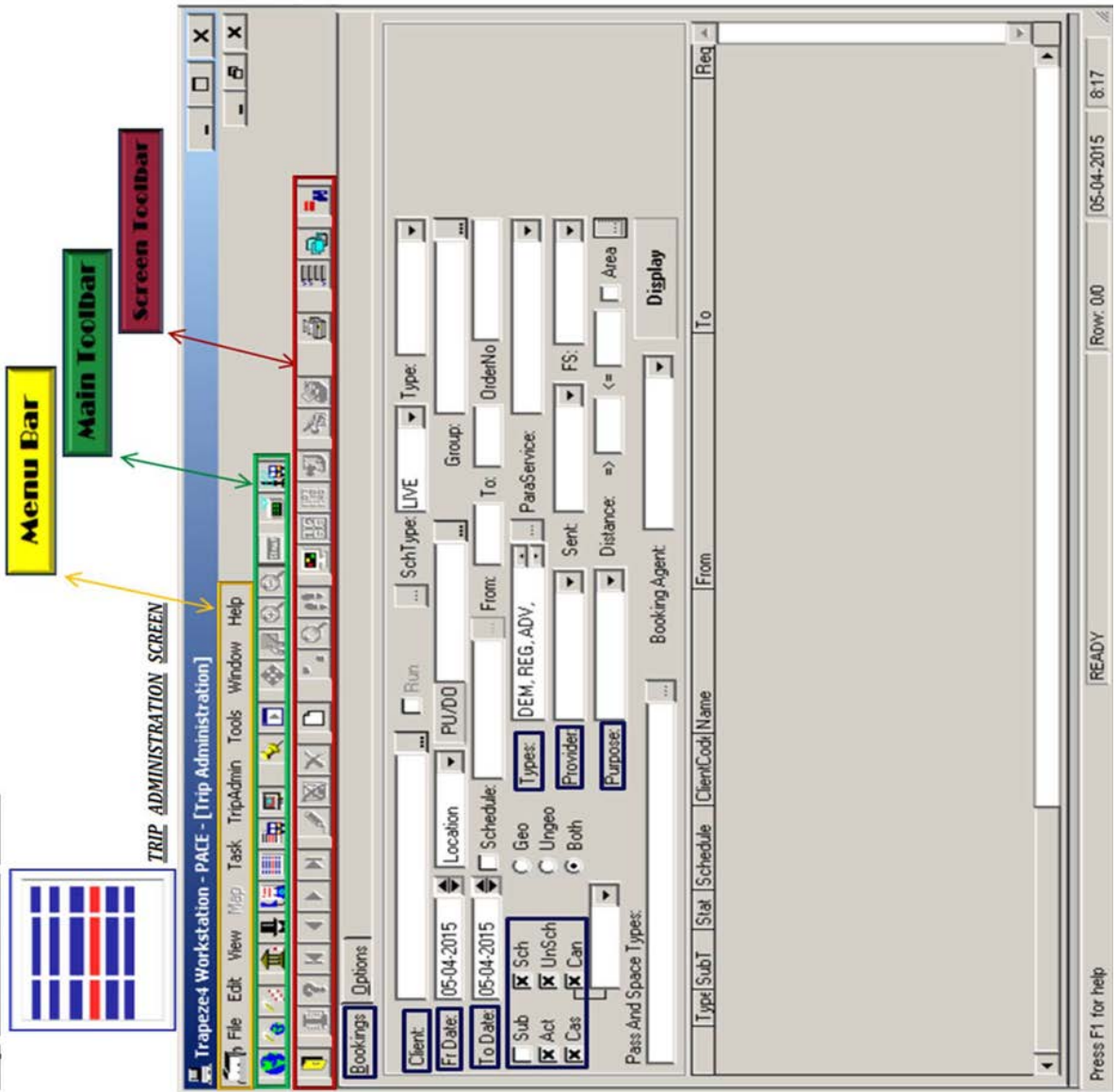
READY

Press F1 for help

Trip Administration Screen



Trip Administration Screen



- All trips that have been booked can be viewed and accessed on this screen
- Main Functions of this screen:
 - Check status of trips
 - Cancel trips
 - View itinerary
 - Make updates to travel
 - Provide driver's estimated arrival time
 - View current booking information
 - Confirm trip information
 - Update subscription bookings
 - Check client trips
 - Can also check your own work, by selecting your name in the Booking Agent drop down box
- Can use the "filters" on this screen to help narrow the amount of trips shown to just the one you want to view
 - For example: inputting the Client's ID Number in the client box, the Date ("Fr Date" or "To Date")

Scheduling Wizard



Schedule Booking Wizard



ST = Start Time (Pick Up Time)

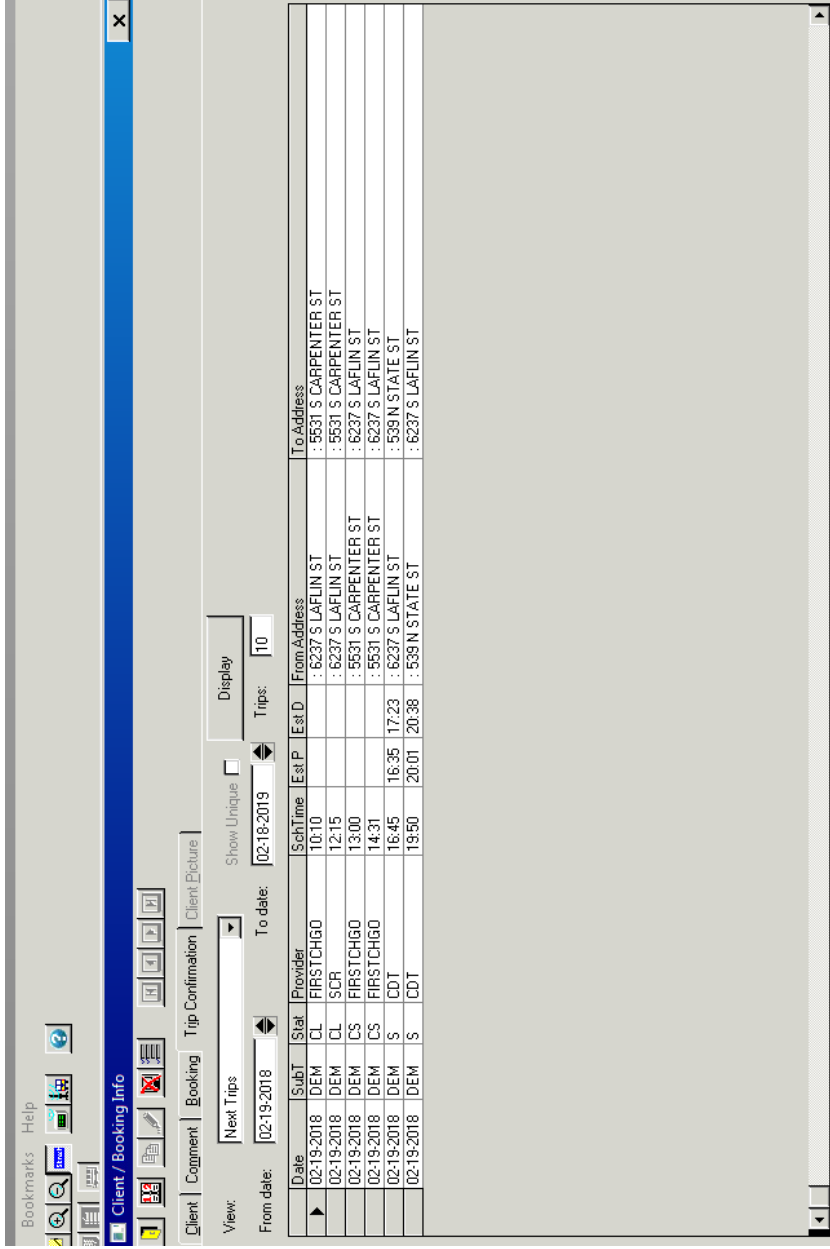
- Main Functions of this screen:
 - Picking the right run to assign a customer's trip to
 - Generally, there will be a few options to assign the trip to
 - Upon seeing the times available to start, you will be able to work with your customer to negotiate the best time for them
 - Ensure that both "SearchW" and "Use Neg" are checked so that you may schedule rides for your customer

Run	Act	ST	ET	Location	Vol	Subst.	Sent St.	ClientID	Spec.
C504A	P	20:15	20:05	922 S KEELER AVE, CHICAGO, IL		\$	DM	60434	AM3
C504A	D		20:22	12 S AUSTIN BLVD, OAK PARK, IL		\$	DM	60434	
C504A	B	20:22	20:22			\$	DM	0	
C504A	P	21:00	20:55	1325 S KARLOV AVE, CHICAGO, IL		\$	DM	104664	AM1
C504A	D	21:34	21:34	4707 N WALDEN ST, CHICAGO, IL		\$	DM	104664	
C504A	P	22:00	22:00	4748 W NORTH AVE, CHICAGO		\$	DM	61852	AM2
C504A	D		22:17	13 N MAYFIELD AVE, CHICAGO, IL		\$	DM	61852	
C504A	P	23:25	23:25	2160 S 1ST AVE, MAYWOOD, IL		\$	DM	61488	AM1
C504A	D		23:38	7432 WASHINGTON ST, FOREST PARK, IL		\$		61488	



Trip Confirmation Screen

- Main functions of this screen:
 - Tells you what trips the customer has scheduled
 - In case the customer would like information about their upcoming trip
 - Gives you the scheduled time, the pickup address, the day the scheduled it for, and where they are going



Client Screen

- Main functions of this screen:
 - Gives you information about the client
 - Can check on registration status (if client is red, you can activate a new client)
 - Can adjust client information if necessary
 - For example: new phone number or new mobility requirement
 - See if client has agreed to be okay with taking a "Flash Cab" if no other option
 - Can permanently change a client's address

Client Info Screen



Trusted Workstation - PACE - (Client Registration)

File Edit View Help Task Clients Tools Window Bookmarks Help

Address Type: All pages Show Active Only

ID	Client Code	Last Name	First Name	Initial	Street	City	State	Zip Code	Phone Number	Comments	Gender
12150	P16340	ASBERNOME	LOUISE		7170 S COU PARK	CHICAGO	IL	60643	773-786-2577		F
12151	P16341	ASBERNOME	LEON		7150 S COU PARK	CHICAGO	IL	60643	773-786-2577		M
12152	P16342	ASBERNOME	LEON		515 S CLARENDRON DR	CHICAGO	IL	60634	52-248-2000		M
30072	P179471	ASBERNOME	PATRICIA	A	4239 N OAK PARK AVE	CHICAGO	IL	60634	630-310-1098		F
240011		ASBERNOME	PATRICIA		728 S MICHIGAN AVE	VILLA PARK	IL	60101	630-726-2173		F
108001	P113670	ASBERNOME	SR LENO	W	333 E CLARENDRON DR	CHICAGO	IL	60634	630-529-1515	RTI 11/11/2018 10:52 AM	M
120228	NWL 0640	ASBERNOME	SHERY		26559 W TREETOP	INGLESIDE	IL	60041	847-507-6607	SR	F
114720	R1K	ASBERN	AUDIE		200 N ISLAND	BATAVIA	IL	60103	630-679-2707		F
218030	RIDE DUARGE	ASBERNATHY	ANDERSON		2400 MEADOWDALE LN	WOODRIDGE	IL	60517	630-910-1585		M
79633	P64123	ASBERNATHY	BESSIE	J	6847 S EAST END AVE	CHICAGO	IL	60649	773-363-7134		F
217530	P16330	ASBERNATHY	CHARLES	E	14508 EVANS AVE	DOLTON	IL	60419	708-301-1802	MOBILE	M
50666	P103123	ASBERNATHY	CLAUDE	M	2649 E 75TH ST	CHICAGO	IL	60649	773-366-3300		M
113121	P115861	ASBERNATHY	DAISY	L	1440 S INDIANA AVE	CHICAGO	IL	60605	312-533-1222		F
218039	RIDE DUARGE	ASBERNATHY	DORIS		3400 MEADOWDALE LN	WOODRIDGE	IL	60517	630-910-1585		F
362340	TVP1MCHEN	ASBERNATHY	DOROTHY		3039 MAIN ST	MOHENTRY	IL	60050	204-806-3668		F
12153	P16343	ASBERNATHY	PAUL		1118 S MICHIGAN AVE	CHICAGO	IL	60634	773-321-2544		M
12154	P16344	ASBERNATHY	JOSEPH		1829 N 1ST AVE	CHICAGO	IL	60634	773-321-2544		M
74195	P190514	ASBERNATHY	JOSEPH		5627 N MAPLEWOOD AVE	CHICAGO	IL	60625	773-409-6190		M

Press F1 for Help

Rev: 10/1/2006 GeoMatch Loc: 47761128 Lat: 41986492 05-22-2018 14:32



Icons and Explanations



ICON	OPTION	DESCRIPTION
	Add New	Creates a new subscription or casual booking.
	Save	Save new or edited bookings.
	Cancel	Removes the booking data you have entered from the database. When you select Cancel, a message appears confirming your cancellation. <i>(Same as using F5 key)</i> Manually updates the screen after changes have been
	Trip Booking Menu Refresh	
	Information	Opens the Client/Booking Info dialog box. For more information, see "Using the Client/Booking info Dialog Box" on page 253.
	Schedule Wizard	Opens the Client Booking Wizard. This option can be used to schedule saved bookings from the trip Booking screen.
	Client Schedule Wizard	Saves a booking and places it, along with all other bookings (scheduled or for the client) in the Schedule Booking Wizard, where it can be scheduled.
Trip Booking Menu Edit Schedule Opens the schedule Editor in the Client Itinerary view of the Schedule Editor. This option lets you edit a scheduled booking.		
	Reverse Booking	Creates a return trip for booking you have just saved. NOTE: If the Show Reverse Icon property is set to No, this option is not available and the button is not displayed in the toolbar.
	Reverse and Link	Creates a return trip for a booking you have just saved send linked the two bookings together.
	Calendar	This option serves two functions: * When the Casual radio button is marked and you click this button, a calendar is displayed with the selected date highlighted. Use the calendar to select one or more dates for the casual booking. * When the Subscription radio button is marked, click this button to display the Date Intervals dialog box to let you determine when the subscription booking is to be activated. For more information, see "Defining Rules for Subscription" on page 234.
	Continuation	For bookings with multiple-leg itineraries (e.g., client travels from A to B, B to C, C to A). Once you have created and saved a booking, you can click this button. A new booking is created for the client. In the new booking, the Origin fields are populated with the address of the first booking's destination and the Destination fields are empty. The new booking is linked to the first booking by an itinerary ID.
	Find	Opens the Find Bookings dialog box.
	Subscription Change Wizard	This tool is only accessible after adding or editing a subscription booking. For more information.
	Tooltip Window	Displays travel parameters defined for the client on the Client Eligibility tab or para service rules. See "viewing Client Eligibility Information" on page 212 or "Reviewing Para Service Area Rules" on page 214.
	Closest Wizard	Use this wizard to search for vehicles, stops locations, clients addresses. Also To verify a stop is on the map

Icons and Explanations



	Zoom In	This feature is used to view trapeze map at a closer range. To enlarge a section of the map, move the pointer to the corner of the area that you would like to enlarge. Hold down the left mouse button and drag to the opposite corner of the area. A rectangle surrounds the area selected. Release the mouse button.
	Zoom Out	Use this feature to view the entire service area on the map from a farther distance, with less detail.
	Street Labels	The street label button displays the names of the streets on the map. The map does not display the street labels at full view. However, the closer the range, the greater number of streets and names are displayed.
	Batch Geocoding	This tool allows the user to group addresses, previously entered in to the system, together by geographic location.
	MDT	A mobile data terminal that provides a real-time connection to live communication between dispatcher and driver. The main function of the MDT unit is to send and receive data.
	Send Message to MDT	Changes in the driver's manifest are made through the MDT unit. At pick-ups and drop-offs, drivers enter information into the MDT unit.
	Edit Booking	This feature allows a booking to be edited from either Trip Administration or Schedule Editor.
	Run Itinerary	List of different addresses in which the driver must pick up in the order in which they are scheduled.
	FIRST RECORD	
	PREVIOUS RECORD	
	NEXT RECORD	
	LAST RECORD	

	Common Locations	Common Location Screen allows you to geocode as many locations as possible. Access locations without having to enter geocode address every time. Reduces the time it takes to book a trip. Allowing more time to attend to the volume of calls more efficiently.
	Client Screen	The client screen allows the CSR to register clients, update the client's history, define a client's eligibility for para-transit service.
	Trip Booking Screen	The trip Booking Screen allows the CSR to book trips for clients, view booking history, and ensure double booking does not occur.
	Trip Administration Screen	Trip Administration screen is used to look up information (e.g. provide client with estimated arrival times), maintain, and update subscription and casual bookings.
	The Vehicle Screen	The vehicle screen consists of four tabs: Select, Detail, Supplemental Data, and Capacities Tab. The capacities tab displays a table listing all the different types of vehicles used at the site and the combinations of different space types that can be accommodated on each type vehicle.
	Dispatching "Screen"	The dispatching screen enables the dispatcher to schedule changes in driver manifests throughout the service day. It helps to eliminate violations on vehicles.
	Monitor Screen	The monitor screen enables the dispatcher to identify the routes of a driver. Also can be used to determine whether or not a driver was at the designated location for pick-up or drop-off.
	Pin Button	The pin button allows for more than one screen to be active at one time. Rather than having to repeat opening and closing screen.
	Next Button	When a screen is "pinned" beneath the current screen, the next button allows the user to switch between screens.
	Display Map At Full View	This feature allows the user to return to "full" view of the paratransit service area after having manipulated or zoomed into the Trapeze map.



Icons and Explanations

	<p>This feature is used to ensure the system map is displayed.</p>
<p>Tracker Action Insert</p> 	<p>This feature allows the user to insert comment(s) relating to a selected event.</p>
<p>Tracker Action Browser</p> 	<p>Use this feature to review all entered actions concerning a booking, run, or client select event.</p>
<p>Print Text</p> 	<p>This feature is used to generate a hard copy of text file information.</p>
<p>Link Trips</p> 	<p>Linking together trips on an itinerary.</p>
<p>Un-Link Trips</p> 	<p>Un-linking previously linked trips on an itinerary.</p>



III. Booking A Trip

Scheduling A Trip - Overview



Start in the Trip Booking Screen

1. Confirm date you are scheduling ride for
 - Make sure customer is not looking for something today (otherwise, transfer)
2. Paratransit/Client ID Number
3. Confirm name of passenger
4. Pick-up and Drop-off addresses
 - Addresses that have already been entered before are saved in Trapeze
5. Mobility Issues – wheelchair, prosthetics, etc.
 - Many options under “Ride Type”
6. Any companions or assistants riding with them – yes or no
 - Under Leg Detail section, click box under where it says “Pass” and there are a few options, including companion, PCA or Escort
7. Pick-up instructions (type into “Comment Box”)
 - i.e. ring doorbell, come around back, etc.
8. Courtesy Call – yes or no?
 - If yes, confirm phone number (in “Supplementary Data” tab – Alternate IVR Call-back Phone box)
9. Choose from available times
 - In Schedule Booking Wizard screen (Actual pick-up time may be a little different than Client’s requested pick-up time)
10. Return trip or One-way?
 - If they need a return trip, need to gather same information as before:
 - Pick-up address, times available, additional instructions, courtesy call, etc.

**More detailed breakdown in next pages*

Scheduling A Trip



BOOKING A TRIP

> Return to Trip Booking Screen

The following will highlight the tasks performed when booking a trip.

Prior to beginning any Search, check that the correct date is display in the upper left-hand corner of screen.

(If not, use up or down arrow and scroll to correct the date)

STEP 1 SELECTING A CLIENT

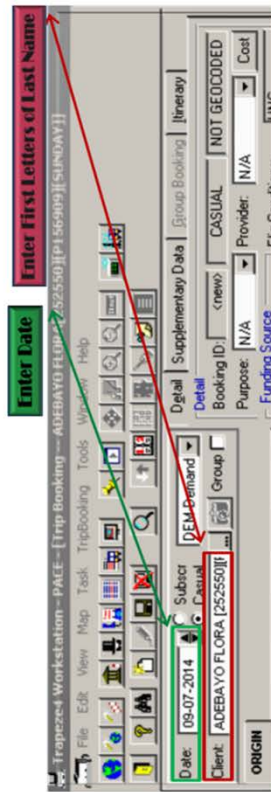
Clients may be found in 2 ways.

- search by name
- search by ID number

1-A. Search By Customer Name:

In the "client" box (upper left-hand corner of screen,) Type the first few letters of the Client's *last name*. Trapeze will generate all names with those starting letters. When the drop box names list appears, click on the desired client's name.

(If not, use up or down arrow and scroll to correct the date)

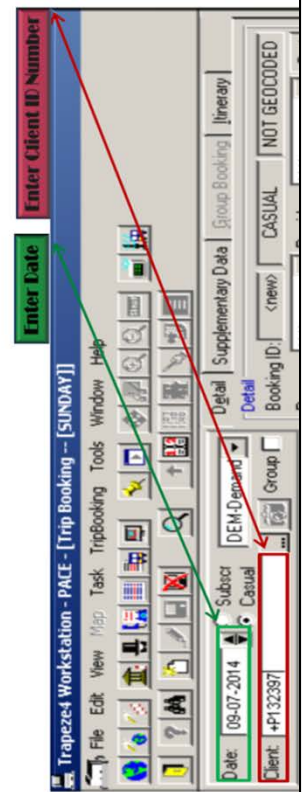


1-B. Search by Client Code

Type the customer's ID number preceded by Plus symbol **+** (i.e. +P12345).

When searching by client code, give the system a few seconds after typing the "client's ID number" Trapeze will automatically display: Client/ Booking Info Screen

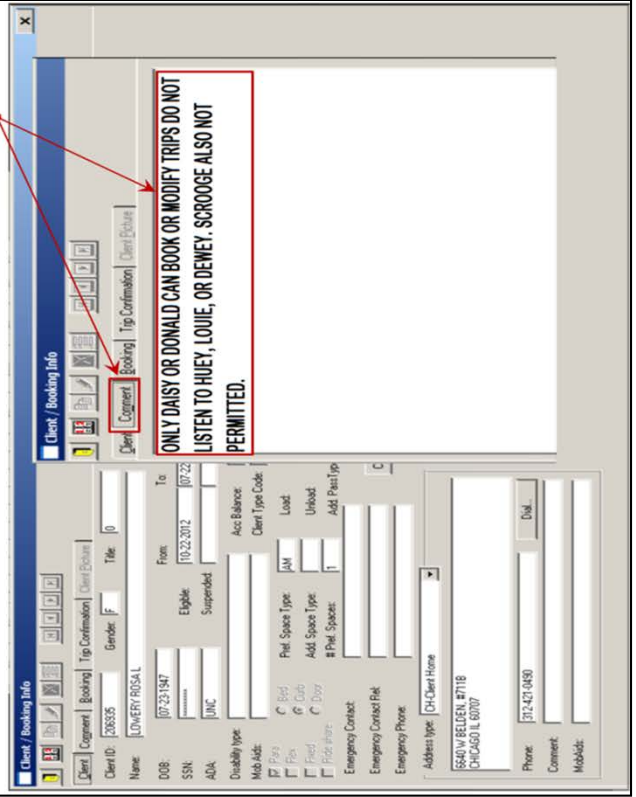
- * Client/ Booking Info Screen
 - display customer's itinerary under the "Trip Confirmation" tab
 - display any customer's "Origin" information saved



Tomorrow's date will appear by default. Change if needed by either typing in the box or using the up and down arrows to the right.

CLIENT ALERT

Once the client and Date(s) are selected, the *Comment Tab* of the *Client Booking Information* may appear. The client's name will be in **red** - for any client that has special information that that CSR needs to be aware of prior to booking or adjusting that trip. Be sure to read information in the box.





Scheduling A Trip

Step 14 SPECIFYING ORIGIN/DESTINATION LOCATIONS & TIMES

Drop-down menus will default to the client's default pick-up addresses (these are most likely the Client's Home or CH Address). Other types can be selected if the client has other stored addresses.

Default Address | Trip Booking -- ARAGONZ MAGDALENA [210516] [THURSDAY]

Date: 07/31/2014 | Sub: DEM-Demand | Status: S

Client: ARAGONZ MAGDALENA [2] | Provider: 36867832 | Elig Conditions: JUNC

Purpose: N/A | Funding Source: PCA Approved

Orig: CH - 6453 S KNOX AVE CH | LT: 0 | LD: 0

Client: 6453 S KNOX AVE | CHICAGO, IL 60629

Other Stored Addresses

Trip booking -- ARAGONZ MAGDALENA [210516] [THURSDAY]

Date: 07/31/2014 | Sub: DEM-Demand | Status: S

Client: ARAGONZ MAGDALENA [2] | Provider: 36867832 | Elig Conditions: JUNC

Purpose: N/A | Funding Source: PCA Approved

Orig: CH - 6453 S KNOX AVE CH | LT: 0 | LD: 0

Client: CH - 6453 S KNOX AVE CHICAGO, IL 60629

Client: CE 8644 S SHEFFIELD AVE. CHICAGO, IL 60644

Client: LM 2845 S BENNETT AVE. CHICAGO, IL 60622

Step 15 MOBILITY AIDS

Mobility aids will default from the client file. Adjust if necessary. For example, someone going to physical therapy (currently using a wheelchair) may need to bring crutches or a walker for the appointment when they normally would travel without these devices.

LET, W/LK Client is not in a wheelchair, however, needs a van with a lift also has a walker.

Client Type: N/A | Mobility Aid: LIFT JACK

Step 16 FARE TYPE & NUMBER OF PASSENGERS

Leg Detail - ORIGIN: SOUTH

Pass: Space PU/DU Calc Fare Type Client ADA#

01/ WH 1 0 Yes CHIADA# \$3.00 \$0.00

6201 W 63RD ST | CHICAGO | 60638 | Phone #

Comment: N/A

Enter the appropriate Fare Type. The Leg Detail - Origin section lists the total number of passengers for the trip. Information entered must be for each passenger independently. Either CHIADA for clients and Companions or Free for PCAs.

Click on the drop box under:

- PASS** Enter CLI
Note: that the drop box options include CLI-ent, COMPANION, ESCORT, and PCA. Note also that when CLI is entered, columns titled SPACE, PU, CALC and FARE TYPE, also now have information.
- SPACE**
Click on the AM that's already entered in the space. A drop box will appear. Click on drop box and choose from these options:
AM- Ambulatory
WH- Wheelchair/Extra Wide
SA- Service Animal
- PU**
Click on the number one (1) if the information entered is incorrect. Extra Wide/Oversized wheelchairs take up a lot of space in the vehicle. The space needed is comparable to two (2) standard wheelchairs. Therefore in this column for an Extra-Wide wheelchair, enter the number 2.
- DU** Enter nothing
- CALC** Enter nothing
- Fare Type** Click on the A drop box will appear. Choose from the options listed the entity governing the amount of fare that the client will pay. With fare type is entered, the amount of the fare will be automatically calculated and entered in the column titled CLIENT.
- Click on the asterick symbol (*). Repeat the steps for each additional individual accompanying the client.

Examples of Leg Details on next page



Scheduling A Trip – Leg Detail Examples

A.

CLIENT STANDARD WHEELCHAIR-		DOES TRANSFER				WITH PCA & COMPANION			
Pass	Space	PU	DO	Calc	FareType	Client	ADA		
CLH	WH	1	0	YES	CHIADA	\$3.00	\$0.0		
PCA	AM	2	0	YES	FREE Fre	\$0.00	\$0.0		
COM	AM	1	0	YES	FREE Fre	\$0.00	\$0.0		
*									

Each rider must have a separate line added (i.e. one for the client, one for the PCA, and one for the companion)

B.

CLIENT OVERSIZED WHEELCHAIR-		DOES NOT TRANSFER					
Pass	Space	PU	DO	Calc	FareType	Client	ADA
CLH	WH	1	0	YES	CHIADA	\$3.00	\$0.0
PCA	WH	1	0	YES	FREE Fre	\$0.00	\$0.0
*							

C.

CLIENT OVERSIZED WHEELCHAIR-		DOES NOT TRANSFER				WITH PCA			
Pass	Space	PU	DO	Calc	FareType	Client	ADA		
CLH	WH	1	0	YES	CHIADA	\$3.00	\$0.0		
PCA	WH	1	0	YES	FREE Fre	\$0.00	\$0.0		
PCA	AM	1	0	NO	FREE Fre	\$0.00	\$0.0		
*									

D.

CLIENT OVERSIZED WHEELCHAIR-		DOES NOT TRANSFER				WITH PCA AND COMPANION			
Pass	Space	PU	DO	Calc	FareType	Client	ADA		
CLH	WH	1	0	YES	CHIADA	\$3.00	\$0.0		
PCA	WH	1	0	YES	FREE Fre	\$0.00	\$0.0		
PCA	AM	1	0	NO	FREE Fre	\$0.00	\$0.0		
COM	AM	1	0	YES	CHIADA	\$3.00	\$0.0		
*									

E.

CLIENT OVERSIZED WHEELCHAIR-		DOES TRANSFER					
Pass	Space	PU	DO	Calc	FareType	Client	ADA
CLH	WH	1	0	YES	CHIADA	\$3.00	\$0.0
ESC	AM	1	0	YES	FREE Fre	\$0.00	\$0.0
ESC	WH	1	0	YES	FREE Fre	\$0.00	\$0.0
*							

F.

CLIENT OVERSIZED WHEELCHAIR-		DOES TRANSFER				WITH PCA			
Pass	Space	PU	DO	Calc	FareType	Client	ADA		
CLH	WH	1	0	YES	CHIADA	\$3.00	\$0.0		
PCA	AM	1	0	YES	FREE Fre	\$0.00	\$0.0		
ESC	WH	1	0	YES	FREE Fre	\$0.00	\$0.0		
ESC									
*									


G.

CLIENT OVERSIZED WHEELCHAIR-		DOES TRANSFER				WITH COMPANION			
Pass	Space	PU	DO	Calc	FareType	Client	ADA		
CLH	WH	1	0	YES	CHIADA	\$3.00	\$0.0		
ESC	AM	1	0	YES	FREE Fre	\$0.00	\$0.0		
ESC	WH	1	0	YES	FREE Fre	\$0.00	\$0.0		
COM	AM	1	0	YES	CHIADA				
*									

Scheduling A Trip



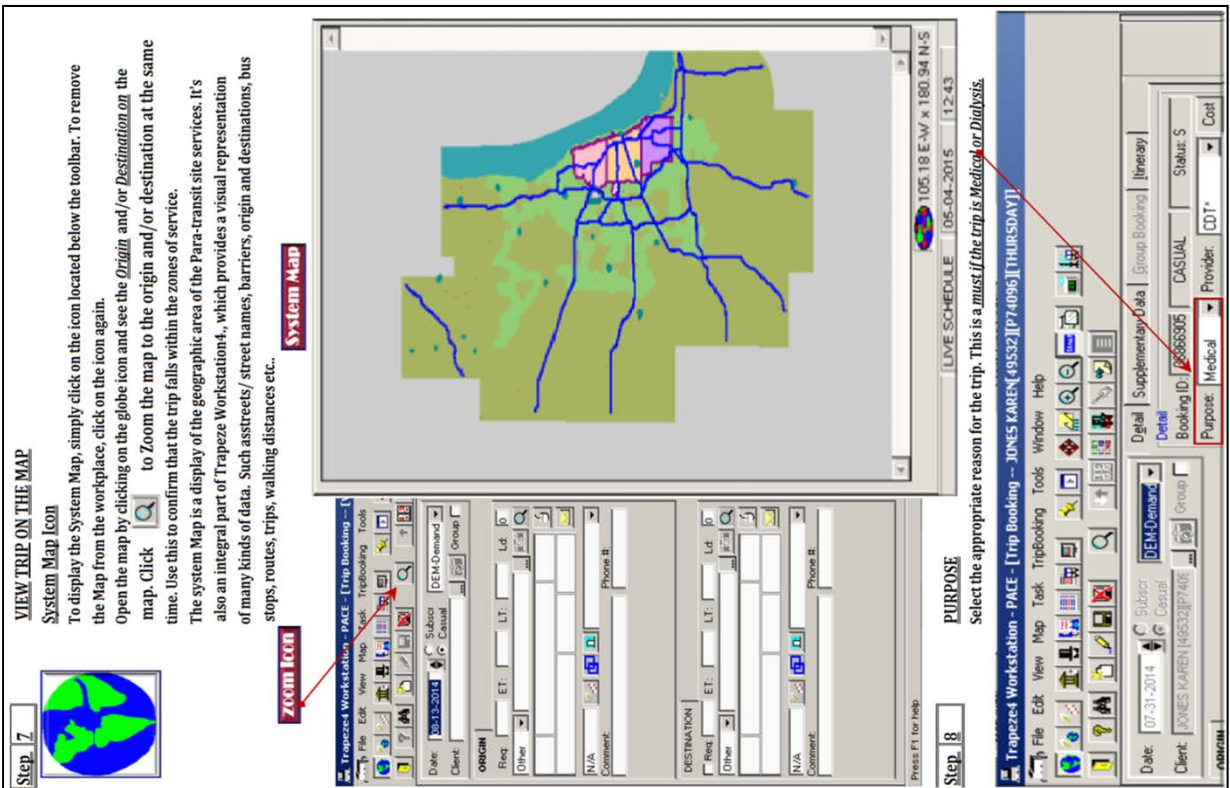
Step 7 **VIEW TRIP ON THE MAP**

System Map Icon
To display the System Map, simply click on the icon located below the toolbar. To remove the Map from the workplace, click on the icon again.
Open the map by clicking on the globe icon and see the *Origin* and/or *Destination* on the map. Click  to Zoom the map to the origin and/or destination at the same time. Use this to confirm that the trip falls within the zones of service.

The system Map is a display of the geographic area of the Para-transit site services. It's also an integral part of Trapeze Workstation⁴, which provides a visual representation of many kinds of data. Such as streets/ street names, barriers, origin and destinations, bus stops, routes, trips, walking distances etc.

Zoom Icon

System Map



Step 8

PURPOSE
Select the appropriate reason for the trip. This is a *must* if the trip is Medical or Diagnostics.

- When looking at the map, make sure that the pickup and drop-off locations are within CDT's service zones
 - Map gives you colored zones, which lets you know if they will need to transfer providers in order to complete their trip
- If location is in an orange, pink, white or purple zone, we are allowed to pickup and drop-off that customer
- However, if they are in a green zone, they will need to transfer providers (usually Suburban carriers)
- There are designated pickup and drop-off "transfer locations" saved in your address lines
 - You will need change the "Ride Type" from " DEM-Demand" to "TRF-Transfer", and select the best transfer location
- You will be given a sheet with the phone numbers of companies to transfer the call to once you are finished booking your trip to the transfer point
 - Different numbers based on where trip is going to/coming from, a list of all important paratransit numbers on page 45
- Inform the customer that they will need to transfer cars at the location, and upon finalizing the booking, transfer the call by pressing:
 1. Transfer button on your phone's keypad
 2. Dial 8 1 and then the number provided for the company that handles either the North, West, or South (depending upon where they are going to or coming from)
 3. Press the transfer button again on your phone, after completing the booking, and wait to hear the automated voice before hanging up
- List of Pace numbers for transfers on page 45



Scheduling A Trip

Step 9

Note: The client's default provider will carry over from client record. So be sure to check that. Make sure "CDT" is shown as Provider before saving any booking data.

Step 10

FUNDING SOURCE

If a trip qualifies for ADA or CDDA billing, select the appropriate funding source in the box.

Note: CDDA clients will not have a "T" ID number. Their ID number will start with a "C" and should have CDDA pre-selected as their default funding source. For CDDA clients, use the ERZE fare type.

Step 11

PARA-SERVICE BOX

This field should have "N/A" for all CDT client trips. CSRs must always be sure to remove any data in this particular field/box.

Step 12a

SCHEDULING WIZARD

On the booking screen, click on the **Schedule** icon.

By clicking on the Schedule icon, it permits the CSR access to the Booking Wizard. The Booking Wizard enables the CSR to find Run solutions for the customer's unscheduled trip(s). The Booking wizard can be also accessed from the Trip Administration screen and Schedule Editor.

Step 12a

SEARCH W BOX

(Scheduling The Trip Using The Wizard)

When the Scheduling Wizard window pops up, it will show the best solutions for the trip. The system will search for solutions one hour before and 1 hour after the request after the pickup time with the SearchW on the box checked. After logging in each day, remember to check this box only when actually on the phone. Uncheck Search W box after each booking. When not speaking with the customer, simply click on the binoculars icon to research for possible solutions for scheduling. Only click the SAVE icon and not the **Handshake** icon when saving the scheduling solution.

Run	ST	ET	Location	Vol	Subj	Sort S	DerID	Spec
CS044	P	20:15	322 STEELER AVE CHICAGO, IL		DM		60024	AMZ
CS044	D	20:22	12 S AUSTIN BLVD, OAK PARK, IL		DM		60024	
CS044	B	20:22	20:22		DM		0	
CS044	P	21:00	20:55 1325 S KARLOV AVE CHICAGO, IL		DM		104654	AMT
CS044	D	21:34	4707 N WALDEN ST, CHICAGO, IL		DM		104664	
CS044	P	22:00	4748 W NORTH AVE CHICAGO		DM		61822	AMZ
CS044	D	22:17	13 N MAYFIELD AVE CHICAGO, IL		DM		61822	
CS044	P	23:25	2760 S 1ST AVE, WILMWOOD, IL		DM		61498	AMT
CS044	D	23:38	7422 WASHINGTON ST, FOREST PARK, IL		DM		61498	

Step 12b

BLUE BINOCULARS

(Scheduling The Trip Using The Wizard)

Click the blue binoculars to have the system re-search for solutions anytime you change the status of the Search W box. The middle area (labeled Area B), will display any solutions the system finds that meet the criteria and established range information of the search. The ST column will display all of the available pick-up times to negotiate with the customer.

Step 12b

ST Column

Area "A" ← Area "B" →

Scheduling A Trip



Step 12c **SAVE & HANDSHAKE** (Scheduling The Trip Using The Wizard)

Save Icon
Once an acceptable solution has been selected, click the **Save** icon to save the booking information.

Handshake Icon.
Click the handshake icon to have the booking scheduled/ assigned to a **RUN**.

Note: If the customer does not agree to any of the offered negotiate times

- leave the unscheduled trip at the original requested time
- change the type from **Demand (DEM)** to **Adversarial (ADV)**
- enter in **Tracker Notes**, detailed comments concerning the unscheduled trip.

BOOKING A RETURN RIDE

Using the Reverse Icon
The Reverse icon will flip the **Origin** and **Destination** and will carry over the other trip information such as the **Purpose** and **Comments**. The only information that needs to be entered is the pickup time for the **Origin** that the client requested. Continue to schedule the trip exactly as was done in the first Leg of the Trip.

MULTI-LEG TRIPS
Sometimes a client may want to book a **Multi-Leg Trip (more than one destination)**, if so, for each additional trip, repeat the step and keep using the reverse icon *after* scheduling each trip.

Reverse Tool

Reverse Tool
Trapeze4 Workstation - PACE - [Trip Booking -- MCDUFFY MAMIE(241013)(P152758) [THURSDAY]]

Date: 07-31-2014 Subscr: ADV-Adversar
Client: MCDUFFY MAMIE (241013)P152758 Group: CASUAL Status: U Cost
Purpose: Social Provider: CDT* Elig Conditions: JUNC
Funding Source
Orig: 1.00, ET: , LT: , LD: , ADA*

- Make sure to repeat back the information to the client upon finishing the booking to confirm all of the details
 - When they will be picked up, the pickup address, where they are going, how they will be contacted, if they have a companion or not, if they will need assistance getting into the vehicle (i.e. wheelchair), how they would like to be notified the driver is arriving, and their callback number if they wanted to receive a call to let them know the driver is close
- When you have downtime in between calls, please double check your work on trips that you have already booked for any mistakes you may have made
 - In Trip Administration screen, can check your bookings by entering your Booking ID into the box (screenshot on next page)
- If you ever find that a mistake has been made, it is not a problem, you will just need to Cancel the trip (with Cancel Type: CE for User Error Cancel) and rebook the trip properly

Checking Your Work

- In Trip Administration Screen:
 - Select correct dates and enter your ID in the Booking Agent drop down box
 - Will bring up all trips you booked for the date you chose
 - Can filter in different ways



Trip Administration Screen

Type	Sub	Status	Schedule	Client/Doc Name	From	To	From City	To City	Freq	Day	Sch Time	Req/Leads/Run
C	DEM	S	10/22/2018 P78592	HARRIS, MAURICE	1238 S WASHINGTON AVE	1238 N MILWAUKEE AVE	CHICAGO	CHICAGO	8:30		8:30	R8201
C	DEM	S	10/22/2018 P78592	HARRIS, MAURICE	1238 S WASHINGTON AVE	1238 N MILWAUKEE AVE	CHICAGO	CHICAGO	11:00		11:30	
C	DEM	S	10/22/2018 P78592	HARRIS, MAURICE	1238 S WASHINGTON AVE	1238 N MILWAUKEE AVE	CHICAGO	CHICAGO	11:30		11:30	
C	DEM	S	10/22/2018 P78592	HARRIS, MAURICE	1238 S WASHINGTON AVE	5040 S WESTERN AVE	CHICAGO	CHICAGO	15:00		15:00	
C	DEM	S	10/22/2018 P78592	HARRIS, MAURICE	5040 S WESTERN AVE	1238 S WASHINGTON AVE	CHICAGO	CHICAGO	19:30		19:30	



IV. Canceling A Trip





Canceling a Trip

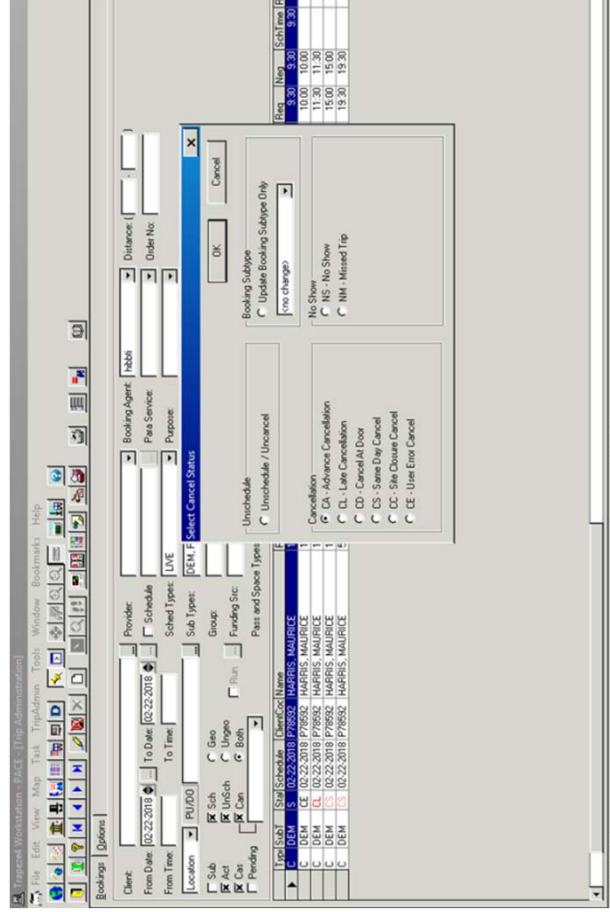
- Customers may call for any number of reasons, other than the usual trip booking/scheduling
- For example, sometimes they will need to cancel a previously booked trip
- When this happens, it is important to remain as polite as possible, and ensure the even when canceling a trip with us that the customer has a good experience
- The steps for canceling a trip are on the next page
- Note: if the trip is scheduled to happen within the next 2 hours, you will need to politely inform the customer that you will have to transfer them to another department and apologize for the inconvenience
 - On your phone keypad, press:
 - On your phone press:
 1. “Transfer” button
 2. Type in: 8 1(773) 437 1177
 3. Wait until you hear a prompt (automated voice) and then press “Transfer” button again
 4. Can then hang up your phone

Canceling a Trip

Steps

1. Enter Client's Name or ID #
2. Go to Trip Administration screen – 
3. Click on “Red X” to cancel trip out – 
4. After Clicking the cancel button, a Trip Cancellation Box will open and you must select the type of cancellation
 - Opens a box, to enter reason for cancellation (types of cancellations explained on next page)
5. Once you have selected the type of cancellation, click OK
6. A new comment box will open:
 - Enter extension #, time, date
7. Ask them if there is anything else you can help them with today

Trip Cancellation Screen



Canceling a Trip



Proper Cancellation Types

Advance Cancel (CA)	The day before the trip
Same Day Cancel (CS)	During the day of the booking, but more than 2 hours before their scheduled pick up time
Late Cancel (LC)	Cancelled less than 2 hours before the scheduled time of the trip AND the driver has not arrived to pick them up
Site Closure (CC)	The destination or location is closed that date: commonly used for holiday closures or snow days
User Error Cancel (CE)	The trip was made in error: commonly due to mistaken double-booking or learning curve errors
Eligibility Denial	The client requests a trip for the same day and the time is unavailable, change the “sub type” from Demand (DEM) to Eligibility Denial (ELG) and enter a detailed as possible Tracker Comment. Should be cancelled as a Same Day Cancel (CS)
Negotiating Time	The client is scheduling for the day before and does not agree to any of the offered negotiated times, leave the trip unscheduled. Change the sub-type from Demand (DEM) to Adversarial Denial (ADV). Enter a detailed as possible Tracker Comment. This should be a cancelled as Advance Cancel



III. Editing A Trip



Editing A Trip

- Sometimes a customer may call to edit a trip that has already been scheduled
- They may need to change the time of a trip, or add a companion, or change the pickup address, or any other detail
- If the trip is scheduled to take place within the next two hours, you will need to politely inform the customer that you will have to transfer them to another department and apologize for the inconvenience
- Politely inform the customer that you will need to transfer them to the appropriate department
- On your phone keypad, press:
 1. “Transfer” button
 2. Type in: 8 1(773) 437 1177
 3. Wait until you hear a prompt (automated voice) and then press “Transfer” button again
 4. Can then hang up your phone




Editing A Trip



Steps

Note: Because of how Trapeze works, you must first “Cancel” the original trip and then go back through the whole booking

process in order to “Edit” a trip

1. Enter Client’s Name or ID #
2. Go to Trip Administration screen – 
3. Click on “Red X” to cancel trip out – 
4. After Clicking the cancel button, a Trip Cancellation Box will open and you must select the type of cancellation
 - Opens a box, to enter reason for cancellation (types of cancellations page 33)
5. Once you have selected the type of cancellation, click OK
6. A new comment box will open:
 - Enter extension #, time, date
7. At this point, you will need to book a whole new trip
 - Start by Pressing clicking on the “Add New” icon – 
8. Refer back to the “Booking a Trip” section on page 21 to book the new “edited” trip



V. Common Problems

Common Problems



New Client or I.D. # Does Not Work

- If you type in the Client's I.D. # and nothing comes up, there can be a few different reasons for this:
 - It might be a new client who as not been registered yet, or PACE may not have activated them yet
 - First, you will want to double check the Client I.D. # that you typed in was correct
 - After that, it is easy to fix:
 - Can type in Customer's Last Name and First Letter of their First Name and it will give you a list of clients
 - Also, ask for their home address, to make sure you have the correct person (many people can have same last name)
 - After finding the correct name for that customer, click the envelope icon, and the click the correct address
 - If a box show up asking if you want to continue, all you have to do is press continue
 - This will activate the client

Common Problems



Times Are Not Showing Up

- If you have gone through the booking process, and are in the schedule wizard, but no times are showing up for our company:
 1. Make sure Paraservice is N/A
 2. Make sure Provider is CDT
 3. Funding Source must be ADA
 4. “Use NEG” and “SearchW” boxes to the left must checked/turned on
- If you are still having trouble, please call over your customer service supervisor, and they will be able to help you from there



VI. Conclusion



Customer Service Training Checklist

List of Things to Make Sure You Know How To Do

- How to schedule a trip in Trapeze
- How to cancel a trip
- How to “edit” a trip
- Use Customer Service Representative Script
- How to find information about a customer’s trip
- Speak to customers respectfully, and try to help them as effectively and quickly as possible
- Who to ask if you need help

Conclusion



We look forward to having you work here, and want to see you succeed. Know that your job is very important, and take pride in the fact that at you are helping many disabled/handicapped residents of Chicago live their lives as normally as possible. If you ever need help, please do not hesitate to ask your supervisors or any of the managers you see. We appreciate your efforts, and hope you enjoy your time working here at CDT. Best of luck!



PACE Reservation Script



- Res:** PACE ADA CDT, this is Reservationist Name. May I please have your paratransit ID number? Thank you.
- Res:** Is this Customer Name? Good morning Mr/Ms. Client Name (allow Client to answer). How are you today? (Allow client to answer). How can I help you?
- Res:** What address will we be picking you up at? Thank you. Are there any special instructions when the driver gets to your home to pick you up? Thank you.
- Res:** Is there a name for the facility you are traveling to? Thank you for that information.
- Res:** Is there a certain time you need to arrive at the facility? Thank you. (The client cannot provide both a pick up and an appointment time. **Ask them politely** to provide you with one or the other). If appointment time is given, provide the client with the pick up time so they are aware what time they will need to be picked up to arrive at the requested arrival time. Thank you.
- Res:** Is this trip for medical purposes? Thank you for that information.
- Res:** Will you be using any mobility aids during your trip such as a walker or wheelchair? Thank you.
- Res:** Will anybody else be riding with you? Thank you.
- Res:** Are there any special instructions I can provide to the driver to better assist picking you up, such as a certain location of the building, or any other information? Thank you.
- Res:** Will you need a return ride from destination name? Thank you.
- Res:** Is there anything else I can assist you with today Mr/Ms Client Name?
- Res:** Let me confirm your trip for day and date. Repeat the booking information for each trip you ave just booked for the client, slowly and clearly by repeating each address number individually. Allow the client to confirm the location and the pick up times for each pick up and drop off.
- Res:** Is there anything else I can help you with today? Thank you for calling and booking your trip with CDT. If there is anything else we can do fro you, please call back. Have a great day. Goodbye

Pace “Blue Card” Numbers for ADA Paratransit Riders



Suburban

ADA Paratransit Service

Request a Trip

Cook County:

- South: (866) 248-6868
- West: (800) 299-0765
- North: (800) 554-7599

Kane County: (866) 727-6842

Lake County:

- General: (800) 201-6446
- Southeast: (800) 554-7599

McHenry County: (800) 451-4599

Will County: (800) 244-4410

24/7 Service Assistance

(800) 606-1282, option 3

Please call your carrier first

Other Useful Numbers

Pace Customer Relations: (800) 606-1282, option 2

ADA Paratransit Certification: (312) 663-4357

City of Chicago

ADA Paratransit Service

Request a Trip

Area 1 – South: (866) 926-9631

- 71st St. south to Sibley Blvd.

Area 2 – Central: (866) 926-9632

- Between 71st St. and Fullerton Ave.

Area 3 – North: (866) 926-9633

- Fullerton Ave. north to Evanston

Where’s My Ride?

24/7 Service Assistance:

(800) 606-1282, option 1

Other Useful Numbers:

Pace Customer Relations: (800) 606-1282, option 2

ADA Paratransit Certification: (312) 663-4357

Chicago Taxi Access Program:

- Info: (800) 606-1282, option 4

- Ride Balance: (877) 722-3827



Appendix F: Operator Deployment

On the following pages, we have included our current Operator Deployment schedule.



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Appendix G: Training Syllabus

On the following pages, we have included our standard Training Syllabus. This can be modified and customized to fit any requirements of Pace.



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NEXT Incumbent Operator Onboarding Tracker

INCUMBENT MODULE ONE: Date _____			Source	Student	Instructor
AM	Welcome - NEXT History, DOH, Contract Overview, Handbook	CLS	TAPTCO		
	Federal Regulations	CLS	TAPTCO		
	Hazards Communication	CLS	TAPTCO		
	Creating a Drug & Alcohol Free Workplace	CLS	TAPTCO		
	Preventing Harassment	CLS	TAPTCO		
	Bloodborne Pathogens	CLS	TAPTCO		
	Fatigue Management	CLS	TAPTCO		
	Wellness	CLS	TAPTCO		
PM	Whistleblower	CLS	TAPTCO		
	Safety Best Practices	CLS	TAPTCO		
	LLLC	CLS	TAPTCO		

INCUMBENT MODULE TWO; Date _____			Source	Student	Instructor
AM	Intersections & Pedestrian Awareness	CLS	TAPTCO		
	Mastery Test (100%)	CLS	TAPTCO		
	Pre-Trip, Post-Trip Inspections (Pass/Pack Check), Mirror Grids	PDS			
	Closed Course - Maneuvering Standards	BTW	TAPTCO		
	Route Familiarization (Map & Route Sheet Review/Dry Run)	OBS	ODPC-TrackIt		
PM	On-the-road, Safe Driving & Routes - (Daily Driving Standard)	OBS	TAPTCO		
	On-the-road, NEXT Evaluation (additional BTW training TBD)	BTW	DOH		
	Customer Service	CLS	TAPTCO		

CLS = Classroom
 BTW = Behind the Wheel Training
 OBS= Observation of Skills
 CDT = Cadet operation of revenue service w/trainer

		Delivery	Source	Student Initial	Instructor Initial
MODULE ONE: Date _____					
AM	Welcome - NEXT History/DOH, Contract Overview, Handbook	CLS	DOH		
	Introduction to Professional Driving	CLS	TAPTCO		
	Federal Regulations	CLS	TAPTCO		
	Hazards Communication	CLS	TAPTCO		
	Creating a Drug & Alcohol Free Workplace (1 hour Drug, 30 min Alcohol)	CLS	TAPTCO		
PM	Preventing Harassment	CLS	TAPTCO		
	Bloodborne Pathogens	CLS	TAPTCO		
	Fatigue Management - DOH	CLS	TAPTCO & DOH		
	Wellness	CLS	TAPTCO		
	Whistleblower	CLS	TAPTCO		
	Safety Best Practices (Safety Basics)	CLS	TAPTCO		

MODULE TWO: Date _____					
AM	Slips, Trips, Falls	CLS	DOH		
	Introduction To The Bus	CLS	TAPTCO		
	Pre-trip Inspections	CLS	TAPTCO		
	Pre-Trip and Post-Trip Inspections	PDS	VEHICLE		
	Pre-Trip and Post-Trip Inspections	OBS	VEHICLE		
PM	Mirror Adjustments & Reference Points	CLS	TAPTCO		
	Mirrors and Reference Points	PDS	VEHICLE		
	Mirrors and Reference Points	OBS	VEHICLE		
	LLLC Defensive Driving	CLS	TAPTCO		

MODULE THREE: Date _____					
AM	Pre-Trip and Post-Trip Inspections	PDS	TAPTCO		
	Pre-Trip and Post-Trip Inspections	OBS	VEHICLE		
	Closed Course	BTW	ODPC-TrackIt		
PM	Closed Course & Maneuvering Standards Evaluation	OBS	ODPC-TrackIt		
	End of MODULE Review - DeBrief	CLS	ODPC-TrackIt		

MODULE FOUR: Date _____					
AM	Preventing Driver Distractions	CLS	TAPTCO		
	Following Distance	CLS	TAPTCO		
	On-the-road, subjects above	BTW	ODPC-TrackIt		
PM	On-the-road, subjects above	OBS	TAPTCO		
	End of MODULE Review - DeBrief (Daily Driving Standards Checklist)	CLS	TAPTCO		

MODULE FIVE: Date _____					
AM	Intersections	CLS	TAPTCO		
	Railroad Crossings	CLS	TAPTCO		
	On-the-road, subjects above	BTW	ODPC-TrackIt		
PM	On-the-road, subjects above	OBS	ODPC-TrackIt		
	End of MODULE Review - DeBrief (Daily Driving Standards Checklist)	CLS	ODPC-TrackIt		

MODULE SIX: Date _____					
AM	Pedestrian Awareness	CLS	TAPTCO		
	Preventing Backing Accidents	CLS	TAPTCO		
	On-the-road, safe driving skills	BTW	ODPC-TrackIt		
PM	On-the-road, safe driving skills	OBS	ODPC-TrackIt		
	End of MODULE Review - DeBrief (Daily Driving Standards Checklist)	CLS	ODPC-TrackIt		

		Delivery	Source	Student Initial	Instructor Initial
MODULE SEVEN: Date _____					
AM	Merging, Lane Changing & Passing	CLS	TAPTCO		
	Special Driving Conditions	CLS	TAPTCO		
	On-the-road, safe driving skills	BTW	ODPC-TrackIt		
PM	On-the-road, safe driving skills	OBS	ODPC-TrackIt		
	End of MODULE Review - DeBrief (Daily Driving Standards Checklist)	CLS	ODPC-TrackIt		

MODULE EIGHT: Date _____					
AM	Introduction to ADA & Sensitivity	CLS	TAPTCO		
	ADA, Lifts, Ramps & Securement	CLS	TAPTCO		
	Professionalism/Customer Service	CLS	TAPTCO		
	Lift Operations	PDS	ODPC-TrackIt		
PM	10 Commandments & Securement Systems	PDS	ODPC-TrackIt		
	End of MODULE Review - DeBrief (Daily Driving Standards Checklist)	CLS	ODPC-TrackIt		

MODULE NINE: Date _____					
AM	Map Reading	CLS	TAPTCO		
	Conflict/Aggression Management	CLS	TAPTCO		
	Accident & Emergency Procedures	CLS	TAPTCO		
	NTI - Warning Signs	CLS	TAPTCO		
	On-the-road	BTW	ODPC-TrackIt		
PM	On-the-road	OBS	ODPC-TrackIt		
	End of MODULE Review - DeBrief (Daily Driving Standards Checklist)	CLS	ODPC-TrackIt		

MODULE TEN: Date _____					
AM	Classroom Mastery Test	CLS	TAPTCO		
	On-the-road, Safe Driving & Routes	BTW	ODPC-TrackIt		
PM	On-the-road, Safe Driving & Routes	OBS	ODPC-TrackIt		
	On-the-road, Final Assessment (TAPTCO Final Driving Evaluation form)	BTW	ODPC-TrackIt		

MODULE ELEVEN: Date _____					
	Passenger & Package Check	CLS	DOH & TSI		
	Route Familiarization (Map & Route Sheet Review/Dry Run)	OBS	ODPC-TrackIt		
	Cadet ride along with passengers/Fare Box & Customer Mgmt	CDT	ODPC-TrackIt		
	Cadet driving with passengers (Cadetting Checklist)	CDT	ODPC-TrackIt		

MODULE TWELVE: Date _____					
	Cadet driving with passengers (Cadetting Checklist)	CDT	ODPC-TrackIt		

MODULE THIRTEEN: Date _____					
	Cadet driving with passengers (Cadetting Checklist)	CDT	ODPC-TrackIt		

MODULE FOURTEEN: Date _____					
	Cadet driving with passengers (Cadetting Checklist)	CDT	ODPC-TrackIt		

MODULE FIFTEEN: Date _____					
	Cadet driving with passengers (Cadetting Checklist)	CDT	ODPC-TrackIt		
	NEXT Evaluation	OBS	DOH-TrackIt		

Para Transit PASS - 90-120 days from hire

		Delivery	Source	Student Initial	Instructor Initial
PASS Certification Section 1: Date _____					
AM	Effective communication with passengers	CLS	PASS		
	ADA standards & laws	CLS	PASS		
	Transit Employee Occupational Safety and Health	CLS	PASS		
	People First Language	CLS	PASS		
PM	Assisting Passengers with Service Animals	CLS	PASS		
	Disability Awareness	CLS	PASS		
	Diabetes	CLS	PASS		
	Epilepsy or Seizure Disorders	CLS	PASS		

PASS Certification Section 2: Date _____					
AM	Kidney Dialysis	CLS	PASS		
	Mobility Equipment and Features	PDS	PASS		
	Advanced Lift Operation	PDS	PASS		
	Advanced Wheelchair Securement	PDS	PASS		
	Securing the Wheelchair Occupant	PDS	PASS		
PM	Transporting an Aging Society	CLS	PASS		
	Sexual Harassment	CLS	PASS		
	Accidents and Emergencies	CLS	PASS		
	Evacuation	CLS	PASS		
	Fire Extinguishers	PDS	PASS		

Transit Fixed Route PASS - 90-120 days from hire

		Delivery	Source	Student Initial	Instructor Initial
PASS Certification Section 1					
AM	Effective communication with passengers	CLS	PASS		
	ADA standards & laws	CLS	PASS		
	Transit Employee Occupational Safety and Health	CLS	PASS		
	People First Language	CLS	PASS		
PM	Assisting Passengers with Service Animals	CLS	PASS		
	Disability Awareness	CLS	PASS		
	Diabetes	CLS	PASS		
	Epilepsy or Seizure Disorders	CLS	PASS		
	Evacuation	CLS	PASS		
	Fire Extinguishers	PDS	PASS		



Appendix H: Drug and Alcohol Testing Policy

On the following pages, we have included our Drug and Alcohol Testing Policy.



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National Express Transit Corporation

Drug & Alcohol Policy

4/12/2018

ZERO TOLERANCE DRUG AND ALCOHOL TESTING POLICY

National Express

A. PURPOSE

1) National Express Transit provides public transit services as a hired transportation contractor for U.S. transit contracts that follow FTA guidelines and receive FTA funding. Part of our mission at these contracts is to ensure that our service is delivered safely, efficiently, and effectively by establishing a drug and alcohol-free work environment, and to ensure that the workplace remains free from the effects of drugs and alcohol in order to promote the health and safety of employees and the general public. In keeping with this mission, National Express declares that the unlawful manufacture, distribution, dispense, possession, or use of controlled substances or misuse of alcohol is prohibited for all employees.

2) Additionally, the purpose of this policy is to establish guidelines to maintain a drug and alcohol-free workplace in compliance with the Drug-Free Workplace Act of 1988, and the Omnibus Transportation Employee Testing Act of 1991. This policy is intended to comply with all applicable Federal regulations governing workplace anti-drug and alcohol programs in the transit industry. Specifically, the Federal Transit Administration (FTA) of the U.S. Department of Transportation has published 49 CFR Part 655, as amended, that mandates urine drug testing and breath alcohol testing for safety-sensitive positions, and prohibits performance of safety-sensitive functions when there is a positive test result. The U. S. Department of Transportation (USDOT) has also published 49 CFR Part 40, as amended, that sets standards for the collection and testing of urine and breath specimens.

3) Any provisions set forth in this policy that are included under the sole authority of National Express and are not provided under the authority of the above named Federal regulations are underlined. Tests performed under the employer's authority will not be collected using DOT forms.

B. APPLICABILITY

This Drug and Alcohol Testing Policy applies to all safety-sensitive employees (full- or part-time) when performing safety sensitive duties. National Express employees that do not perform safety-sensitive functions are also covered under this policy. A safety-sensitive function is operation of public transportation service including the operation of a revenue service vehicle (whether or not the vehicle is in revenue service), operation of a non-revenue service vehicle that requires a Commercial Driver License (CDL), maintenance of a revenue service vehicle or equipment used in revenue service, security personnel who carry firearms, dispatchers or persons controlling the movement of revenue service

vehicles. Maintenance functions include the repair, overhaul, and rebuild of engines, vehicles and/or equipment used in revenue service. A list of safety-sensitive positions that perform one or more of the above mentioned duties is provided in Attachment A. Supervisors are only safety sensitive if they perform one of the above functions. Volunteers are considered safety sensitive and subject to testing if they are required to hold a CDL, or receive remuneration for service in excess of actual expense.

C. DEFINITIONS

Accident: An occurrence associated with the operation of a revenue service vehicle even when not in revenue service, if as a result:

- a. An individual dies;
- b. An individual suffers a bodily injury and immediately receives medical treatment away from the scene of the accident; or,
- c. One or more vehicles incur disabling damage as the result of the occurrence and are transported away from the scene by a tow truck or other vehicle. For purposes of this definition, *disabling damage* means damage which precludes departure of any vehicle from the scene of the occurrence in its usual manner in daylight after simple repairs. Disabling damage includes damage to vehicles that could have been operated but would have been further damaged if so operated, but does not include damage which can be remedied temporarily at the scene of the occurrence without special tools or parts, tire disablement without other damage even if no spare tire is available, or damage to headlights, taillights, turn signals, horn, mirrors or windshield wipers that makes them inoperative.

Adulterated specimen: A specimen that has been altered, as evidenced by test results showing either a substance that is not a normal constituent for that type of specimen or showing an abnormal concentration of an endogenous substance.

Alcohol: The intoxicating agent in beverage alcohol, ethyl alcohol, or other low molecular weight alcohols contained in any beverage, mixture, mouthwash, candy, food, preparation or medication.

Alcohol Concentration: Expressed in terms of grams of alcohol per 210 liters of breath as measured by an evidential breath testing device.

Aliquot: A fractional part of a specimen used for testing, it is taken as a sample representing the whole specimen.

Canceled Test: A drug test that has been declared invalid by a Medical Review Officer. A canceled test is neither positive nor negative.

Confirmatory Drug Test: A second analytical procedure performed on a different aliquot of the original specimen to identify and quantify the presence of a specific drug or drug metabolite.

Confirmatory Validity Test: A second test performed on a different aliquot of the original urine specimen to further support a validity test result.

Covered Employee: An employee who performs a safety-sensitive function including an applicant or transferee who is being considered for hire into a safety-sensitive function (See Attachment A for a list of covered employees).

Designated Employer Representative (DER): An employee authorized by the employer to take immediate action to remove employees from safety-sensitive duties and to make required decisions in testing. The DER also receives test results and other communications for the employer, consistent with the requirements of 49 CFR Parts 40 and 655.

Department of Transportation (DOT): Department of the federal government which includes the, Federal Transit Administration, Federal Railroad Administration, Federal Highway Administration, Federal Motor Carriers' Safety Administration, Research and Special Programs, and the Office of the Secretary of Transportation.

Dilute specimen: A urine specimen with creatine and specific gravity values that are lower than expected for human urine.

Disabling damage: Damage which precludes departure of any vehicle from the scene of the occurrence in its usual manner in daylight after simple repairs. Disabling damage includes damage to vehicles that could have been operated but would have been further damaged if so operated, but does not include damage which can be remedied temporarily at the scene of the occurrence without special tools or parts, tire disablement without other damage even if no spare tire is available, or damage to headlights, taillights, turn signals, horn, mirrors or windshield wipers that makes them inoperative.

Evidentiary Breath Testing Device (EBT): A Device approved by the NHTSA for the evidential testing of breath at the 0.02 and the 0.04 alcohol concentrations. Approved devices are listed on the National Highway Traffic Safety Administration (NHTSA) conforming products list.

Initial Drug Test: (Screening Drug Test) the test used to differentiate a negative specimen from one that requires further testing for drugs or drug metabolites.

Initial Specimen Validity Test: The first test used to determine if a urine specimen is adulterated, diluted, substituted, or invalid

Invalid Drug Test: The result reported by an HHS-certified laboratory in accordance with the criteria established by the HHS Mandatory Guidelines when a positive, negative, adulterated, or substituted result cannot be established for a specific drug or specimen validity test.

Laboratory: Any U.S. laboratory certified by HHS under the National Laboratory Certification Program as meeting the minimum standards of Subpart C of the HHS Mandatory Guidelines for Federal Workplace Drug Testing Programs; or, in the case of foreign laboratories, a laboratory approved for participation by DOT under this part.

Limit of Detection (LOD): The lowest concentration at which a measured can be identified, but (for quantitative assays) the concentration cannot be accurately calculated.

Limit of Quantification: For quantitative assays, the lowest concentration at which the identity and concentration of the measurement can be accurately established.

Medical Review Officer (MRO): A licensed physician (medical doctor or doctor of osteopathy) responsible for receiving laboratory results generated by the drug testing program who has knowledge of substance abuse disorders, and has appropriate medical training to interpret and evaluate an individual's confirmed positive test result, together with his/her medical history, and any other relevant bio-medical information.

Negative Dilute: A drug test result which is negative for the five drug/drug metabolites but has a specific gravity value lower than expected for human urine.

Negative Result: The result reported by an HHS-certified laboratory to an MRO when a specimen contains no drug or the concentration of the drug is less than the cutoff concentration for the drug or drug class and the specimen is a valid specimen.

Non-negative test result: A urine specimen that is reported as adulterated, substitute, invalid, or positive for drug/drug metabolites.

Oxidizing Adulterant: A substance that acts alone or in combination with other substances to oxidize drugs or drug metabolites to prevent the detection of the drug or metabolites, or affects the reagents in either the initial or confirmatory drug test.

Performing (a safety-sensitive function): A covered employee is considered to be performing a safety-sensitive function and includes any period in which he or she is actually performing, ready to perform, or immediately available to perform such functions.

Positive Result: The result reported by an HHS- certified laboratory when a specimen contains a drug or drug metabolite equal or greater to the cutoff concentrations.

Prohibited drug: Identified as marijuana, cocaine, opioids, amphetamines (including ecstasy), or phencyclidine at levels above the minimum thresholds specified in 49 CFR Part 40, as amended.

Reconfirmed: The result reported for a split specimen when the second laboratory is able to corroborate the original result reported for the primary specimen.

Rejected for Testing: The result reported by an HHS-certified laboratory when no tests are performed for specimen because of a fatal flaw or a correctable flaw that has not been corrected.

Revenue Service Vehicles: All transit vehicles that are used for passenger transportation service or that require a CDL to operate. Include all ancillary vehicles used in support of the transit system.

Safety-sensitive functions: Employee duties identified as:

- (1) The operation of a transit revenue service vehicle even when the vehicle is not in revenue service.
- (2) The operation of a non-revenue service vehicle by an employee when the operation of such a vehicle requires the driver to hold a Commercial Driver's License (CDL).
- (3) Maintaining a revenue service vehicle or equipment used in revenue service.
- (4) Controlling the movement of a revenue service vehicle.
- (5) Carrying a firearm for security purposes.

Split Specimen Collection: A collection in which the urine collected is divided into two separate specimen bottles, the primary specimen (Bottle A) and the split specimen (Bottle B).

Substance Abuse Professional (SAP): A licensed physician (medical doctor or doctor of osteopathy) or licensed or certified psychologist, social worker, employee assistance professional, or addiction counselor (certified by the National Association of Alcoholism and Drug Abuse Counselors Certification Commission or by the International Certification Reciprocity Consortium/Alcohol and other Drug Abuse) with knowledge of and clinical experience in the diagnosis and treatment of drug and alcohol related disorders.

Substituted specimen: A urine specimen with creatinine and specific gravity values that are so diminished that they are not consistent with normal human urine.

Test Refusal: The following are considered a refusal to test if the employee:

- (1) Fails to appear for any test (excluding pre-employment) within a reasonable time, as determined by the employer, after being directed to do so by the employer
- (2) Fails to remain at the testing site until the testing process is complete
- (3) Fails to provide a urine or breath specimen for any drug or alcohol test required by 49 CFR Part 40, as amended or DOT agency regulations
- (4) In the case of a directly observed or monitored collection in a drug test, fails to permit the observation or monitoring of your provision of a specimen
- (5) Fails to provide a sufficient amount of urine or breathe when directed, and it has been determined, through a required medical evaluation, that there was no adequate medical explanation for the failure
- (6) Fails or declines to take a second test the employer or collector has directed you to take
- (7) Fails to undergo a medical examination or evaluation, as directed by the MRO as part of the verification process, or as directed by the DER as part of the "shy bladder" or "shy lung" procedures
- (8) Fails to cooperate with any part of the testing process (e.g., refuse to empty pockets when so directed by the collector, behave in a confrontational way that disrupts the collection process)
- (9) If the MRO reports that there is verified adulterated or substituted test result
- (10) Failure or refusal to sign Step 2 of the alcohol testing form
- (11) Failure to follow the observer's instructions during an observed collection including instructions to raise your clothing above the waist, lower clothing and underpants, and to turn around to permit the observer to determine if you have any type of prosthetic or other device that could be used to interfere with the collection process.
- (12) Possess or wear a prosthetic or other device that could be used to interfere with the collection process
- (13) Admit to the collector or MRO that you adulterated or substituted the specimen.

Verified negative test: A drug test result reviewed by a medical review officer and determined to have no evidence of prohibited drug use above the minimum cutoff levels established by the Department of Health and Human Services (HHS).

Verified positive test: A drug test result reviewed by a medical review officer and determined to have evidence of prohibited drug use above the minimum cutoff levels specified in 49 CFR Part 40 as amended.

Validity testing: The evaluation of the specimen to determine if it is consistent with normal human urine. Specimen validity testing will be conducted on all urine specimens provided for testing under DOT authority. The purpose of validity testing is to determine whether certain adulterants or foreign substances were added to the urine, if the urine was diluted, or if the specimen was substituted.

D. EDUCATION AND TRAINING

1) Every covered employee will receive a copy of this policy and will have ready access to the corresponding federal regulations including 49 CFR Parts 655 and Part 40, as amended. In addition, all covered employees will undergo a minimum of 60 minutes of training on the signs and symptoms of drug use including the effects and consequences of drug use on personal health, safety, and the work environment. The training also includes manifestations and behavioral cues that may indicate prohibited drug use. The training will be administered prior to any employee performing safety-sensitive functions and will be renewed once every two years.

2) All supervisory personnel or company officials who are in a position to determine employee fitness for duty will receive 60 minutes of reasonable suspicion training on the physical, behavioral, and performance indicators of probable drug use and 60 minutes of additional reasonable suspicion training on the physical, behavioral, speech, and performance indicators of probable alcohol misuse. The supervisor reasonable suspicion training will be renewed at a minimum every two years.

E. PROHIBITED SUBSTANCES

1) Prohibited substances addressed by this policy include the following.

a. Illegally Used Controlled Substance or Drugs Under the Drug-Free Workplace Act of 1988 any drug or any substance identified in Schedule I through V of Section 202 of the Controlled Substance Act (21 U.S.C. 812), and as further defined by 21 CFR 1300.11 through 1300.15 is prohibited at all times in the workplace unless a legal prescription has been written for the substance. This includes, but is not limited to: marijuana, amphetamines (including methamphetamine, MDMA, MDA, and ecstasy), Opioids (codeine, heroin, morphine, oxycodone, oxymorphone,

hydrocodone, and hydromorphone), phencyclidine (PCP), and cocaine, as well as any drug not approved for medical use by the U.S. Drug Enforcement Administration or the U.S. Food and Drug Administration. Illegal use includes use of any illegal drug, misuse of legally prescribed drugs, and use of illegally obtained prescription drugs. Also, the medical use of marijuana, or the use of hemp related products, which cause drug or drug metabolites to be present in the body above the minimum thresholds is a violation of this policy.

Federal Transit Administration drug testing regulations (49 CFR Part 655) as amended require that all covered employees be tested for marijuana, cocaine, amphetamines (including methamphetamine and ecstasy), opioids (including heroin), and phencyclidine as described in Section H of this policy. Illegal use of these five drugs is prohibited at all times and thus, covered employees may be tested for these drugs anytime that they are on duty.

a. Legal Drugs: The appropriate use of legally prescribed drugs and non-prescription medications is not prohibited. However, the use of any substance which carries a warning label that indicates that mental functioning, motor skills, or judgment may be adversely affected must be reported to a National Express supervisor and the employee is required to provide a written release from his/her doctor or pharmacist indicating that the employee can perform his/her safety-sensitive functions.

b. Alcohol: The use of beverages containing alcohol (including any mouthwash, medication, food, candy) or any other substances such that alcohol is present in the body while performing safety-sensitive job functions is prohibited. An alcohol test can be performed on a covered employee under 49 CFR Part 655, as amended just before, during, or just after the performance of safety-sensitive job functions.

F. PROHIBITED CONDUCT

1) All covered employees are prohibited from reporting for duty or remaining on duty any time there is a quantifiable presence of a prohibited drug or alcohol in the body above the minimum thresholds defined in 49 CFR PART 40, as amended.

2) Each covered employee is prohibited from consuming alcohol while performing safety-sensitive job functions or while on-call to perform safety-sensitive job functions. If an on-call employee has consumed alcohol, they must acknowledge the use of alcohol at the time that they are called to report for duty. The covered employee will subsequently be relieved of his/her on-call responsibilities and subject to discipline for not fulfilling his/her on-call responsibilities.

3) FTA Rule Section 655.31(b) states: "Each employer shall prohibit a covered employee, while Requirement: having an alcohol concentration of 0.04 or greater, from performing

or continuing to perform a safety-sensitive function". Additionally, each National Express employee is prohibited from reporting to work or remaining on duty requiring the performance of safety-sensitive functions while having an alcohol concentration of 0.02 or greater regardless of when the alcohol was consumed under National Express own authority.

4) No covered employee shall consume alcohol for eight (8) hours following involvement in an accident or until he/she submits to the post-accident drug/alcohol test, whichever occurs first.

5) No covered employee shall consume alcohol within four (4) hours prior to the performance of safety-sensitive job functions. National Express shall not permit any covered employee to perform or continue to perform safety-sensitive functions if it has actual knowledge that the employee is using alcohol.

6) National Express under its own authority, also prohibits the consumption of alcohol at all times the employee is on duty, or anytime the employee is in uniform.

7) Consistent with the Drug-free Workplace Act of 1988, all National Express employees are prohibited from engaging in the unlawful manufacture, distribution, dispensing, possession, or use of prohibited substances in the work place including transit system premises and transit vehicles.

G. DRUG STATUTE CONVICTION

Consistent with the Drug Free Workplace Act of 1998, all employees are required to notify the National Express management of any criminal drug statute conviction for a violation occurring in the workplace within five days after such conviction. Failure to comply with this provision shall result in disciplinary action as defined in Section Q of this policy.

H. TESTING REQUIREMENTS

1) Analytical urine drug testing and breath testing for alcohol will be conducted as required by 49 CFR Part 40, as amended. All covered employees shall be subject to testing prior to performing safety-sensitive duty, for reasonable suspicion, following an accident, and random as defined in Section K, L, M, and N of this policy, and return to duty/follow-up.

2) A drug test can be performed any time a covered employee is on duty. A reasonable suspicion and random alcohol test can be performed just before, during, or after the performance of a safety-sensitive job function. An alcohol test can be performed any time a covered employee is on duty.

3) All covered employees will be subject to urine drug testing and breath alcohol testing as a condition of ongoing employment with National Express. Any safety-sensitive employee who refuses to comply with a request for testing shall be removed from duty and subject to discipline as defined in Section Q of this policy.

I. DRUG TESTING PROCEDURES

1) Testing shall be conducted in a manner to assure a high degree of accuracy and reliability and using techniques, equipment, and laboratory facilities which have been approved by the U.S. Department of Health and Human Service (HHS). All testing will be conducted consistent with the procedures set forth in 49 CFR Part 40, as amended. The procedures will be performed in a private, confidential manner and every effort will be made to protect the employee, the integrity of the drug testing procedure, and the validity of the test result.

The following protocol must be met by the applicant or employee related to testing to ensure accurate collection information:

- Providing government-issued photo identification
- Emptying his/her pockets
- Completing and signing consent, release of information and chain of custody forms
- Following DOT/federal urine collection procedures in cooperation with the collection site.

2) The drugs that will be tested for includes, but is not limited to: marijuana, amphetamines (including methamphetamine, MDMA, MDA, and ecstasy), Opioids (codeine, heroin, morphine, oxycodone, oxymorphone, hydrocodone, and hydromorphone), phencyclidine (PCP), and cocaine, as well as any drug not approved for medical use by the U.S. Drug Enforcement Administration or the U.S. Food and Drug Administration. After the identity of the donor is checked using picture identification, a urine specimen will be collected using the split specimen collection method described in 49 CFR Part 40, as amended. Each specimen will be accompanied by a DOT Chain of Custody and Control Form and identified using a unique identification number that attributes the specimen to the correct individual. The specimen analysis will be conducted at a HHS certified laboratory. An initial drug screen and validity test will be conducted on the primary urine specimen. For those specimens that are not negative, a confirmatory Gas Chromatography/Mass Spectrometry (GC/MS) test will be performed. The test will be considered positive if the amounts of the drug(s) and/or its metabolites identified by the GC/MS test are above the minimum thresholds established in 49 CFR Part 40, as amended.

3) The test results from the HHS certified laboratory will be reported to a Medical Review Officer. A Medical Review Officer (MRO) is a licensed physician with detailed knowledge of substance abuse disorders and drug testing. The MRO will review the test results to

ensure the scientific validity of the test and to determine whether there is a legitimate medical explanation for a confirmed positive, substitute, or adulterated test result. The MRO will attempt to contact the employee to notify the employee of the non-negative laboratory result, and provide the employee with an opportunity to explain the confirmed laboratory test result. The MRO will subsequently review the employee's medical history/medical records as appropriate to determine whether there is a legitimate medical explanation for a non-negative laboratory result. If no legitimate medical explanation is found, the test will be verified positive or refusal to test and reported to the National Express Drug and Alcohol Program Manager (DAPM). If a legitimate explanation is found, the MRO will report the test result as negative to the DAPM and no further action will be taken. In cases where the MRO verifies a legally valid prescription and reports the test as negative to the employer, the MRO has responsibility under 49 CFR Part 40 to address potential safety concerns. If the MRO has a safety concern and determines that, despite a legally valid prescription and verified negative test result, the employee is either likely to be rendered medically unqualified under the applicable DOT agency regulation and/or is likely to pose a significant safety risk if they continue to perform safety sensitive duties, the MRO must provide the employee five (5) business days to have the prescribing physician contact the MRO prior to the safety concern letter being reported to the employer. This five (5) day period allows the prescribing physician to contact the MRO to determine if any actions can be taken which will alleviate the MRO's safety concern (e.g. change of medication, modified treatment plan). If this information is not received from the prescribing physician within five (5) business days, the MRO is required to report the safety concern to the employer. Under the sole authority of National Express, upon notification, any safety sensitive employee that has been determined to be a potential safety risk will be removed from performing safety sensitive duties until which time the prescribing doctor provides medical clearance. The medical clearance will be reviewed by the DAPM and MRO prior to placing the employee back in a safety sensitive position.

4) If the test is invalid without a medical explanation, a retest will be conducted under direct observation. Employees do not have access to a test of their split specimen following an invalid result.

5) Any covered employee who questions the results of a required drug test under paragraphs K through P of this policy may request that the split sample be tested. The split sample test must be conducted at a second HHS-certified laboratory with no affiliation with the laboratory that analyzed the primary specimen. The test must be conducted on the split sample that was provided by the employee at the same time as the primary sample. The method of collecting, storing, and testing the split sample will be consistent with the procedures set forth in 49 CFR Part 40, as amended. The employee's request for a split sample test must be made to the Medical Review Officer within 72 hours of notice of the original sample verified test result. Requests after 72 hours will only be accepted at the discretion of the MRO if the delay was due to documentable facts that were beyond the control of the employee. National Express will ensure that the cost

for the split specimen are covered in order for a timely analysis of the sample, however National Express will seek reimbursement for the split sample test from the employee.

6) If the analysis of the split specimen fails to confirm the presence of the drug(s) detected in the primary specimen, if the split specimen is not able to be analyzed, or if the results of the split specimen are not scientifically adequate, the MRO will declare the original test to be canceled. If the split specimen is not available to analyze the MRO will direct National Express to retest the employee under direct observation.

7) The split specimen will be stored at the initial laboratory until the analysis of the primary specimen is completed. If the primary specimen is negative, the split will be discarded. If the primary is positive, the split will be retained for testing if so requested by the employee through the Medical Review Officer. If the primary specimen is positive, it will be retained in frozen storage for one year and the split specimen will also be retained for one year.

8) Observed collections

a. Consistent with 49 CFR Part 40, as amended, collection under direct observation (by a person of the same gender) with no advance notice will occur if:

i. The laboratory reports to the MRO that a specimen is invalid, and the MRO reports to National Express that there was not an adequate medical explanation for the result;

ii. The MRO reports to National Express that the original positive, adulterated, or substituted test result had to be cancelled because the test of the split specimen could not be performed;

iii. The laboratory reported to the MRO that the specimen was negative-dilute with a creatinine concentration greater than or equal to 2 mg/dL but less than or equal to 5 mg/dL, and the MRO reported the specimen to you as negative-dilute and that a second collection must take place under direct observation (see §40.197(b)(1)).

The collector observes materials brought to the collection site or the employee's conduct clearly indicates an attempt to tamper with a specimen;

The temperature on the original specimen was out of range;

- vi. Anytime the employee is directed to provide another specimen because the original specimen appeared to have been tampered with.
- vii. All follow-up-tests; or
- viii. All return-to-duty tests

J. ALCOHOL TESTING PROCEDURES

1) Tests for breath alcohol concentration will be conducted utilizing a National Highway Traffic Safety Administration (NHTSA)-approved Evidential Breath Testing device (EBT) operated by a trained Breath Alcohol Technician (BAT). Alcohol screening tests may be performed using a non-evidential testing device which is also approved by NHSTA. If the initial test indicates an alcohol concentration of 0.02 or greater, a second test will be performed to confirm the results of the initial test. The confirmatory test must occur on an EBT. The confirmatory test will be conducted at least fifteen minutes after the completion of the initial test. The confirmatory test will be performed using a NHTSA-approved EBT operated by a trained BAT. The EBT will identify each test by a unique sequential identification number. This number, time, and unit identifier will be provided on each EBT printout. The EBT printout, along with an approved alcohol testing form, will be used to document the test, the subsequent results, and to attribute the test to the correct employee. The test will be performed in a private, confidential manner as required by 49 CFR Part 40, as amended. The procedure will be followed as prescribed to protect the employee and to maintain the integrity of the alcohol testing procedures and validity of the test result.

2) An employee who has a confirmed alcohol concentration of 0.04 or greater will be considered a positive alcohol test and in violation of this policy. The consequences of a positive alcohol test are described in Section Q. of this policy. Even though an employee who has a confirmed alcohol concentration of 0.02 to 0.039 is not considered positive, the employee shall still be removed from duty for at least eight hours or for the duration of the work day whichever is longer and will be subject to the consequences described in Section Q of this policy, which is termination of the employee for a positive test result. An alcohol concentration of less than 0.02 will be considered a negative test.

3) National Express affirms the need to protect individual dignity, privacy, and confidentiality throughout the testing process. If at any time the integrity of the testing procedures or the validity of the test results is compromised, the test will be canceled. Minor inconsistencies or procedural flaws that do not impact the test result will not result in a cancelled test.

4) The alcohol testing form (ATF) required by 49 CFR Part 40 as amended, shall be used for all FTA required testing. Failure of an employee to sign step 2 of the ATF will be considered a refusal to submit to testing.

K. PRE-EMPLOYMENT TESTING

1) All applicants for covered transit positions shall undergo urine drug testing prior to performance of a safety-sensitive function.

a. All offers of employment for covered positions shall be extended conditional upon the applicant passing a drug test. An applicant will not be allowed to perform safety-sensitive functions unless the applicant takes a drug test with verified negative results.

b. A non-covered employee shall not be placed, transferred or promoted into a covered position until the employee takes a drug test with verified negative results.

c. If an applicant has previously failed or refused a drug test, the conditional offer of employment shall be rescinded. Failure of a pre-employment drug test will disqualify an applicant for employment for a period of at least one year. Before being considered for future employment the applicant must provide the employer proof of having successfully completed a referral, evaluation and treatment plan as described in Section 655.62 of subpart G. The cost for the assessment and any subsequent treatment will be the sole responsibility of the applicant.

d. When an employee being placed, transferred, or promoted from a non-covered position to a covered position submits a drug test with a verified positive result, the employee shall be subject to disciplinary action in accordance with Section Q herein.

e. If a pre-employment/pre-transfer test is canceled, National Express will require the applicant to take and pass another pre-employment drug test before they are hired.

f. In instances where a covered employee is on extended leave for a period of 90 consecutive days or more regardless of reason, and is not in the random testing pool, the employee will be required to take a pre-employment drug test under 49 CFR Part 655, as amended and have negative test results prior to the conduct of safety-sensitive job functions.

g. Following a negative dilute the employee will be required to undergo another test. Should this second test result in a negative dilute result, the test

will be considered a negative and no additional testing will be required unless directed to do so by the MRO.

h. Applicants are required to report previous DOT covered employer drug and alcohol test results—Failure to do so will result in the employment offer being rescinded. If the applicant has tested positive or refused to test on a pre-employment test for a DOT covered employer, the applicant must provide National Express proof of having successfully completed a referral, evaluation and treatment plan as described in 49 CFR Section 655.62 of subpart G., as amended.

L. REASONABLE SUSPICION TESTING

1) All National Express covered employees will be subject to a reasonable suspicion drug and/or alcohol test when the employer has reasonable suspicion to believe that the covered employee has used a prohibited drug and/or engaged in alcohol misuse. Reasonable suspicion shall mean that there is objective evidence, based upon specific, contemporaneous, articulable observations of the employee's appearance, behavior, speech or body odor that are consistent with possible drug use and/or alcohol misuse. Reasonable suspicion referrals must be made by one or more supervisors who are trained to detect the signs and symptoms of drug and alcohol use, and who reasonably concludes that an employee may be adversely affected or impaired in his/her work performance due to possible prohibited substance abuse or alcohol misuse. A reasonable suspicion alcohol test can only be conducted just before, during, or just after the performance of a safety-sensitive job function. However, under National Express's authority, a reasonable suspicion alcohol test may be performed any time an employee, including non-safety sensitive, is on duty.

2) National Express shall be responsible for transporting the employee to the testing site. Supervisors should avoid placing themselves and/or others into a situation which might endanger the physical safety of those present. The employee shall be placed on administrative leave pending disciplinary action described in Section Q of this policy. An employee who refuses an instruction to submit to a drug/alcohol test shall not be permitted to finish his or her shift and shall immediately be placed on administrative leave pending disciplinary action as specified in Section Q of this policy.

3) A written record of the observations which led to a drug/alcohol test based on reasonable suspicion shall be prepared and signed by the supervisor making the observation. This written record will be kept on file.

4) When there are no specific, contemporaneous, articulable objective facts that indicate current drug or alcohol use, but the employee (who is not already a participant in a treatment program) admits the abuse of alcohol or other substances to a supervisor in his/her chain of command, the employee shall be referred to the SAP for an assessment.

National Express shall place the employee on administrative leave in accordance with the provisions set forth under Section Q of this policy. Testing in this circumstance would be performed under the direct authority of National Express. Since the employee self-referred to management, testing under this circumstance would not be considered a violation of this policy or a positive test result under Federal authority. However, self-referral does not exempt the covered employee from testing under Federal authority as specified in Sections L through N of this policy or the associated consequences as specified in Section Q.

M. POST-ACCIDENT TESTING

1) All covered employees will be required to undergo urine and breath testing if they are involved in an FTA threshold accident with a transit revenue service vehicle regardless of whether or not the vehicle is in revenue service that results in a fatality. This includes all surviving covered employees that are operating the vehicle at the time of the accident and any other whose performance cannot be completely discounted as a contributing factor to the accident.

2) In addition, for non-fatality accidents a post-accident test will be conducted if an accident results in injuries requiring immediate transportation to a medical treatment facility; or one or more vehicles incurs disabling damage and is towed from the scene, unless the operator's performance can be completely discounted as a contributing factor to the accident.

a. As soon as practicable following an accident, as defined in this policy, the transit supervisor investigating the accident will notify the transit employee operating the transit vehicle and all other covered employees whose performance could have contributed to the accident of the need for the tests. The supervisor will make the determination using the best information available at the time of the decision.

b. The appropriate supervisor shall ensure that an employee, required to be tested under this section, is tested as soon as practicable, but no longer than eight (8) hours of the accident for alcohol, and no longer than 32 hours for drugs. If an alcohol test is not performed within two hours of the accident, the supervisor will document the reason(s) for the delay. If the alcohol test is not conducted within (8) eight hours, or the drug test within 32 hours, attempts to conduct the test must cease and the reasons for the failure to test documented.

c. Any covered employee involved in an accident must refrain from alcohol use for eight (8) hours following the accident or until he/she undergoes a post-accident alcohol test.

d. An employee who is subject to post-accident testing who fails to remain readily available for such testing, including notifying a supervisor of his or her location if he or she leaves the scene of the accident prior to submission to such test, may be deemed to have refused to submit to testing.

e. Nothing in this section shall be construed to require the delay of necessary medical attention for the injured following an accident, or to prohibit an employee from leaving the scene of an accident for the period necessary to obtain assistance in responding to the accident, or to obtain necessary emergency medical care.

f. In the rare event that National Express is unable to perform an FTA drug and alcohol test (i.e., employee is unconscious, employee is detained by law enforcement agency), National Express may use drug and alcohol post-accident test results administered by local law enforcement officials in lieu of the FTA test. The local law enforcement officials must have independent authority for the test and the employer must obtain the results in conformance with local law.

N. RANDOM TESTING

1) All covered employees will be subjected to random, unannounced testing. The selection of employees shall be made by a scientifically valid method using a D.O.T approved computer sampling program that randomly generates an employee identifier list from the appropriate pool of safety-sensitive employees.

2) The dates for administering unannounced testing of randomly selected employees shall be spread reasonably throughout the calendar year on all days and hours when safety sensitive functions are performed.

3) The number of employees randomly selected for drug/alcohol testing during the calendar year shall be not less than the percentage rates established by Federal regulations for those safety-sensitive employees subject to random testing by Federal regulations.

4) Each covered employee shall be in a pool from which the random selection is made. Each covered employee in the pool shall have an equal chance of selection each time the selections are made. Employees will remain in the pool and subject to selection, whether or not the employee has been previously tested. There is no discretion on the part of management in the selection.

5) All non-safety sensitive employees will be included in one random pool maintained separately from the testing pool of employees that are included solely under FTA safety sensitive testing requirements.

6) Random tests can be conducted at any time during an employee's shift for drug testing. Alcohol random tests can be performed just before, during, or just after the performance of a safety sensitive duty.

7) Employees are required to proceed immediately to the collection site upon notification of their random selection.

O. ZERO TOLERANCE TESTING POLICY

On National Express' own authority, there shall be no Return-to-Duty testing as defined by FTA regulations for safety-sensitive employees who have confirmed positive results for drug or alcohol tests. National Express Transit has a "zero tolerance" policy, and employees who test positive for drugs or alcohol will be terminated.

P. FOLLOW-UP TESTING

There shall be no Follow-Up testing as defined by FTA regulations for safety-sensitive employees who have confirmed positive results for drug or alcohol tests. National Express Transit has a "zero tolerance" policy, and employees who test positive for drugs or alcohol will be terminated.

Q. RESULT OF DRUG/ALCOHOL TEST

1) Any covered employee that has a verified positive drug or alcohol test will be removed from his/her safety-sensitive position, informed of educational and rehabilitation programs available, referred to a Substance Abuse Professional (SAP) for assessment, and will be terminated.

2) Following a negative dilute the employee will be required to undergo another test. Should this second test result in a negative dilute result, the test will be considered a negative and no additional testing will be required unless directed to do so by the MRO. If National Express directs the employee to take another test, we will ensure that the employee is given the minimum possible advance notice that he or she must go to the collection site. If the employee takes another test, the result of the second test--not that of the original test--becomes the test of record.

3) A positive drug and/or alcohol test will also result in disciplinary action as specified herein.

a. After receiving notice of a verified positive drug test result, a confirmed alcohol test result, or a test refusal, the National Express Drug and Alcohol Program Manager will contact the employee's supervisor to have the employee cease performing any safety-sensitive function.

b. The employee shall be referred to a Substance Abuse Professional and on National Express' own authority will be terminated.

4) Refusal to submit to a drug/alcohol test shall be considered a positive test result and shall result in termination. A test refusal includes the following circumstances:

(1) A covered employee who consumes alcohol within eight (8) hours following involvement in an accident without first having submitted to post-accident drug/alcohol tests.

(2) A covered employee who leaves the scene of an accident without a legitimate explanation prior to submission to drug/alcohol tests.

(3) A covered employee who provides an insufficient volume of urine specimen or breath sample without a valid medical explanation. The medical evaluation shall take place within 5 days of the initial test attempt.

(4) A verbal or written declaration, obstructive behavior, or physical absence resulting in the inability to conduct the test within the specified time frame.

(5) A covered employee whose urine sample has been verified by the MRO as substitute or adulterated.

(6) A covered employee fails to appear for any test within a reasonable time, as determined by the employer, after being directed to do so by the employer.

(7) A covered employee fails to remain at the testing site until the testing process is complete.

(8) A covered employee fails to provide a urine specimen for any drug test required by 49 CFR Part 40, as amended or DOT agency regulations.

(9) A covered employee fails to permit the observation or monitoring of a specimen collection.

(10) A covered employee fails or declines to take a second test the employer or collector has directed you to take.

(11) A covered employee fails to undergo a medical examination or evaluation, as directed by the MRO as part of the verification process, or as directed by the DER "for a shy bladder" or "shy lung" procedures.

(12) A covered employee fails to cooperate with any part of the testing process (e.g., refuse to empty pockets when so directed by the collector; behave in a confrontational way that disrupts the collection process).

(13) Failure to sign Step 2 of the Alcohol Testing form.

(14) Failure to follow the observer's instructions during an observed collection including instructions to raise your clothing above the waist, lower clothing and underpants, and to turn around to permit the observer to determine if you have any type of prosthetic or other device that could be used to interfere with the collection process.

(15) Possess or wear a prosthetic or other device that could be used to interfere with the collection process.

(16) Admit to the collector or MRO that you adulterated or substituted the specimen.

(17) Any employee who an MRO verifies that has supplied an adulterated or altered sample is considered a positive result by that employee.

5) An alcohol test result of 0.02 to 0.039 BAC shall result in the removal of the employee from duty until (1) The employee's alcohol concentration measures less than 0.02; or (2) The start of the employee's next regularly scheduled duty period, but not less than eight hours following administration of the test. The employee will not be allowed to return to safety-sensitive duty for his/her next shift until he/she submits to an alcohol test with a result of less than 0.02 BAC.

National Express under its own authority maintains a zero tolerance policy on drug and alcohol use and as such consequences will be termination for a test result of .02 or greater, even on the first occurrence so that employee will not be returning to duty if they test positive.

6) Failure of an employee to report within five days of a criminal drug statute conviction for a violation occurring in the workplace shall result in termination.

R. GRIEVANCE AND APPEAL

Not applicable due to National Express's Zero Tolerance Policy.

S. PROPER APPLICATION OF THE POLICY

National Express is dedicated to assuring fair and equitable application of this substance abuse policy. Therefore, supervisors/managers are required to use and apply all aspects of this policy in an unbiased and impartial manner. Any supervisor/manager who knowingly disregards the requirements of this policy, or who is found to deliberately misuse the policy in regard to subordinates, shall be subject to disciplinary action, up to and including termination.

T. INFORMATION DISCLOSURE

1) Drug/alcohol testing records shall be maintained by the National Express Drug and Alcohol Program Manager and, except as provided below or by law, the results of any drug/alcohol test shall not be disclosed without express written consent of the tested employee.

2) The employee, upon written request, is entitled to obtain copies of any records pertaining to their use of prohibited drugs or misuse of alcohol including any drug or alcohol testing records. Covered employees have the right to gain access to any pertinent records such as equipment calibration records, and records of laboratory certifications. Employees may not have access to SAP referrals and follow-up testing plans.

3) Records of a verified positive drug/alcohol test result shall be released to the Drug and Alcohol Program Manager, and other transit system management personnel on a need to know basis.

4) Records will be released to a subsequent employer only upon receipt of a written request from the employee.

5) Records of an employee's drug/alcohol tests shall be released to the adjudicator in a lawsuit, or other court proceeding initiated by or on behalf of the tested individual arising from the results of the drug/alcohol test. The records will be released to the decision maker in the preceding.

6) Records will be released to the National Transportation Safety Board (NTSB) during an accident investigation.

7) Information will be released in a criminal or civil action resulting from an employee's performance of safety-sensitive duties, in which a court of competent jurisdiction determines that the drug or alcohol test information is relevant to the case and issues an order to National Express to release the information. National Express will release the information to the decision maker in the proceeding with a binding stipulation that it will only be released to parties of the proceeding.

8) Records will be released to the DOT or any DOT agency with regulatory authority over the employer or any of its employees.

9) Records will be released if requested by a Federal, state or local safety agency with regulatory authority over National Express and the employee.

10) If a party seeks a court order to release a specimen or part of a specimen contrary to any provision of 49 CFR Part 40, as amended, necessary legal steps to contest the issuance of the order will be taken.

11) In cases of a contractor or sub-recipient of a state department of transportation, records will be released when requested by such agencies that must certify compliance with the regulation to the FTA.

Signature Page for DOT/FTA and Company Drug and Alcohol Testing Procedures

Acknowledgment of Receipt

I hereby acknowledge that I have been given a copy of National Express' Drug and Alcohol Testing policy (DOT / FTA Procedures and Company Procedures), as located in National Express' Administrative Policy & Procedure Manual, and assume full responsibility for reading and understanding all of its provisions. I further understand that these policies supersede any and all previous policies, handbooks, and oral or implied promises or representations regarding drug and alcohol testing.

I also acknowledge that I have been given a copy of the Drug and Alcohol Awareness Information explaining the effects of alcohol and drug use on an individual's health, work and personal life.

Date

CSC Number

Signature of Employee

Employee Number

Employee Name (please print)

This form is to be retained in the employee personnel file.

Attachments

Attach appropriate list(s) established for the respective transit location's policy.

Attachment A – List of Safety-Sensitive Position (Location to provide based on their organizational structure)

Attachment B – Program Policy Contacts (Location to prepare – GM is program manager and primary DER, Safety Manager is secondary DER)

Attachment C – Professional Service Providers (Contact to include clinic(s) and SAP)

**National Express Transit
Drug and Alcohol Policy
Attachment A - Safety Sensitive
Employees**

Listed below are the positions that are safety sensitive at

Last update date

Attachment B – Designated Service Providers for Drug and Alcohol Testing Conducted Under the Terms of this Policy

Management Responsibilities		
DER		
Job Title		
Location Address		
Location Phone Number		

Drug Testing Laboratory	
Lab	
Address, City, State	
Phone	

Medical Review Officer	
Medical Review Officer	
Address, City, State	
Phone	

Last update date

**National Express Transit
Drug and Alcohol Policy
Attachment C – Substance Abuse
Providers**

Listed below are the substance abuse providers at:

Substance Abuse Provider	
Address, City, State	
Phone Number	

Substance Abuse Provider	
Address, City, State	
Phone Number	

Substance Abuse Provider	
Address, City, State	
Phone Number	

Last update date



Appendix I: Accident Reporting

On the following pages, we have included our Accident Reporting policy.



This page left intentionally blank.

Accidents/Incidents are not to be called in and emailed. It is one or the other. They are called in Monday thru Friday from 8 am to 5 pm and emailed at any other time.

Normal Accident Reporting Procedures Mon-Fri 8 am to 5 pm

- Driver has an accident – they check to see if all passengers(if applicable) are OK and makes an assessment as to whether or not EMS is needed.
- Dispatcher receives the call from the driver. They obtain all of the information available at the time of the call.
- Dispatcher makes ALL necessary calls for EMS – (911) if necessary.
- Dispatcher contacts Lisa Maurer or Matt Lundgren on ALL accidents for confirmation of proper handling of the accident/incident (additional actions to be taken).
- Dispatcher determines if Pace is called or emailed. [Pace will be notified by email after 5 pm and before 8 am Monday thru Friday. A call will be made during business hours of 8 am to 5 pm M-F]

After Hours Emergency Accident Reporting procedures:

- Driver has an accident – they check to see if all passengers(if applicable) are OK and makes an assessment as to whether or not EMS is needed Driver contacts dispatcher to report the accident/incident
- Dispatcher receives the call from the driver. They obtain all information available at the time of the call.
- Dispatcher makes ALL necessary calls for EMS – (911) if necessary.
- Dispatcher contacts Lisa Maurer or Matt Lundgren on ALL accidents for confirmation of handling accident/incident(additional actions to be taken).
- Dispatcher contacts PACE with accident/incident information regardless of the day or time of day within 15 minutes of receiving the call-in information from the driver.
- Dispatcher will contact the Driver Supervisor's office for availability of a Road Supervisor to be sent to the scene of the accident/incident (if applicable). Road Supervisor will be responsible for transporting the driver back to base in the event they are subjected to a D/A testing.
- If any additional information is obtained during the course of the handling of the accident/incident, the dispatcher will continue to contact Pace with any/all said changes.



Appendix J: Mobilization Reference Letters

On the following pages, we have included letters demonstrating our excellence in mobilization efforts.



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manteca *transit*

January 10, 2018

To Whom It May Concern:

SUBJECT: National Express Transit Corporation (NEXT)

I am pleased to write this letter of recommendation for National Express Transit Corporation, who was awarded the operations contract for Manteca Transit in November, 2017, taking over from our former contractor who had held the contract for more than ten years.

What was most impressive was NEXT's willingness and ability to accelerate the transition date one month sooner than we had originally anticipated. NEXT had a very short amount of time (less than two weeks) to get everything into place for a seamless transition. To my amazement, every detail was addressed from driver training right down to the new uniforms. While the thought of transitioning was daunting to Manteca, NEXT's transition staff assured us by their constant and detailed communication. On roll out day, the buses were impeccably clean and in tip-top condition, and the drivers were beaming as the transit operation proceeded without a glitch. Our transit patrons had no idea there was a new company, except for the new uniforms worn by the drivers.

I attribute this successful transition to Reno Navarette, who has been involved from day one through mobilization and even now, two months into the operation. He is dedicated and committed to ensuring our satisfaction and remains accessible and extremely responsive. He is absolutely the best to work with.

Service has improved under NEXT and this is attributable to their ability to immediately recognize areas needing improvement and their staff's dedication to enhancing the overall system operation. They work closely with me on a daily basis to ensure that their performance is meeting both our expectations and the community's needs. On many occasions, the staff has gone above and beyond to provide excellent customer service. We are already receiving more compliments than complaints.

Our drivers are also a testament to the improved service under NEXT. They continually provide positive feedback on the many positive changes implemented by NEXT under the new operations contract. This has created a noticeable improvement in employee morale. Given the remarkable changes and enhancements in just a few short months, we fully expect our transit service to continue to improve, grow and thrive under the high standards set by National Express Transit Corporation.

Based on our experience partnering with NEXT, we would highly recommend them to provide any public transportation services.

Please do not hesitate to contact me at 760.964.2345 for additional information regarding our relationship with NEXT and their performance in Manteca. I affirm that I am not a family member of any of the owners or employees of NEXT, nor do I have any financial interest in any RFP which they are responding to.

Sincerely,



Georgia Lantsberger
Transit Analyst, City of Manteca Transit



Kern Transit
2700 'M' Street Suite 400
Bakersfield, CA 93301
(661) 862-8850

Judith Crawford, Chief Executive Officer
National Express
4300 Weaver Parkway
Warrenville, IL 60555

Ms. Crawford,

The Kern County Board of Supervisors approved the operations agreement between Kern Regional Transit and National Express Transit on November 1, 2016. National Express began providing daily operations service on January 1, 2017.

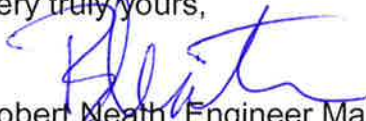
National Express took the lead during the interim months of November and December to execute a smooth, transparent transition from our former contractor to National Express. Mark Foster and Reno Navarette were lead. They gathered a team comprised of personnel specialists, IT specialists, communication specialists and operations training specialists to cover all aspects of the transition. National Express staff moved into a local Bakersfield facility during the transition.

The to-be-accomplished task list was daunting for Kern Transit staff as we had never experienced such a monumental change in such a short time frame. However, Mark and Reno and their transition staff motored through the list, not missing one listed item. We were completely impressed with the efficiency and the thoroughness of the work being performed.

The most impressive accomplishment of the transition was the constant, timely, detailed level of communication between Mark, Reno and Kern Transit staff as well as the open, honest and thorough communication between the National Express transition team and all of the employees of the former contractor who made the transition to National Express. Informational meetings with staff were immediately held to allay employee concerns as well as to outline operations staff expectations and responsibilities during the transition. All trainings were planned to ensure all employees would have the opportunity to attend. National Express staff traveled to our outlying offices to make training attendance more feasible for the out of town staff. There were weekly phone call progress updates from Mark and Reno to the Kern Transit staff. And, there were several in person update meetings.

Start of business January 2, 2017 (January 1st being a holiday) was as if nothing had changed. Drivers and dispatchers accomplished their daily routine normally. The riders had no idea of the new company save for the new uniforms worn by the drivers. The computers, the phones, the e-mails -all new- did not give away their newness. The transition was as seamless as we could have hoped for. Further, the level of communication and effort continued by National Express past the initial transition, assures Kern Transit we have made a solid choice in selecting National Express as our Operations Provider.

Very truly yours,



Robert Meath, Engineer Manager
Kern Transit
661-862-8859
bobn@co.kern.ca.us



Denise Haynes, Administrative Coordinator
Kern Transit
661-862-5078
haynesd@co.kern.ca.us
www.kerntransit.org



September 1, 2016

Mr. Reno Navarette
Director Business Development
National Express
405 N Spruce Street
Montebello, CA 90640

Re: **2016 MTA Metro Bus Bridge Service**

Dear Mr. Navarette:

The MTA is dedicated to the safety of its Metro Rail infrastructure, and as such we are working hard to perform any needed maintenance while keeping service disruptions to a minimum. The Metro Rail Interlocking project is now completed, and the operational support during the 23 days of the shutdown was by any measure a complete success.

This success could not have been possible without the support, and cooperation of each of our many contractors and partners. Your organization stepped up when needed, and your team never failed in helping us to keep our Metro Rail passengers moving throughout the period of the shut-down. Personally, your leadership will not be forgotten.

Thank you for helping the MTA to meet its mission in the provision of Safe, Efficient, Reliable Transportation with World Class Customer Service.

Sincerely,

Scott Schell
Manager Contract Compliance
Core Services





311 Sacramento Street • Vallejo, CA 94590 • (707) 648-4046 • (707) 648-4260 Fax

July 1, 2013

Mark Foster, Vice President
National Express Transit Corporation
29834 N. Cave Creek Road, Suite 118
Cave Creek, Arizona

Dear Mark,

As you know the SolTrans Board of Directors awarded National Express Transit Services Corporation a service contract to operate all the SolTrans fixed route, paratransit, and dial-a-ride services at the March 21, 2013 Board meeting.

While National Express was not the low cost provider, the interview panel felt like the proposal submitted by your firm represented the most qualified proposal.

With the dedication of you and the rest of your start-up team during this process and the obstacles that you encountered along the way, you were able to accomplish this task with no disruption in service.

You implemented a new paratransit software-Trapeze, hired enough qualified employees to cover our service, and you were able to react at midnight June 30, 2013 when the strike occurred in San Francisco and put an additional eight vehicles in service all of which had to be implemented on July 1, 2013. I am pleased to say hiring National Express was a great decision.

From the start-up period through watching the first vehicle pull out of our lot on July 1, 2013 you have accomplished a smooth transition.

We are excited about the partnership we have formed with National Express and look forward to working with you for many years in the future. I would welcome the opportunity to share this great experience I have had with National Express during this period with any of your potential customers. Please feel free to have them call me.

Sincerely,

A handwritten signature in blue ink, appearing to read "Mona A. Babauta".

MONA A. BABAUTA,
Executive Director



CITY OF COLORADO SPRINGS

PUBLIC WORKS
Transit Services Division

February 6, 2014

Mike Rushin
National Express
4300 Weaver Parkway
Warrenville, IL 60555

RE: Startup of Paratransit contract

Dear Mike:

We at Transit really appreciate the way that you and the entire National Express team handled the transition and startup of our contract as you assumed the responsibility of the City of Colorado Springs' Paratransit service. National Express was given a short timeline in order to ramp up and your team stepped up to that plate and navigated the complications with the required skill. The contract successfully started on time and with minimal issues. Even when your team was thrown a curve ball and had the Operations Manager withdraw from the project, only a couple of weeks before implementation, National Express handled that adversity smoothly and professionally, and quickly rectified the issue.

Thank you for making the transition smooth for the City of Colorado Springs and our passengers.

Warmly,

Jonni McCoy
Contracting Specialist II
Public Works / Transit Services Division
City of Colorado Springs
1015 Transit Drive
Colorado Springs, CO 80903
w: 719-385-5275
f: 719-385-5419

1015 Transit Drive
Colorado Springs, CO 80903
T: 719-385-7433 F: 719-385-5419





Trustees

Chairperson

Rebecca R. Smothers
High Point TAC

Vice-Chairperson

Paul Johnson
Surry County

Treasurer

Don Truell
Davidson County

Secretary

T. Dianne Bellamy-Small
Greensboro

Leonard Williams
Burlington-Graham TAC

Robbie Perkins
Greensboro TAC

Larry Williams
Winston-Salem TAC

Ronnie K. Wall
Burlington

Bernita Sims
High Point

Allen Joines
Winston-Salem

Tom Manning
Alamance County

Carl Humphrey
Davie County

Carolyn Coleman
Guilford County

Gloria Whisenhunt
Forsyth County

Darrell Frye
Randolph County

James E. Kallam
Rockingham County

Leon Inman
Stokes County

Kevin Austin
Yadkin County

Thomas F. McKim
Airport Commission of FC

Vacant
Piedmont Triad Airport

Michael Fox, NCDOT
Andrew Perkins, NCDOT
Ralph Womble, NCDOT
Ex Officio Board Members

December 5, 2012

Mr. Peter J. Settle, CEO
National Express Transit Corporation
8041 Hosbrook Road, Suite 330
Cincinnati, OH 45236

Dear Peter,

I wanted to take a brief moment and share with you my observations and opinions of your National Express team during our transition of start up for our new service contract. As you are aware our Governing Board approved the selection and awarded contract to National Express at a special called meeting on November 7, 2012.

With a contract execution date of December 1, 2012 for the operations and maintenance responsibilities of the PART Express system I would be fraudulent if I didn't say I was concerned about the transition being accomplished in such a short period of time. With the exceptional dedication of your transition team led by your Vice President of Operations, Mr. Mark Foster, and the supporting National Express Corporate Level staff involving maintenance, safety & training, and human resources; what was nearly unachievable was in fact accomplished without any disruption of service to the citizens we serve.

From the moment I received the National Express project proposal to the time I saw our vehicle pull out on December 1, 2012; your Corporate Support Team managed everything expected and unexpected to accomplish a smooth transition. I look forward to seeing how the local staff performs during our contract term. A bar has been set high for your onsite personnel to perform at the level that has now been established by the transition team.

I am excited about the working relationships between our two organizations in the future. I would freely share my recommendations as a reference on the positive experiences that have taken place during the transition and start up period of our new service contract with National Express Transit Corporation.

Sincerely,

Scott W. Rhine
Programs Manager

Cc: Mark Foster, Vice President of Operations, National Express Transit Corporation



Appendix K: Mobilization Plan

***Updated Mobilization Plan on email dated December 2nd, 2019.**

On the following pages, we have included our Mobilization Plan for this contract.



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Appendix M: Preventive Maintenance Reports

On the following pages, we have included samples of our Preventive Maintenance Reports.



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email_woz_wes

Date: 04-04-18

CDT

Time: 12:31

1200 W FULTON
CHICAGO, IL 60607
Phone: 312/633-2745

Combined Repair Order (Reprint)

Page: 1

RELEASED - 04-03-18

RO# 1117531

Customer: 0Y - COOK DUPAGE TRANSPROTATION
1200 W. FULTON
CHICAGO, IL 60607

Equipment ID: C2371 RAMP VAN
Terms: -
Location: 1 - CDT

Meter: 129,241
Usage: 129,241
Fuel Usage:

Repair Site: Facility
Driver VCR:
Repair Reason(s): PM

Class: Scheduled
Downtime Status: Personnel
Prepared By: 42 - JONATHAN G

GUZMAN

Downtime: Out of Service Date: 04-01-18 @ 21:09
Start Repair Date: 04-01-18 @ 21:12
Complete Date: 04-02-18 @ 01:09
Release Date: 04-03-18 @ 13:02 By 2

Total Down: 3 Hours - 59 Minutes

Instructions:

PM A OIL CHANGE CAMPAIGN 790 RPLC FRT MTR MNT 3.6LT/ CAMPAIGN 229 REPLACE TIRES/
CAMPAIGN 200 A/C INSPECTION/ CAMPAIGN 019
RPLC AIR FILTER S-BDY / CAMPAIGN 709 SPARE KEY/

Labor:

Date....	System.....	Work Accomplished....	Campaign	Mechanic Name...
Hours	ExtCost...	Special Charges....	Total.....	
04-01-18	PM PREVENTIVE MAIN	30 Work Incomplete		JONATHAN G GUZM
00:02	2.17		2.17	
04-01-18	PM PREVENTIVE MAIN	9 PM-A		JONATHAN G GUZM
01:02	67.17		67.17	
04-01-18	14 FRAME	30 Work Incomplete	790	JONATHAN G GUZM
00:05	5.42		5.42	
04-01-18	1 AIR CONDITIONIN	15 Campaign	200	JONATHAN G GUZM

			email_woz_wes		
00:05	5.42			5.42	
04-01-18	41	AIR INTAKE SYST	30 Work Incomplete	019	JONATHAN G GUZM
00:03	3.25			3.25	
04-01-18	2	CAB & SHEET MET	15 Campaign	709	JONATHAN G GUZM
00:00	0.00			0.00	
04-01-18	13	BRAKES	3 Exchange		JONATHAN G GUZM
01:58	127.83			127.83	
04-02-18	30	ELECTRICAL GROU	13 Repair or Modify		JONATHAN G GUZM
00:42	45.50			45.50	

03:57	256.76			256.76	Total Labor:
-------	--------	--	--	--------	--------------

Parts:

Suppl	Part Number....	Sys	Description.....	Campaign St	.Qty.
Cost.....	ExtCost...	Special	Charges....	Total.....	
VALVE	DBLEND5W30	PM	SYNTHTIC OIL 5W30		6
2.785	16.71			16.71	
DURLN	6296	PM	14S OIL FILTER		1
4.500	4.50			4.50	
DURLN	1589	13	13-15S 17" BRAKE SYSTEM		1
33.000	33.00			33.00	
TIGER	BR901088	13	13-15S FRONT BRAKE ROTOR		2
39.290	78.58			78.58	

132.79				132.79	Total Parts:
--------	--	--	--	--------	--------------

	Shop Suppl	0.26	0.26	
--	------------	------	------	--

389.55		0.26	389.81	GRAND TOTAL:
--------	--	------	--------	--------------

Campaigns:

790	RPLC FRT MTR MNT 3.6LT/
200	A/C INSPECTION/
019	RPLC AIR FILTER S-BDY /
709	SPARE KEY/

PM 'A - OIL CHANGE' is Due
Miles: 310 Days: 4 (04-05-18)

** THIS IS THE ONLY INVOICE YOU WILL **

email_woz_wes

** RECEIVE/TERMS NET 7 DAYS **

** SEE INVOICE TOTAL **

>>>Top of Form<<<

email_woz_wes-1

Date: 04-04-18

CDT

Time: 12:31

1200 W FULTON
CHICAGO, IL 60607
Phone: 312/633-2745

Combined Repair Order (Reprint)

Page: 1

RELEASED - 04-03-18

RO# 1117534

Customer: 0Y - COOK DUPAGE TRANSPROTATION
1200 W. FULTON
CHICAGO, IL 60607

Equipment ID: CD2542 PASSENGER VAN 6
Terms: -
Location: 1 - CDT

Meter: 24,959
Usage: 24,959
Fuel Usage:

Repair Site: Facility
Driver VCR:
Repair Reason(s): PM

Class: Scheduled
Downtime Status: Personnel
Prepared By: 42 - JONATHAN G

GUZMAN

Downtime: Out of Service Date: 04-02-18 @ 01:15
Start Repair Date: 04-02-18 @ 01:20
Complete Date: 04-02-18 @ 04:56
Release Date: 04-03-18 @ 13:03 By 2

Total Down: 3 Hours - 40 Minutes

Instructions:

PM A OIL CHANGE CAMPAIGN 826 CHECK HOSE CLAMPS CAMPAIGN 709 SPARE KEY/ CAMPAIGN 703
STEAM CLEAN ENGINE SPRING/ CAMPAIGN 200
A/C INSPECTION/ CAMPAIGN 815 COVER PLATE STICKER/ CAMPAIGN 202 CHECK COOLANT CAP/

Labor:

Date....	System.....	Work Accomplished....	Campaign	Mechanic Name...
Hours	ExtCost...	Special Charges....	Total.....	
04-02-18	PM PREVENTIVE MAIN	9 PM-A		JONATHAN G GUZM
00:48	52.00		52.00	
04-02-18	42 COOLING SYSTEM	15 Campaign	826	JONATHAN G GUZM
00:02	2.17		2.17	
04-02-18	2 CAB & SHEET MET	15 Campaign	709	JONATHAN G GUZM
00:01	1.08		1.08	
04-02-18	1 AIR CONDITIONIN	15 Campaign	200	JONATHAN G GUZM

Page 1

			email_woz_wes-1			
00:49	53.08			53.08		
04-02-18	70 BODIES AND VESS	15 Campaign			815	JONATHAN G GUZM
00:01	1.08			1.08		
04-02-18	42 COOLING SYSTEM	15 Campaign			202	JONATHAN G GUZM
00:15	16.25			16.25		

						Total Labor:
01:56	125.66			125.66		

Parts:

Suppl	Part Number....	Sys	Description.....	Campaign	St	.Qty.
Cost.....	ExtCost...	Special	Charges....	Total.....		
DURLN	6296	PM	14S OIL FILTER			1
4.500	4.50			4.50		
VALVE	DBLEND5W30	PM	SYNTHTIC OIL 5W30			6
2.785	16.71			16.71		

	21.21			21.21		Total Parts:

	Shop Suppl	0.13	0.13		
--	------------	------	------	--	--

	146.87	0.13	147.00			GRAND TOTAL :

Campaigns:

826	CHECK HOSE CLAMPS
709	SPARE KEY/
200	A/C INSPECTION/
815	COVER PLATE STICKER/
202	CHECK COOLANT CAP/

PM 'A-OIL CHANGE' Overdue 4 Days
Miles: 548 Days: -4 (03-29-18)

** THIS IS THE ONLY INVOICE YOU WILL **

** RECEIVE/TERMS NET 7 DAYS **

** SEE INVOICE TOTAL **

email_woz_wes-1

>>>Top of Form<<<



Appendix N: Maintenance Manual

On the following pages, we have included our standard Maintenance Manual.



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NATIONAL EXPRESS TRANSIT CORPORATION



FLEET MAINTENANCE MANUAL

Company Confidential

This document contains the Policies of the National Express Transit (NEXT) Fleet Maintenance Organization. It also provides Maintenance Personnel with the location of detailed procedures that are to be followed at NEXT.

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SECTION 1

GENERAL FLEET MANAGEMENT POLICIES

MAINTENANCE CORE PRINCIPLES

CORE PURPOSE

To support Company vision and mission to meet and exceed expectations of our customers and employees

VISION STATEMENT

Delivering service excellence to earn the partnership, loyalty and trust of our customers and employees.

MISSION STATEMENT

Getting students safely, on-time, and ready to learn.

CORE VALUES

- **Safety:** Ensure every vehicle is always in total compliance with safety related preventive maintenance schedules and limit or avoid unscheduled repairs or on-road breakdowns. To provide a safe and secure environment for our customers and employees.
- **Customer:** We shall place customers in the heart of our business. Fully understand the needs of both internal and external customers. Develop partnerships and strong relationships to ensure total satisfaction. Go the extra mile to exceed customer expectations.
- **People:** Provide a 'team' atmosphere where open communication, co-operation, friendliness and respect prosper to enable our employees to reach their full potential. Provide clear direction, objectives and framework to guide decision-making and ensure they are communicated throughout the organization. Show we care about our team and the job satisfaction they derive from their role.
- **Community:** Our policies and practices will advance the social and environmental and economic conditions in the communities in which we operate.
- **Excellence:** Develop a culture of continuous improvement within the Maintenance organization. An environment at all levels of the company in which people make changes to make things better. Each team evaluates their processes and results through the eyes of their customers.

OUR OBJECTIVES

- To be a world class Maintenance service organization that projects professionalism and competency, to both internal and external customers, through shared values and standards, accountability, responsiveness, initiative and technical mastery.
- To be an organization that values achievement, enthusiasm and team work.
- To be a stable organization by offering its members the opportunity to develop and grow.
- To promote and follow safety practices that protects the health and welfare of our employees.
- To be good environmental Stewards; protecting our environment and our people.
- To focus on continuous improvement for personal, for the team and the organization.

GENERAL SHOP GUIDELINES

1. Each National Express Transit (NEXT) shop shall abide by the standards of Preventive Maintenance (PMX) for all fleet and shop equipment.
2. PM inspections are to receive the highest priority for thoroughness and high quality. Any technician that performs PM Inspections shall be trained in accordance with NEXT published procedures.
3. All shop areas are to be organized, neat and orderly.
4. All shop personnel shall strictly abide by all NEXT and OSHA safety rules. See Section 2 for references to Safety.
5. Take proper security measures at each shop to protect NEXT property.
6. No personal vehicles or equipment shall be parked, stored or worked on in NEXT managed facilities.
7. The Shop Manager and General Manager shall approve overtime hours in advance.
8. Each shop shall strictly adhere to all purchasing policies and procedures.
9. Utilize Diagnostic equipment with all preventive maintenance work orders.
10. Follow published Standard Operating Procedures (SOP's) for all work order management, inventory processing and warranty claims.
11. Any policy set in this manual can be modified to meet federal, state/provincial, local or customer requirements.

DEFINITIONS AND ACRONYMS

Acronym	Definition
NEXT	National Express Transit is the North American subsidiary of National Express Group, PLC. and includes Durham School Services, Stock Transportation Ltd, Petermann Bus.
CERF	Capital Expense Request Form: Source: posted on the NEXT Intranet under Finance/Finance Policies
DVIR	Driver Vehicle Inspection Report: Report from Zonar or manual form submitted by driver before any trip indicating vehicle condition.
SM / SL / RMM	Shop Manager / Shop Lead / Regional Maintenance Manager
OOS TAG / Wheel Cover	Out of Service Tag and/or Wheel Cover preventing the bus from being used until repairs are completed. Only Maintenance personal can remove the restraint.
OOS	Out of Service (OOS) – Metric captures the number of buses that cannot be routed on Customer schedules. OOS is identified in Dossier as spare or route bus that has been ‘Checked Out’ and is not available to Dispatchers to route on Customer schedules. Asset should be tagged as ‘Checked Out’ if the asset requires repair services greater than 24 hours, <u>not including Preventive Maintenance</u> . Out of Service buses must have steering wheel covers installed.
PMX	Preventive Maintenance (X-various types) – Preventative Maintenance schedules are designed to keep vehicles in a safe and reliable condition as well as meeting all NEXT, State, Local and Federal requirements.
ISF	In Service Failure (ISF) – Metric captures the number of times service has been interrupted to our Customers. In service failure is identified in Dossier as Work Order Type as ‘On Road Failure’. Work orders should be tagged as ‘On Road Failure’ if the failure occurs when the bus is on the road and impacts the route schedule for the Customer (Routes, Field Trips or Charters). <u>This should not include failure during the following:</u> Test runs Fueling or Shuttling Return to shop or park-out

AFTERMARKET VEHICLE DEVICES OR VEHICLE MODIFICATIONS

Purpose:

To protect the integrity of vehicle systems and ensure the safety of its occupants while making sure any unauthorized changes that may void warranty are not made to the vehicle.

Policy:

This policy expressly prohibits the connection or addition of devices to NEXT vehicle systems or subsystem including unauthorized modifications to the vehicle. The connection or addition of any device or accessory to the vehicle or any modification to a vehicle shall be specifically authorized by the Corporate Fleet Operations or Transit Maintenance department. Addition of any accessories to the vehicle shall be wired as per manufacturer's specification.

The use of any personal device, including but not limited to, radios, compact disc and tape players is restricted. The use of headphones or in-ear listening devices is prohibited. Personal devices or items may not be placed in the dashboard area or inhibit visibility from any window or rearview mirror.

FLEET FILES ORGANIZATION

The maintenance shop shall maintain all maintenance documents. Copies of all warranty repair orders shall be sent to the Corporate Warranty Department. All records pertaining to repairs and maintenance on each vehicle are kept at each CSC. In addition, the following shall also be maintained on each vehicle:

- Sublet Repair records
- Recall / Campaigns records
- Physical Damage Work Orders
- DVIR work orders Critical/Non-Critical

There should be one hanging file jacket for each vehicle, the file shall be numbered with the Fleet Asset Number (FAN), inside the file there should be up to three manila file folders. All documents shall be filed in chronological order within each folder.

Manila folder #1 - Shall contain all PMX inspection sheets and work orders (except Warranty, Campaign and Recalls). All DVIR's with defects and attached work order and supporting documents. All DVIRs with defects require a work order to be created in Dossier.

Manila folder #2 - Shall contain all work orders pertaining to any warranty, recall or campaign work that is completed.

Manila folder #3 - State regulatory inspections and vehicle information to contain the following but not limited to

1. Copy of vehicle title if available and a current copy of vehicle registration
2. Warranty registration form for new vehicles
3. Vehicle transfer forms if it's a transferred vehicle
4. Current state regulatory inspections.

All fleet maintenance documents are the ownership of National Express Transit and must not be copied or shared with third parties.

RETENTION OF VEHICLE RECORDS

All Records related to vehicles shall be maintained for the life of the vehicle. All Registrations, Inspections, Work Orders, and Communications concerning any vehicle shall be combined by incident and saved in the vehicle folders. The most current eighteen (18) months history shall remain on site with the vehicle. Older records may be placed in storage boxes on site but may not be disposed of.

Once a vehicle is sold, only the current title should be transferred to the new owner. All other records shall be combined in a storage box and stored for two (2) Years.

When a vehicle is moved from one facility to another, all records shall be transferred with the vehicle. Receiving facility shall not take ownership if all history does not accompany the vehicle.

SECTION 2

MAINTENANCE SAFETY POLICIES

Safety is first at NEXT and NEXT complies with all applicable federal, state and local health and safety regulations in providing safe working conditions. Employees are expected to comply with all safety and health requirements whether established by management or by federal, state, or local law.

Refer to the National Express Transit Safety Handbook for policies found on the Intranet at:

<https://www.ne4u.net/safety/SitePages/home.aspx>

SECTION 3

KEY PERFORMANCE INDICATORS

A performance indicator or key performance indicator (**KPI**) is a performance measurement that an organization uses to evaluate its success, or to evaluate the success of a particular activity in which it is engaged.

Maintenance KPIs are established annually and calculated and reported weekly via the Weekly Spend and KPI Dashboard. The dashboard provides a weekly report on receipt of parts, supplies and services and provides a projection of total spend for month end. The report is offered as a tool to manage shop spend and performance compliance. This can be found on the Intranet under Analytics/ KPI at: <https://www.NE4u.net/maintenance/SitePages/home.aspx>

KPI ELEMENTS

PM COMPLIANCE (PM)

Defined - The percentage of Preventative Maintenance (PM) work orders completed on time.

Measured:

- System identifies the total number of work orders for each asset generated for PM Oil Change, PM Inspection and PM Annuals.
- System determine the number of past due work orders for each type of PM.
- System calculates the PM Compliance by dividing the total past due work orders by the total PM work orders generated.
- Note: PM Compliance does not include work order generated for State Inspection_

Data – is extracted from Dossier based on PM's complete and past due PMs. Work orders must be updated and completed in Dossier in order to register as compliant.

In-Service Failure (ISF)

Defined - Any failure that occurs between the bus leaving and returning to its facility parking location that interrupts service to our customers is an In Service Failure (ISF).

Measured - In Service Failure are identified in Dossier as Work Order Type: 'On Road Failure'.

Work orders should be tagged as 'On Road Failure' if the failure occurs when the bus is on the road and impacts the route schedule for the Customer (Routes, Field Trips or Charters). This should not include failure during the following:

- Test runs
- Fueling or Shuttling
- Return to shop or park-out

Data – is extracted from a closed work order in Dossier with a "Work Order Type" as On Road Failure.

Out of Service (OOS)

Defined – Number of buses that cannot be routed on Customer schedules.

Measured - OOS is identified in Dossier as spare or route bus that has been 'Checked Out' and is not available to Dispatchers to route on Customer schedules for at least 24 hours. This does not include vehicles taken out of service for Preventive Maintenance or buses that are parked for disposal.

Data – is extracted from Dossier vehicle availability status.

Parts Inventory to Expense Percentage

Defined – Percentage of total parts purchased through the Oracle Item Master versus purchased as a miscellaneous expense. KPI tracks the level of compliance to established standards for national parts purchasing programs.

Measured – Parts purchased from Oracle Item Master that have been received divided by total parts spend for a given time period.

Data – Parts purchased as inventory item or expense are tracking through the Oracle iProcurement requisition process.

Bus to Technician Ratio

Defined – Average number of buses that each Technician maintains per location.

Measured – Total number of buses that are maintained by a location divided by the number of maintenance technicians.

Data – Bus count is obtained from Oracle Asset List and the employee data is obtained from Oracle HRIS system.

Maintenance Spend per Bus

Defined – Average maintenance spend per bus per location

Measured – Total maintenance spend per location divided by the number of active buses for that location. The location average is compared against company average spend per bus.

Data – Total maintenance spend is tracked in Financial Essbase system.

DOSSIER Parts Consumption

Defined – Average percentage of inventory parts issued to work orders in Dossier by location. KPI tracks the level of compliance of consuming parts that were purchased and stocked as inventory.

Measured – Total parts spend that was issued to work order in Dossier divided by the total parts received by location for a specified time period.

Data – Parts issued to work orders are captured in Dossier and total parts spend is captured in Financial Essbase system.

Warranty Recovery

Defined – Total parts spend and labor costs that were submitted for warranty claims to manufacturer by location. KPI reviews number of work orders that are complete or final closed. Work Order Type must be "Warranty"

Measured

Data

SECTION 4

MAINTENANCE EMPLOYEE MANAGEMENT

CERTIFICATION TRAINING PROGRAMS

All compliance and certification documentation shall have a copy in the employees personnel file.

Required Certifications Canada vs US

- PMX Certification (All Technicians)
- Brake Certification (Tech 2 and Above)
- Air-conditioning Certification (All as required)
- 310T (Canada Truck and Coach – Tech 1)
- 310S (Canada Van – As Required)
- CDL with proper endorsement for test driving buses (All Techs) except Canada
- Other Certification as required by NEXT or regulatory agency(s)

AUTOMOTIVE SERVICE EXCELLENCE (ASE)

ASE is a nationally recognized certification program for technicians in the United States. For many years, NEXT has been a big supporter of the ASE Bus program. We believe it is essential that technicians stay current in their respective fields and ASE certification is one way to do that.

ASE certification tests are Computer Based Tests (CBT) and are administered through Prometric Test Centers across the country. CBT tests are offered the first two months of each calendar quarter. This provides the flexibility to sit for the test even on weekends throughout the year in 8 out of the 12 months. You can get ASE information on the Internet at their web site – <https://www.ase.com/Tests/ASE-Certification-Tests/Test-Series.aspx>. This web site has information on the ASE certification-testing program.

The company pays for all registration and testing fees for all tests taken and passed. These costs are pre-paid by the employee and an expense report is submitted to the General Manager for reimbursement. The details for the program reimbursement can be found on the Intranet.

As a transit bus company, we will only reimburse expenses incurred towards the Transit Bus Series of tests and the Certified Transit Bus Master Technician program. If a technician already has ASE certification in Automotive or Heavy Duty Truck, if they choose to, they may continue that certification path to Master Technician at their own expense. A very useful official study guide is published for Transit Bus Series of Tests and is a must read as you embark on the certification program.

This study guide can be found at:

https://www.ase.com/MediaLibrary/Images/PDF%20folder/Transit_bus_guide.pdf.

It is important that we track the ASE certifications of all our employees. A copy of the technician certification will be placed in their personnel file.

Tools

Maintenance employees are responsible for their own tools. All tools that belong to an employee shall be kept in a safe and secured cabinet when the employee is not on the premise.

Eligible employees can receive a tool reimbursement annually when meeting all criteria. Program details can be found on the Intranet at

<https://www.ne4u.net/safety/SiteAssets/>

Shop tools are the property of NEXT. These tools are available to all technicians. Small tools should not be stored in employee tool cabinets where others cannot find them. A shared, secured cabinet(s) for small tools should be located centrally with easy access by all Maintenance staff.

POSITION DESCRIPTIONS:

JOB TITLE: SHOP MANAGER / SHOP LEAD

The Shop Manager/Supervisor manages the operations and performance of a variety of skilled, semi-skilled and unskilled technicians for locations with more than ___ equivalent Bus units. This role oversees diagnosis, repair, and maintenance of NEXT assigned vehicles in order to achieve results that are aligned with business objectives. This position is also responsible for meeting customer expectations while balancing financial, operating, quality, safety and asset targets against the requirements of the business measured through leadership competencies and business metrics.

Key Responsibilities are as follows. For complete job description refer to job description posted on the NEXT Intranet (?)

- Provides hands-on day-to-day supervision over the coordination, scheduling and auditing all planned (Preventative Maintenance and Inspections) and unplanned repairs for all assigned buses in a specific Customer Service Center (CSC)
- Ensures commitment to safety through effective leadership and implementing implementation of maintenance standard operating procedures that demonstrates safety as the core value and priority in all aspects of work.
- Oversees the maintenance shop and its associated facilities to ensure operational readiness during scheduled working hours.
- Confirms all vehicles are safe, reliable, properly maintained and available when needed.
- Directs and completes work needed to implement preventive maintenance and “unscheduled repairs” for the vehicles serviced by this the maintenance facility.
- Ensures all repairs and inspections are done correctly and in a timely manner. Maintains PM Compliance for the maintenance facility at or above 95%.
- Implements and ensures use of NEXT maintenance and safety standard operating procedures and complies with all locally applicable public authority legislation, regulation and standards.
- Communicates and collaborates with General Manager to ensure alignment of priorities, safety measures, budgets, resources and standard operating procedures.

JOB TITLE: LEAD TECHNICIAN

The Lead Technician manages the operations and overall performance of the shop and technicians for locations with up to 60 equivalent Bus units. This role oversees diagnosis, repair and maintenance of NEXT vehicles in order to accomplish results. The Lead Technician is also responsible for meeting customer expectations while adhering to relevant regulations, requirements, policies and safe working practices and procedures. He/she ensures smooth operation and function of an effective repair and preventive maintenance program at the assigned location.

Key Responsibilities are as follows. For complete job description refer to job description posted on the NEXT Intranet (?)

- Oversees the maintenance shop to ensure operational readiness during scheduled working hours by planning, assigning and leading the day-to-day maintenance work for al buses in a specific Customer Service Center (CSC).
- Performs and/or leads the more advanced journeyman Technician work including technical, diagnostic, and

maintenance work ensuring operational readiness during scheduled working hours

- Coordinates maintenance activities with other Operations units (e.g. Route Logistics, Driver Care etc.).
- Reviews the completed work orders of repairs assigned to staff and, as appropriate, inspects work and/or test-drives vehicles to ensure repairs and maintenance are of the highest quality.
- Ensures proper work methods and techniques are followed as well as compliance with all applicable Federal, State/Provincial and local regulations, requirements, standards and specifications and company policies.
- Ensures all repairs and inspections are done correctly and in a timely manner. Maintains PM Compliance for the maintenance facility at or above 95%.
- Maintains work, time and material and equipment maintenance logs and records for self and assigned staff.
- Communicates and collaborates with General Manager to ensure alignment of priorities, safety measures, budgets, resources and standard operating procedures.
- Ensures the maintenance of a clean, safe, effective and efficient work environment including Identifying and making recommendations to resolve unsafe maintenance conditions or practices.

JOB TITLE: MAINTENANCE TECHNICIAN I

This is an expert-level Diesel Mechanic position which is responsible for repairs to all aspects of vehicles including but not limited to: diagnosing and repairing transit buses under minimal supervision. Repairs will include Preventative Maintenance inspections and repairs, air and hydraulic brake repairs, tire repairs, warranty procedures, driveline, steering & suspension, electrical trouble-shooting, A/C, refrigeration, overhauls & rebuilds of engines and transmissions, Shall comply with Safety and Compliance procedures and continue to learn new technology in advanced diagnostics, internal engine and transmission repairs. Completes other duties as assigned including assisting other Technicians in repairs.

Key Responsibilities are as follows. For complete job description refer to job description posted on the NEXT Intranet (?)

- Diagnoses malfunctions and performs vehicle repairs including but not limited to: adjust/test steering, electrical, cooling, lubricating, braking systems, drive trains, suspensions, power steering units, clutches, transmissions and oil, temperature, gas regulating components, adjust/test/rebuild engines etc.
- Performs road calls and on the road repairs as assigned
- Ensures proper work methods and techniques are followed as well as compliance with all applicable Federal, State/Provincial and local regulations, requirements, standards and specifications and company policies
- Test-drives vehicles to ensure problem resolution
- Ensures the maintenance of a clean, safe, effective and efficient work environment including Identifying and making recommendations to resolve unsafe maintenance conditions or practices
- Maintains work, time and material and equipment maintenance logs and records for self
- Advises Shop Manager, Shop Lead or Lead Tech of unsafe maintenance conditions or practices and/or vehicle abuse
- Provides advice, guidance and/or hands on assistance to semi-skilled or unskilled technicians with repairs they are not familiar with to ensure high quality
- Prepares, completes and submits paperwork on time and correctly on vehicle maintenance.

JOB TITLE: MAINTENANCE TECHNICIAN II

This Mechanic position is responsible for repairs on all aspects of vehicles and/or transit buses under direct supervision of immediate supervisor or Tech I. Repairs will include but not limited to: Preventative Maintenance inspections and repairs, air and hydraulic brake repairs, tire repairs, warranty procedures, driveline, steering & suspension, electrical trouble-shooting and A/C. Shall comply with Safety and Compliance procedures and continue to learn new technology in advanced diagnostics, internal engine and transmission repairs. Continuously improves by receiving training and hands-on experience to learn to perform the tasks of the trade safely and efficiently.

Key Responsibilities are as follows. For complete job description refer to job description posted on the NEXT Intranet (?)

- Works under the direct supervision of immediate supervisor or Tech I to receive hands-on training
- Performs assigned vehicle and facility maintenance related duties as assigned in a safe and timely manner.
- Arranges for and obtains appropriate inspections and approval of all repairs before vehicle is released from maintenance facility
- Performs road calls and on the road repairs as assigned
- Test-drives vehicles to ensure problem resolution
- Ensures proper work methods and techniques and ensure compliance with all applicable Federal, State/Provincial and local regulations, requirements, standards and specifications and company policies
- Ensures the maintenance of a clean, safe, effective and efficient work environment including Identifying and making recommendations to resolve unsafe maintenance conditions or practices
- Maintains work, time and material and equipment maintenance logs and records for self
- Prepares, completes and submits paperwork on time and correctly on vehicle maintenance.

JOB TITLE: MAINTENANCE TECHNICIAN III

This Mechanic position is an entry-level position that will allow opportunities to train into Tech II level responsibilities. The Tech III will do the following but will not be limited to: general brake, lube and tire repairs, assist technicians in PM's and other maintenance activities. Required to work/train with an assigned trainer &/or mentor (a successful Senior Level Technician). Training will include all aspects of maintaining transit buses and/or vehicles. Employee shall comply with Safety and Compliance procedures.

Key Responsibilities are as follows. For complete job description refer to job description posted on the NEXT Intranet (?)

- Provides assistance to the Maintenance Department and Technicians for assigned bus and/or vehicle repair
- Works under the direct supervision of immediate supervisor or Tech I to receive hands-on training
- Maintains a clean and safe work environment and brings any unsafe practices or conditions to the attention of supervisor.
- Records time and materials used for each assignment.
- Works under the direct supervision of an assigned skilled and certified journeyman technician to receive hands-on training.
- Ensures proper work methods and techniques and ensure compliance with all applicable Federal, State/Provincial and local regulations, requirements, standards and specifications and company policies

- Ensures the maintenance of a clean, safe, effective and efficient work environment including Identifying and making recommendations to resolve unsafe maintenance conditions or practices
- Maintains work, time and material and equipment maintenance logs and records for self
- Prepares, completes and submits paperwork on time and correctly on vehicle maintenance.

JOB TITLE: MAINTENANCE UTILITY WORKER

Entry-level mechanic position, which provides timely and effective support to the Maintenance staff for vehicle and facility maintenance work. Employee shall comply with Safety and Compliance procedures.

Key Responsibilities are as follows. For complete job description refer to job description posted on the NEXT Intranet (?)

- Provides support to the Maintenance Department and Technicians (e.g. vehicle washing, vehicle or facility cleaning, vehicle fueling, facility maintenance and repair, basic vehicle repairs, etc.) in accordance with established schedules.
- Maintains a clean and safe work environment and brings any unsafe practices or conditions to the attention of supervisor.
- Records time and materials used for each assignment.
- Provides automotive repair and maintenance assistance to technical staff as assigned.
- Maintains work, time and material and equipment maintenance logs and records for self
- Prepares, completes and submits paperwork on time and correctly on vehicle maintenance
- Complies with work processes and practices.

SECTION 5

PARTS MANAGEMENT

It is the responsibility of the Shop Manager / Shop Lead at each CSC to manage an effective parts inventory and purchasing process with guidance from the Corporate Central Parts Team. The proper management of inventory and purchasing will allow the CSC to be effective in managing costs as well as managing the repairs of the vehicles in their fleet.

The amount of parts inventory kept on hand will vary from fleet to fleet. It is important that the shop attempt to minimize 'stock' inventory to prevent the presence of obsolete inventory at the end of the year or contract period. Utilize the 'FIFO' method (first in, first out) with stock consumption.

When you purchase an item, place it on the back of the shelf or box and use the older parts in front of it first. Do not let inventory sit on your shelf. If you find that you no longer need the part, you should make every effort to have that part returned to the vendor for full credit.

In order to establish requirements of what is needed in type and quantity of parts at each CSC, the Shop Manager / Shop Lead must make the determination based on the composition of the fleet and the work orders planned:

1. PMX Standards.
2. The types of repairs that will be performed in this shop.
3. Fluids needed for routine PM – Oil and Lube schedules.
4. Warranty repairs for new buses and for Vendor Warrantied Parts.
5. Major Overhauls and heavy repairs. (Note: Not every CSC performs these)
6. Body and Paint.
7. Upholstery.
8. Tires.

Each Shop Manager / Shop Lead must identify the parts requirements needed by utilizing the following information:

1. Fleet Listing (Asset List report) from Oracle.
2. Manufacturers, owners, maintenance and parts publications.
3. Physical Inspection and survey of vehicles.
4. PM histories from Dossier.

Other needs and requirements to be considered when selecting frequently used parts and setting inventory levels include:

1. Customer contract requirements.
2. NEXT primary sources of supply (Navistar, etc.) and lead-time.
3. Repair versus replacement of vehicle (bus age/mileage).
4. Appearance standards.
5. Maintenance priorities.

PARTS ROOM – ORGANIZATION

A parts room should be organized according to the VMRS codes associated with the parts. Parts shall be kept in an orderly manner making ordering and inventory fast and simple. Measures must be addressed to store parts safe from damage or loss. All inventory items must be accounted for. Bins and package labels should be used at all times to make parts easily identifiable. All parts must be identified by the associated NEXT item number if part is on the inventory master.

Expense items must be identified with a red sticker and stored by the VMRS code. Cores and warranty parts must be tagged and stored in a separate area.

Parts shall be rotated on the shelf – first in, first out. Only fast moving parts and filters shall be stocked in large amounts. Only one (1) or two (2) items of slower moving parts shall be kept in stock. All fast moving parts and filters must be rotated every 45 days. If they are not rotated in this time frame, then too much inventory is being maintained and adjustments must be made.

Inventory accuracy should be checked weekly using the Oracle inventory system.

The Steps Necessary to assure the Parts Room is consistent with NEXT guidelines can be found in <http://NEXTmits.com> under **Maintenance Procedures: Parts Management- Parts Room Organization**.

PARTS MANAGEMENT IN ORACLE

Without inventory parts properly set up and managed in Oracle Inventory, you will be unable to receive parts on a Purchase Order, charge parts to a work order or complete semi-annual inventory counts.

Each frequently used inventory item shall have a Master file in Oracle maintained by the Central Parts Team.

Inventoried Items Include:

Wipers
Filters
Seatbelts
Oils / Lubes
New Tires
Batteries
Recaps *** do not include casings***
Recall / Warranty Parts
Antifreeze
Automatic Transmission Fluid
Brake Pads
Other Common Repair Parts

Non Inventoried consumable Items

Shop Supplies
Nuts, Bolts, Fasteners (non-specialized)
Hardware, rivets
Electrical connectors
Fuses, bulk wire
Clamps, fittings
Restraints
Harnesses
Fire Extinguishers
Fittings
Child seats
First aid kits
Shop equipment and tools
Office equipment and supplies
Body Fluid Kits

INVENTORY TRANSACTIONS in ORACLE

Complete every inventory transaction in Oracle. This includes receiving each purchased inventory item from a Purchase Order and charging each inventory item to a work order in Dossier when used. Some items are not inventoried and treated as expense or shop floor. These are assigned directly to a work order or are supply items. These parts are not added to inventory.

New part number requests shall be sent through New Part Request Form. All fields on the request form must be completed in order to process the request accurately. The form is available on the Intranet at: <https://www.ne4u.net/maintenance/Forms/Forms/AllItems.aspx>

A confirmation on successful add to Item Master will be sent out by the Corporate Central Parts Team.

Inventory items transferred to another location must also be transferred in Oracle Inventory.

CORE CHARGE RECOVERY

Certain types of parts can be recycled or remanufactured for future sale. These parts have a core price that is used as a form of deposit on the portion of the part that can be re-manufactured.

- Old core part must be returned for credit when new part is received.
- If a part is under warranty, tag part, put away for 90 days and accrue amount.
- If core credit is not expected in same month, need to accrue amount at month end.

CAPITALIZING (CapEx) PARTS SPEND:

Major parts spend (example engines and transmission), substantial corrosion damage or expenditure to bring an asset to state or legal compliance can be capitalized over the life of the asset to increase asset value. There are CapEx guidelines that must be followed when submitting a requisition for a parts purchase and the category selected in the requisition must be CapEx in order for the requisition to apply to the appropriate ledger.

Repairs resulting from damage from an accident, preventative maintenance and consumables cannot be categorized as CapEx.

PREPARING FOR PHYSICAL INVENTORY COUNTS

All locations will complete a prescribed physical inventory as directed.

See <http://NEXTmits.com> *Maintenance Procedures: Physical and Cycle Count procedures.*

OUTSIDE SUBLET VENDORS

Shops shall utilize preferred vendors setup by Procurement as the primary source of sublet service. If the preferred vendor is not feasible, an alternate provider shall be utilized.

All vendor service agreements require approval of the Regional Maintenance Manager and shall be in accordance with NEXT Procurement policies and procedures.

PURCHASING STANDARDS

All purchases must follow NEXT Corporate Procurement policies and procedures. NEXT establishes national supplier programs that consider price, quality and service. All new vendor requests for maintenance parts and services must be approved by Corporate Procurement.

It is important that each CSC utilize the national accounts established by NEXT when at all possible. Each CSC will be reviewed for compliance to this standard. Effective use of the national accounts allows the company to purchase at volume discounts that benefit everyone.

All physical damage and sublet services must be preapproved by the Regional Maintenance Managers.

The following table is a summary of the various purchasing methods.

Purchasing Method	Purchase Type	Parts Categories	When Used	Work Order Entry
Item Master Requisition	Inventory	All stock-able parts including Tires, Lubes, Up Time parts, etc.	Any part for standard as well as non-standard vehicle.	Issue from Oracle inventory to Work Order in EAM
Navistar eStore Punch-out	Inventory	All stock-able parts except Tires and Lubes	All standard parts for immediate use as well as stock. Excludes Tires, Lubes and Shop supplies	Issue from Oracle inventory to Work Order in EAM
Imperial Punch-out	Expense	Shop supplies only	Shop Supplies only	Does not get issued to Work Order in EAM
Expense Requisitions	Expense	One-off parts, sublet	<p>A part or service is needed specifically for a vehicle. Part or service is "Delivered To Maint" on the Work Order in EAM</p> <p>User is alerted when part exists in the Item Master</p> <p>Requires RMM Approval</p>	<p>System automatically <u>issues ALL quantities to the Work Order</u> when received in Oracle</p> <p>Any part not Delivered To Work Order at time of purchase will not be in EAM Inventory</p> <p>If part will be purchased frequently, contact Central Team to add to Item Master</p>
P-card	Expense	All	Emergencies only	Not issued to Work Order. Add part information and cost in Comments on Work Order

RECEIVING PARTS

1. When receiving parts orders, ensure all items listed on the packing slip and/or invoices are delivered. If the quantity is different, update the quantity received.
2. Be sure to record your inventory in Oracle.
3. Compare 'quoted' prices to your received 'invoice' prices. Note any discrepancies and contact your manager immediately if the discrepancy is not resolved between the invoice and the supplier.
4. File packing slips by date, in a vendor file.
5. Work with the local CSC manager to insure proper methods are in place for approval of invoices and submission to Accounts Payable.
6. If you are experiencing difficulties with a vendor, invoice or pricing, notify your manager.

FUEL MANAGEMENT

BULK FUEL

The purpose of this policy is to ensure all fuel placed into bulk fuel storage tanks is accounted for and managed by a standard process.

Policy:

The General Manager is responsible for ensuring that all bulk fuel operations in use by NEXT is monitored and managed following the processes as outlined in this policy, regardless of ownership or capacity. Each NEXT location with fuel operations will maintain a log of fuel pump transactions. Daily tank levels must be provided to the supplier for refueling purposes. Fuel orders and fuel suppliers are managed centrally by the Procurement Department.

Procedure:

A bulk fuel site profile is maintained by the Procurement Department with local requirements coordinated with the General Manager or designated party. Each time a fuel order is placed by the Procurement Department or its designee, the responsible party at the CSC will receive a communication confirming the site location, fuel type, quantity, supplier, date and time of the expected delivery as well as any special provisions related to the delivery. Sites receiving bulk-fuel services do not receive order confirmations, however, are prioritized in the local delivery route based on time/day order is placed.

The winterization of fuel for CSC's in northern climates, unless authorized by designated person at the CSC, is handled by the local fuel distributor based on varying criteria used to ensure fuel performance during winter conditions. The winter program policy will be defined by the Corporate Maintenance team and shall be adhered to.

Daily fuel tank Inventory readings and delivery records must be retained with most current date first and maintained by the designated person at the CSC for a period of no less than Five (5) years at the CSC.

Fuel Cards

The General Managers are responsible for monitoring fuel card charges, maintaining Driver/Staff pin numbers, and approving only authorized fuel expenses.

SECTION 6

VEHICLE MAINTENANCE - GENERAL

Safety and well-maintained vehicles are top priorities at NEXT. There are five important processes used to achieve vehicle maintenance goals. These are:

1. VEHICLE APPEARANCE: Exteriors are washed at least on a quarterly basis.
2. DAILY DRIVER PRE-TRIP AND POST-TRIP VEHICLE INSPECTIONS: Zonar or manual DVIR defect identified shall be addressed in a timely basis.
3. REGULARLY SCHEDULED PREVENTIVE MAINTENANCE INSPECTIONS: These are performed by qualified Maintenance Technicians.
4. REGULAR REVIEW OF SCHEDULING AND QUALITY CHECKS: Performed by the service center's General Manager and the Shop Manager / Tech Lead.
5. FACILITY AND MAINTENANCE COMPLIANCE REVIEWS AND TRAINING: Conducted by the Regional and Corporate Management groups.

VEHICLE APPEARANCE

NEXT realizes that the interiors and exteriors of the buses must be kept in a clean and sanitary condition at all times in order to provide a pleasant environment for each passenger. Each driver is required to sweep and clean the interior of the bus. This includes floors, seats and driver area. Exteriors are washed at least once every quarter.

Purpose:

The appearance and condition of NEXT vehicles portrays professionalism to our customers and represents NEXT's image and brand. This policy establishes the minimum standards and requirements for maintaining uniform Fleet Appearance Standards. This policy applies to all NEXT locations.

Policy:

All vehicles and equipment used in NEXT service will be subject to standards of regular cleaning, physical damage repair, painting, brand requirements. This policy defines compliance in the following areas:

1. Interior and exterior cleanliness and general appearance
2. Overall body condition and physical damage

Procedure:

Interior and Exterior cleanliness:

NEXT fleet technicians will ensure that vehicle bumpers and wheels are painted during Preventative Maintenance Inspections. Each driver is required to sweep and clean the interior of the bus. This includes floors, seats and the driver area. Dash and open compartment areas are to be free of any materials. A commercial on site truck washing vendor will be acquired to clean the exterior of the vehicles at least once per quarter or as conditions warrant. Washing services are subject to Fleet Service Agreement requirements and must have a permit from the EPA and/or other regulatory agency as may be required to perform such services on any NEXT property.

Vehicle Physical Damage:

Reportable damage can be identified by the size of the damaged area. Damage assessment encompasses all body areas, painted surfaces, bumpers and decals and includes dents, dings, scratches, paint peel, fading or discoloration. If the damaged area is sufficiently large to be visible and appears to create a risk, the damage must be reported immediately to the General Manager and Safety management. The repair shall be completed within a reasonable time. A vehicle with reportable damage may remain in service if it has been reported but not repaired so long as:

- a) The damage to the vehicle is not severe.
- b) The damage is not impairing vehicle function, safety or integrity of the vehicle.
- c) The damage does not risk the regulatory compliance of the vehicle.

Out of Service placard will be placed in the windshield in addition to the steering wheel cover of any vehicle deemed to be unsafe by the Maintenance department due to physical damage incurred until such conditions are repaired.

All repairs and corrections must follow established guidelines for Physical Damage Repairs.

PRODUCTIVE PMI BAY

Safety Inspections performed in a NEXT facility must be completed in a designated safety inspection area. Each designated inspection area is referred to as a PMI bay. All PMI bays must be designed with safety and productivity in mind.

For detailed description of this Bay, See: <http://necmits.com> ***Tools and Equipment: Facility Inspection Bay Guidelines.***

PRE/POST TRIP INSPECTION POLICY AND PROCEDURE

Drivers will complete a Pre/Post-Trip Inspection using ZONAR or a DVIR inspection form for each bus they drive. A "pre-trip" inspection must be performed before the bus leaves on route and a post-trip inspection must be performed after the route. In order to schedule repairs, all defects should be reported to maintenance as soon as possible. Critical defects will put a bus out of service and must be repaired immediately. Once critical repair is completed, the driver must be communicated about the status. The paper DVIR, copy of Zonar DVIR or the comments card with the resolution of the issue shall be documented and signed and placed in the bus in a visible area for the driver.

Park-Out Procedures

Park-Out bus drivers shall call the Customer Service Center to report a critical defect that put the bus out of service.

If the bus can be driven, the bus shall be brought into the shop for repairs. If the bus cannot be driven, the Shop Manager/Tech Lead will determine:

- A. If a mechanic should be dispatched to perform repairs.
- B. If a substitute bus should be dispatched to replace the defective bus.
- C. If the affected bus is authorized to be driven on route.
- D. If the bus must be brought in for inspection and repair.

SCHEDULED PREVENTATIVE MAINTENANCE INSPECTIONS

NEXT has developed and implemented a Preventative Maintenance Excellence (PMX) program. Each bus is scheduled for regular preventive maintenance inspections according to hours of operation, miles traveled or days operated. The scheduling depends on the type of operation; service being provided and state regulations. The scheduling process is accomplished through the Dossier system. Preventive maintenance schedules are tracked by the computer program and printed on a weekly and monthly basis. Included with this system is a detailed procedure of inspecting specific items and making required adjustments and services. Each maintenance employee must be qualified in PMX.

REGULAR REVIEW OF SCHEDULING AND QUALITY CHECKS

Each day, the Shop Manager / Shop Lead is required to schedule all activities to be performed in the maintenance shop. The Shop Manager / Shop Lead and Dispatch work closely to coordinate bus repair priorities based on the needs of the operation.

This represents the vehicle maintenance plan. The Shop Manager / Shop Lead is required to plan the work in advance of the activities and work the plan as situations and priorities change during the day. Each day the General Manager is required to spend a few minutes in the shop to review the day's activities with the Shop Manager / Shop Lead. As a team they discuss how things are going overall and resolve any problems. They discuss any scheduling difficulties and develop plans to get back on the planned schedule when necessary. They also discuss the status of any buses that have been placed out of service and when those vehicles will be ready.

Walk-around checks help the Shop Manager / Shop Lead determine the quality of driver pre-trip inspections and the inspections and repairs being performed in the shop. Items that the Shop Manager / Shop Lead are checking include:

1. **BUS CLEANLINESS:** Checking to ensure that interiors and exteriors meet our requirements.
2. **TIRE CONDITION:** Looking for tires that appear to have low tread depth and may have low air pressure. Also, looking for loose wheel studs or lug nuts.
3. **LEAKING FLUIDS:** Looking on the ground under the buses for signs of fluid leaks.
4. **PAINT, BODY AND LIGHTS:** They look at the condition of the exterior paint and bus body for accident damage

SATELLITE FACILITY

Purpose:

The purpose of this topic is to provide information on the process for defect reporting at Satellite locations which do not have a shop located on their premises.

Process:

Driver:

Identify defects during pre-trip and post-trip inspections.

Communicate defects to the shop through Dispatch. Some Satellite locations use a shuttle driver to deliver the write ups to the Maintenance Facility.

Shop Manager/Shop Lead

Support the Technician in assessment of the defect over the radio with the Driver and Dispatch. Review ZONAR report or hard copies delivered by Shuttle Driver.

Make a determination on whether the bus should remain at the Satellite location for subsequent

assessment and repair by the Technician or whether the bus should be driven/towed to the shop for repair. Inform Dispatch when a bus is determined to be Out of Service or available to run routes so that the Driver can be notified and a spare bus can be assigned as Necessary.

Technician

Assess the severity of the defect over the radio with the Driver, Dispatch and Lead Technician.

Make an assessment with input from the Shop Manager/Shop Lead on whether the bus needs to remain at the Satellite/Park-out location for subsequent repair or whether the bus should be driven/towed to the shop for repairs.

Collect DVIRs during visits to the Satellite locations, if ZONAR is not used, and make an assessment on whether the bus can be fixed onsite.

Determine if a bus needs to be taken out of service.

Update OOS numbers as soon as the out of service status changes for a bus.

Collection of the DVIR's from a Satellite location, if not ZONAR equipped, will be collected daily.

SECTION 7

WORK ORDER MANAGEMENT

The process of creating and processing work orders is the fundamental process that shall be followed in all NEXT Maintenance facilities. This process is a combination of manual effort and use of the Dossier system to track and record the maintenance history on every bus and vehicle used in our fleet. The system will provide the documentation, and control Necessary to satisfy NEXT's commitment for a safe and compliant fleet. Properly used it will increase productivity and help manage material and labor costs.

REPAIR WORK ORDERS

An approved record of repair or inspection is required to meet Company, Federal and Local regulatory agency requirements.

Policy:

All work on vehicles is to be done with a work order. This includes preventive maintenance and unplanned work. Any issues found during an inspection shall have a supplemental work order(s) created for that work.

This Work Order and supplemental unplanned Work Orders, resulting from inspections, must contain proper codes and accounts for all work completed, including parts, supplies, technician name and/or outside services that performed the repair.

When such repair or inspection is completed the work order must be printed, reviewed, signed by the technician and supervisor and filed in the Vehicle Asset folder by asset number.

Documented repairs include but are not limited to:

1. Driver Vehicle Inspection Reports -DVIR
2. NEXT PMX+ and Regulatory Inspections
3. Recall Repairs
4. Campaigns
5. Outside Repairs - Sublet
6. Warranty Repairs
7. In-Service Inspection
8. Pre-disposal preparations

SHOP WORK ORDER PRIORITIES

In order to accomplish effective shop performance, the Shop Manager / Shop Lead should establish and maintain a set of priorities for each day's activities. The priorities shall be compliant with maintenance management processes to assure the fleet can cover all routes and meet customer's expectations. A work plan report should be utilized to establish these priorities on a daily basis.

MAINTENANCE PLANNING FOR PREVENTIVE MAINTENANCE AND UNSCHEDULED WORK

There are four paths to be followed based on the type of Work Order to be handled. The Maintenance Supervisor initiates the planning based on several factors. Critical resources, timing of other work orders and availability of labor and parts must be considered.

Each planning process is described in the Standard Operating Procedure for Work Order Management on the Intranet Maintenance page: under STANDARD OPERATING PROCEDURES.

Non-critical issues are identified by drivers during routine Pre or Post inspections or occur during operation of the vehicle but do not affect the use of the vehicle.

Critical Issues can also be identified by Drivers during routine Pre or Post inspections or occur during operation of the vehicle and will put a routinely used vehicle out of service (OOS). These need to be fixed ASAP.

Preventative Maintenance Work Orders (4 types) are automatically generated by Dossier based on the calendar time since the last inspection or by the miles reported from captured data from the buses' odometer via Zonar or DVIR's.

Recall or Campaign Work Orders are caused by manufacturer's recalls / campaigns and are pushed to the CSC's from the Central Warranty staff located in Warrenville, Illinois.

PROCESS FOR MANUAL DRIVER INSPECTIONS

POLICY AND PROCEDURES

For sites without Zonar capability, the drivers are to use a paper Driver Vehicle Inspection Report (DVIR). A member of the Maintenance staff will collect or receive DVIR's reporting defects daily. A work order shall be created in Dossier for each DVIR describing a defect. Once entered these work orders will be included in the daily work order planning report.

No Defects

If the driver found no defects during the pre-trip inspection, the duplicate copy of the DVIR will be left in the bus for the next driver to review. The original copy shall be placed in the office, collected daily by the Shop Manager / Shop Lead or designee and filed for 90 days before discarding.

Defects Critical and Non-Critical

If the driver finds a defect during the pre-trip / post-trip inspection, the technician signs both the DVIR original copy and the duplicate copy once the repairs are complete. The next driver must sign the duplicate copy documenting his/her review of the inspection form and ensure maintenance has certified the repairs are complete.

The original copy will be attached to the Dossier work order and maintained in the vehicle maintenance file for the life of the vehicle. The duplicate copies will be stored for twelve months then discarded.

PROCESS FOR ZONAR DRIVER INSPECTIONS

POLICY AND PROCEDURES

For sites with Zonar capability, the drivers are to use the Zonar device to record their inspection results. The device guides the driver and indicates the inspection elements just as the paper DVIR does. Once completed, the driver can review his results and electronically sign the inspection report. This data is transmitted to the Zonar database where it is inspected for reported critical defects. If found, a work order is created in Dossier for each Zonar reported defect. These work orders will be included in the daily Dossier work order planning report. AN Electronic, Verified, Inspection, Report (EVIR) is created for each inspection and printed. These are attached to the work order reports.

No Defects

If the driver found no defects during the pre-trip inspection, the EVIR is filed for _____ days by _____. The drivers can inspect the results of the last 10 inspections by checking on his Zonar device.

Defects Critical and Non-Critical

If the driver finds a defect during the pre-trip / post-trip inspection, the EVIR should be attached to the work order created in Dossier and the technician can sign both the EVIR and work order when the inspection and subsequent work is completed.

The technician and supervisor will close the work order and associated Zonar EVIR when the work is completed. The copies will be filed in the maintenance folders for the life of the vehicle,

INSPECTIONS OR PMI WORK ORDERS

Preventive Maintenance work orders or State Inspection work orders may generate one or more additional work orders as problems are uncovered during the inspection. Create a PMI-Follow-up work order with parts and labor for each repair to be made and entered into Dossier.

This process is described in the Standard Operating Procedure for Work Order Management on the Intranet Maintenance page: under STANDARD OPERATING PROCEDURES.

ADDITIONAL TYPES OF WORK ORDERS

A work order must be created in Dossier for any unplanned repairs. Enter these work orders with work order type: "Unplanned Repair".

There are instances where the NEXT facility is not equipped with the tools or safety equipment to perform certain work. In these circumstances, it is Necessary to outsource the work to a sub-contractor. Procedures are in place for approvals prior to any sublet service.

Repair Orders may also be created because of manufacturer recalls or campaigns. Central Maintenance will create and push these work orders to the CSC's that contain vehicles affected by the notices.

This process is described in the Standard Operating Procedure for Work Order Management on the Intranet Maintenance page: under STANDARD OPERATING PROCEDURES.

CLOSEOUT AND RETENTION OF WORK ORDERS

Once work is completed on a vehicle and the work order can be closed, the Technician or Shop Manager / Tech Lead will use Dossier to record the time and material used to satisfy the work order.

Additional recordings may be Necessary if a warrantied part was replaced, a core was repaired or replaced, or other work orders were also completed simultaneously on this vehicle.

Once completed it is important that all work orders are printed, reviewed and signed by the technician and the supervisor. The documents shall be combined with the original PMI, DVIR, or EVIR that is also printed, and signed and filed in the front of the folder for that vehicle asset.

This process is described in the SOP for Work Order Management on the Intranet under STANDARD OPERATING PROCEDURES: Work Order Management

SECTION 8

ENVIRONMENTAL COMPLIANCE

Refer to Environmental Management Manual

SECTION 9

SHOP AUDIT PROCEDURES

PERIODIC REGIONAL MAINTENANCE MANAGERS' AUDIT

Regional Maintenance Managers shall perform compliance audits at Customer Service Center shops at least three shop per month. The purpose of the review is to ensure that maintenance employees are performing the Necessary procedures and processes required to meet NEXT standards of performance. Vehicle maintenance must at all times meet all federal and state requirements while following the latest training guidelines issues under the Corporate PMX program. The audit process consists of a review of vehicle maintenance processes, effectiveness of the maintenance work, completion of documentation and maintenance steps and a shop process audit including eAM / inventory processes. A minimum of 3 randomly chosen vehicles will be audited at each opportunity.

PERIODIC SHOP SUPERVISOR AUDIT OF PM

Shop Managers / Tech Lead shall on a periodic basis review PM work completed by their technicians. This is to ensure the technicians are performing with a highest quality and identify opportunities for improvement as early as possible. Corporate maintenance guidelines for this audit are as follows:

No. of Buses	Shop supervisor audit schedule
Less than 60	One per week
Between 60 and 200	Two per week
More than 200	Three per week

Note: A separate process will be outlined by the RMM's for one person shops.

SECTION 10

GENERAL ASSET MANAGEMENT POLICIES

The CSC General Manager is responsible for all Vehicle Assets. Any change to an asset's status must be initiated by the General Manager and approved by Corporate Operations Department. No vehicle or equipment may be disposed, sold or transferred without approval of the Corporate Operations Department.

Any requests for new buses shall be initiated by the CSC General Manager and submitted for approval to Corporate Operations Department. Once approved, Corporate Operations Department will either transfer or purchase a bus to fulfill the request.

MAINTENANCE POLICIES FOR BUS PURCHASES, TRANSFERS AND DISPOSALS/SALES

Bus Purchase:

See Operations Standardization Narrative and Flow: 6.13

For new bus purchases, the CSC Maintenance Manager/Tech Lead shall purchase and install the appropriate decals for each bus. Additionally, a new vehicle file must be created and maintained by the CSC Maintenance Team.

Corporate Operations Planning and Analysis Department shall setup the bus in Dossier with the appropriate vehicle attributes. The Parts Central Team will setup Preventative Maintenance parameters specific for that bus and the state that the bus will operate in. The CSC Maintenance Manager/Tech Lead shall ensure the vehicle is in the CSC's org in Dossier.

In-Service Inspections

Once a newly purchased vehicle is delivered to the CSC, an initial inspection of the vehicle must be performed by the CSC Maintenance Lead/Supervisor/Manager. Any issues found during the inspection shall be fixed by Maintenance and appropriate work orders must be created and entered in Dossier for each issue. Any major issues found must be communicated to The CSC General Manager and Regional Maintenance Manager.

Decals shall only be installed on the bus once the bus passes in-service inspection. All work orders and inspections must be printed, signed and filed in the vehicle file by the CSC Maintenance Team. For the detailed inspection process, See: <https://www.ne4u.net/maintenance/Forms/Forms/AllItems.aspx> and select the In-service Manual and the NEXT New Asset Inspection Form

Bus Disposal and Sale

See Operations Standardization Narrative and Flow: 6.2

For any bus that is being considered for disposal, The Maintenance Manager/Tech Lead shall provide all Necessary information to the CSC General Manager on the required repairs and costs to make the bus operable. Regional Maintenance Manager must be consulted with for review of required repairs and estimates. The CSC General Manager shall prepare the Necessary paperwork and submit request to Operations Management for approval to dispose the bus. Corporate Asset Management team will work with Operations Management to determine next steps.

For any bus that is approved for disposal or sale, Corporate Operations Planning & Analysis Department will communicate with the CSC. The Maintenance Manager/Tech Lead shall remove any NEXT (Durham/Petermann/Stock) decals and equipment from the bus (GPS, Cameras, Radios). All vehicle records must be kept with the CSC. For sold buses, only a copy of the Dossier Work Order History is to be provided with the vehicle to the buyer along with the current title.

Bus Transfer

See Operations Standardization Narrative and Flow: 6.3

For transferred buses, The Transferring CSC Maintenance Lead/Supervisor/Manager shall review open work orders and address all open issues. All Released work orders must be completed in Dossier. Any Un-Released work orders must be cancelled. The Transferring CSC Maintenance Lead/Supervisor/Manager then shall prepare bus for transfer, including any parts that need to be transferred with bus. All maintenance history must accompany the bus to the new location.

Corporate Operations Planning & Analysis and Fleet Maintenance Teams shall transfer the bus to the new CSC in Dossier. Any state specific Preventative Maintenance parameters will be updated in Dossier specific for the state the bus is transferred to.

Once the bus is at the target location, The Receiving CSC Maintenance Lead/Supervisor/Manager shall visually inspect the bus and the vehicle file to ensure there are no issues or missing information. Inform the CSC General Manager and Regional Maintenance Manager of any issues found. Ensure that the received bus is in that CSC's Dossier org.

SECTION 11

DIAGNOSTIC HARDWARE AND SOFTWARE

Diagnostic Hardware and Software is to be used on all Preventive Maintenance inspections. This equipment is to be used exclusively in the Maintenance Department to diagnose conditions on the vehicle via the onboard systems. The software on these machines is core diagnostics analytics and specific diagnostic software for the engines and transmissions in your CSC. Business software (MS office) is not loaded.

ORDERING PROCEDURES FOR HARDWARE

Contact Regional Maintenance Managers when there is a need for diagnostic hardware or software.

ORDERING PROCEDURES FOR DIAGNOSTIC SOFTWARE

Latest specification for Diagnostic Software and the procedures for ordering this software are found on the Intranet at: <https://www.ne4u.net/maintenance/SitePages/home.aspx> under Diagnostic Software.

RETURN PROCEDURE FOR DIAGNOSTIC HARDWARE AND SOFTWARE.

If a CSC facility is closed, the Diagnostic Equipment, cables, wireless adapters, and all the software manuals and disks are to be returned to Information Technology (I.T.) who will contact Central Parts for disposition of the software and cables. I.T. will either refurbish the PC hardware or dispose of it per NEXT environmental regulations.

Do not send the equipment or software to another facility or transfer it elsewhere. It is important for budget and expense purposes that we can identify the diagnostic software licenses.

SECTION 12

REPORTS AND FORMS

Reports are available in Oracle that provide information on Purchasing, Inventory, Work Orders, and Vehicle Assets. New reports are added from time to time so a list is not provided here. You can find all reports available to you under the Reports Tab on the main Oracle application screen.

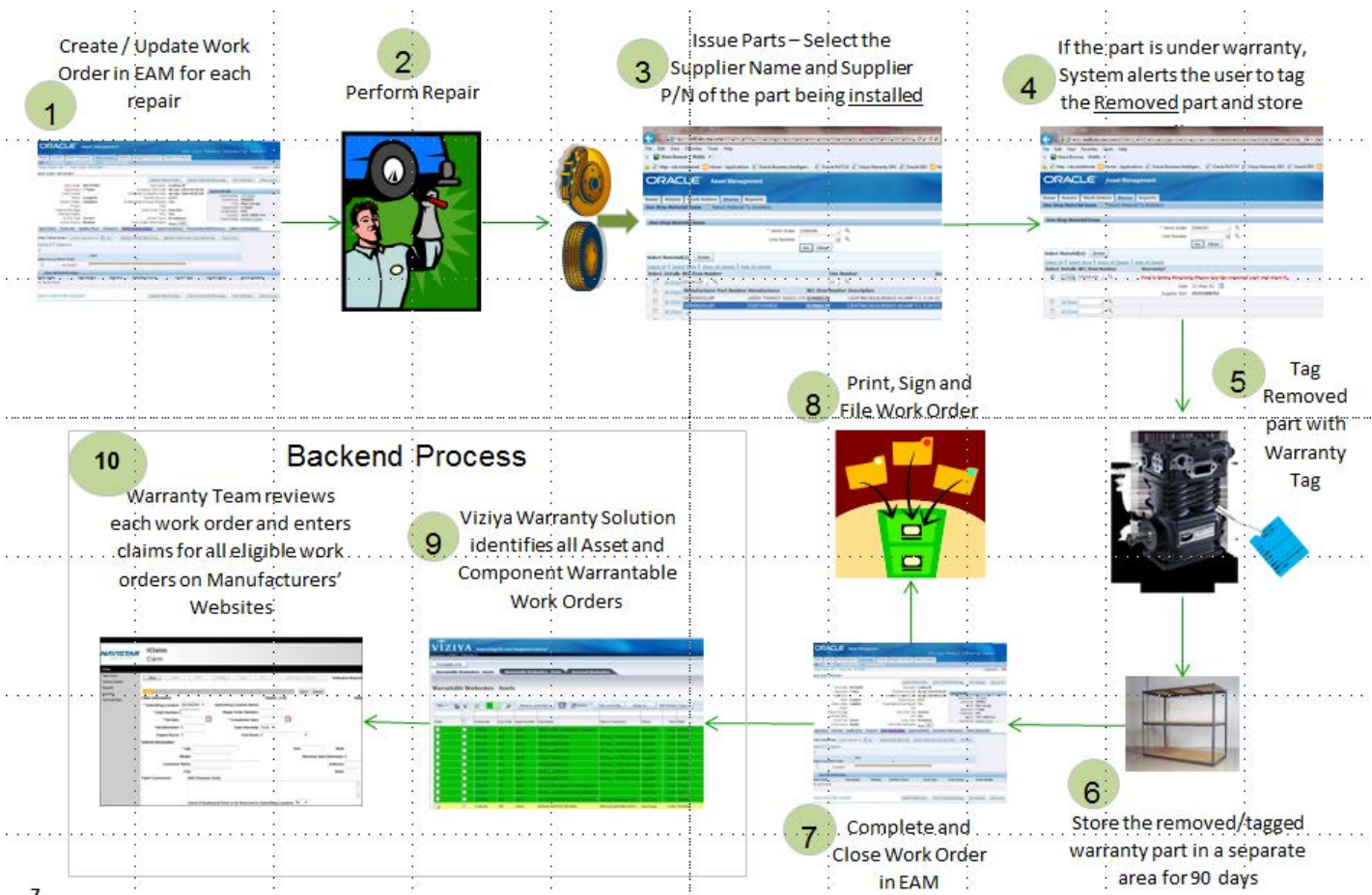
Standard forms specific to Maintenance can be found on the Intranet in the Maintenance page at: <https://www.NE4u.net/maintenance/Forms/Forms/AllItems.aspx>

There are also forms in the Human Resources page, the Operations Planning page and the Information Technology page.

SECTION 13 WARRANTIES AND RECALLS

The Warranty Procedures outlined on the Intranet under Warrant / Recall must be followed. Work Orders must be completed and closed before Central Warranty can pursue warranty recovery costs. It is important that parts and labor be reported on the work order. The complete training slide deck is located on the Intranet at: <https://www.NE4u.net/maintenance/Training/Forms/AllItems.aspx>

The following Diagram summarizes the warranty process and the Maintenance Departments Role:



Recalls

Recalls, campaigns, service bulletins, and AFC's are required by the Mfg. to be completed so we are compliant with their products. The Warranty Team will create all work orders for the field so the work can be planned.

For claims, the Shop Manager/Supervisor or technician are required to put in the comments section of what work was performed. Example: completed recall 12345. The parts, labor, and date performed should be listed on the work order. Make sure the create date of the work is updated to the date the work was performed.

The Warranty Team on a weekly basis will pull, review, and file all completed and final closed Recall work orders.

SECTION 14

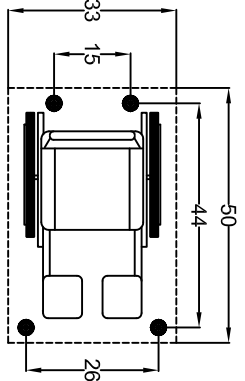
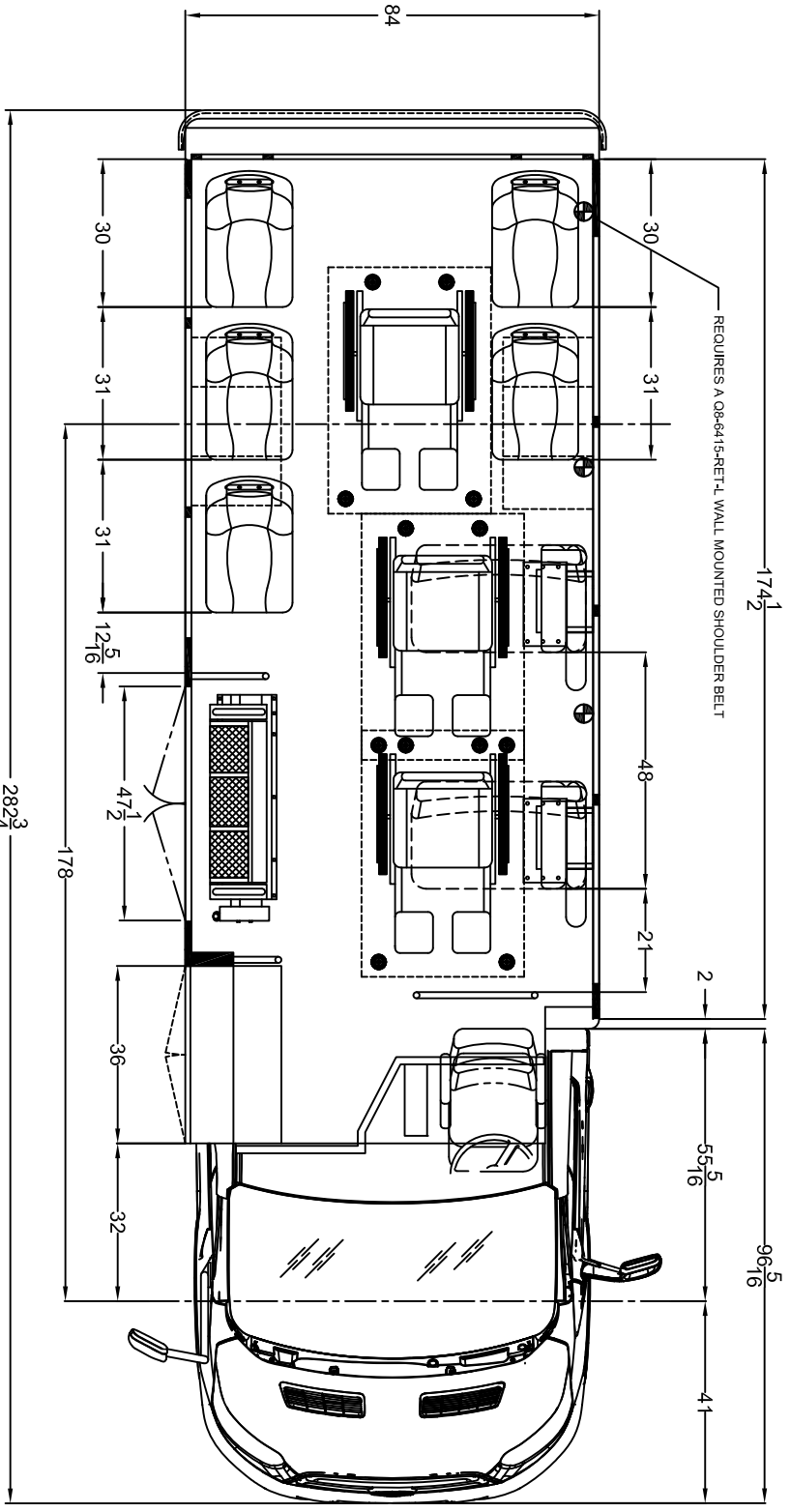
AUTHORIZED VENDOR INFORMATION

Purchase all parts from authorized NEXT suppliers whenever possible. Follow the NEXT Inventory and I-Procurement process when ordering parts.

Go to the Intranet Procurement page to find a listing of authorized vendors.

PROPOSED VEHICLE AND DRAWINGS

Pending Pace Approval



NOTE: SHOWN WITH MID HI FREEDMAN SEATS
 TRANSIT 11,000 GVWR
 THIS FLOOR PLAN IS FOR ILLUSTRATION PURPOSES ONLY.
 A WEIGHT ANALYSIS HAS NOT YET BEEN PERFORMED.
 FINAL APPROVAL WITH A WEIGHT ANALYSIS IS REQUIRED UPON RECEIPT OF A
 COMPLETED ORDER WITH ALL OPTIONS SHOWN.
 OPTIONAL EQUIPMENT MAY BE SHOWN.
 THE SALES ORDER PLACED DICTATES ACTUAL OPTION CONTENT.

DEALER APPROVAL

APPROVED

CUSTOMER SIGNATURE

SCALE
IN INCHES



THIS DRAWING AND THE INFORMATION THEREON ARE THE EXCLUSIVE PROPERTY OF STARCRAFT BUS, A DIVISION OF FOREST RIVER. IT SHALL NOT BE COPIED OR DUPLICATED IN ANY MANNER, NOR SHALL IT BE SUBMITTED TO OUTSIDE PARTIES FOR EXAMINATION WITHOUT OUR WRITTEN CONSENT. IT IS LOANED FOR USE WITH REFERENCE TO WORK UNDER CONTRACT WITH, OR PROPOSALS SUBMITTED TO STARCRAFT BUS, A DIVISION OF FOREST RIVER.

REV.	DESCRIPTION OF CHANGE	BY	CHK	DATE	EON No.

TOLERANCE UNLESS OTHERWISE SPECIFIED

WOOD	± 1/8"	OTHER	± 1/16"
	± 1°		± 1/2°

STARCRAFT BUS
a division of Forest River, Inc.

DATE: 11/20/19 TITLE: 5 3 WC 178 WB
 NAME: MK 22 STARLITE TRANSIT

DWG. No. 5 3 WC 2 DB FOLDS 178 174 USA 3PT SEATS



**National Express
Model: Starcraft T350 Transit
9 Passengers 3 WC
178" WB 23.5" Length
11-20-19**

Chassis Specifications:

2020 T350 Transit Chassis

Ford 3.5L V6 Engine

Eco Boost Engine Option Required

GVWR: 10,360

178" Wheel Base

23.5" Overall Length

Automatic 10 Speed Transmission

Four Wheel ABS Brakes

Dual Rear Wheels

Power Steering, Pulse Wipers

240 Amp Alternator Gas

Heavy Duty Suspension

Heavy Duty Springs

25 Gallon Fuel Tank

Steel Belted Radial Tires, 195/75R 16C

Black Front and Rear Bumpers

3-Years - OR - 36,000 Mile Warranty

Front Dash Air Conditioning and Heat

Silver Steel Wheel

Fast Idle

Bus Alignment with Castor and Camber Kit (Documentation due with Delivery)

Route Exhaust to Street side

Extension Valves for Inner Dual Wheels

Forward Collision Avoidance

Lane Departure Warning System

Stainless Steel Wheel Inserts

Body Specifications:

Interior

Interior Headroom- Minimum 74"

Roof Hatch

Modesty Panel at Entry Door and Behind Driver

Plexiglas on top of Driver's Modesty Panel

Gray Gerfloor Rubber Floor Covering

FRP Ceiling and Side Walls

Padded Vinyl in Driver's Area

Yellow Step Nosing

5/8 Marine Grade Plywood

Stanchions at Entry – Powder Coated Yellow

Grab Rails Yellow Powder Coated Mtd on Entry Door Leafs



Creative Bus Sales

Exterior

Front and Rear Mud Flaps
Rear Tow Hooks
Maximum Tint on Passenger Windows
Exterior Paint: Solid White
Anti-ride Rear Step Bumper
Exterior Remote and Heated Mirrors – Both Mirrors Convex

Air Conditioning and Heat

TA712 Super 55K – TA 71 EVAP SMC2S Cond 10 CID Compressor – Dual Compressor
65,000 BTU Rear Heater
Insulated Heater Hoses

Electrical

Electric Passenger Entrance Door with External Key Switch
Rear Center Mounted Brake Lights Wired Independently LED
All Exterior Lighting – LED
All Interior Lighting - LED
Pre-Wire for Two Way Radio and GPS
Switch Panel Located on Engine Cover
4" Round Flush Mount LED Entry Door Light
Door Activated Lights
Rosco Backup Camera System with monitor in Rear View Mirror
Rosco Reverse Warning System
Camera System: REI 3 Internal/1 External Camera Heads, 1 TB DVR. Panic Alarm/Event Marker
Audible and Light Alert System for Wheelchair Deployment

Seating

Total Capacity: 9 Passengers
Ford OEM Driver Seat
3 Point Restraints Mid High Freedman Passenger Seats
Level 1 Vinyl Cover for Driver and Passenger Seats
Anti-Vandal Grab Handles on Seat Tops
Grab Rails Mounted Under Foldaway Seats – Yellow Powder Coated

ADA Requirements

Braun Century Ncl9173454-2 800# Automatic wheelchair Lift (34" x 54")
ADA Decals and Vehicle Height Sticker
Double Wheelchair Doors with Windows, Interior Light, and Leaf Spring (Shocks both Doors)
(3) Q-Straint Slide and Click Tie Downs
Storage Pouches – One per Securement System
Ceiling Grab Rails
Yellow Standee Line with "No Standees forward of Yellow Line" sign
Parallel Entry Grab Rails Powder Coated Yellow
Brake/Lift Interlock
Seat Belt on Lift
Modesty Panel at Lift

Safety Options



Creative Bus Sales

5LB Fire Extinguisher Mounted Near Driver
Triangles
Minimum of 16 Unit First Aid Kit
Back Up Alarm
Body Fluid Kit
Interior Convex Mirror 6" x 9"
Decals: "Watch Your Step", "Vehicle Height", "Please Stand Behind Line"

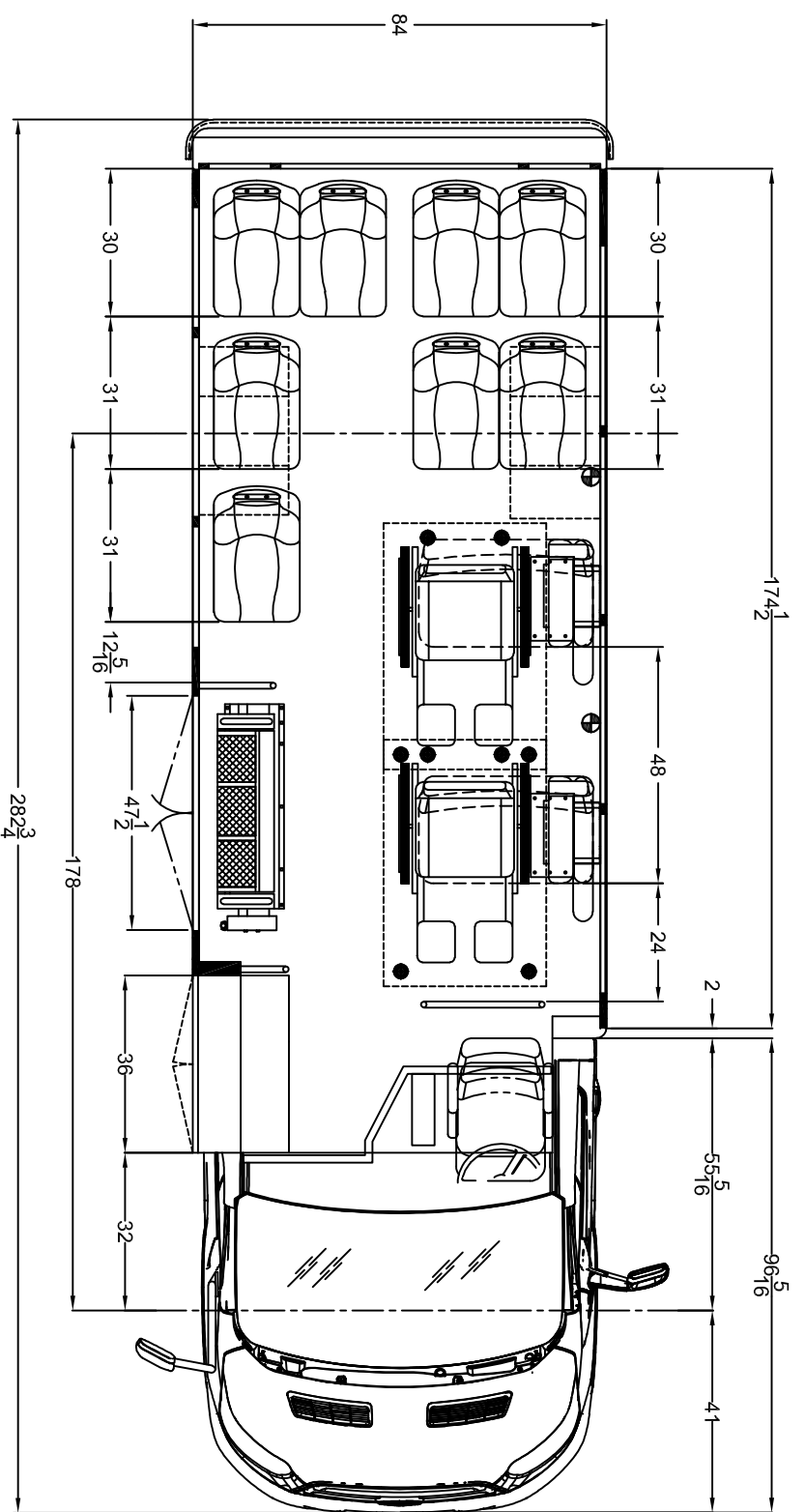
Manuals and Training

"As Built" Wiring Schematics and Parts Manuals (Generic Versions not Acceptable)
On USB Flash Drive
Owner's Manuals Required

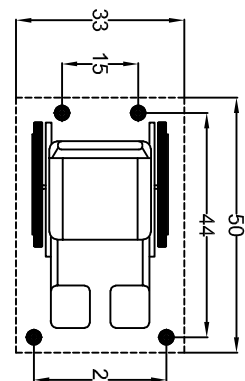
Required Warranty Coverage

Chassis: 3 Year or 36,000 Mile
Body: Starcraft 5 Year Limited Warranty
Rear Air Conditioning: 3 Years Unlimited

Note: Bus shall meet all State and Federal DOT standards.



NOTE: SHOWN WITH MID HI FREEDMAN SEATS
 TRANSIT 11,000 GVWR
 THIS FLOOR PLAN IS FOR ILLUSTRATION PURPOSES ONLY.
 A WEIGHT ANALYSIS HAS NOT YET BEEN PERFORMED.
 FINAL APPROVAL WITH A WEIGHT ANALYSIS IS REQUIRED UPON RECEIPT OF A
 COMPLETED ORDER WITH ALL OPTIONS SHOWN.
 OPTIONAL EQUIPMENT MAY BE SHOWN.
 THE SALES ORDER PLACED DICTATES ACTUAL OPTION CONTENT.

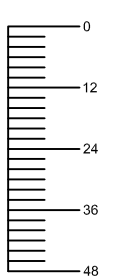


DEALER APPROVAL

APPROVED

CUSTOMER SIGNATURE

**SCALE
 IN INCHES**



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REV.	DESCRIPTION OF CHANGE	BY	CHK	DATE	EON No.	TOLERANCE UNLESS OTHERWISE SPECIFIED
						WOOD ± 1/8"
						OTHER ± 1/16"
						DATE: 11/20/19
						NAME: JPC
						TITLE: 22 STARLITE TRANSIT
						DWG. No. 8 2 WC 2 DB FOLDS 178 174 USA 3PT SEATS

STARCRRAFT BUS
 a division of Forest River, Inc.





National Express
Model: Starcraft T350 Transit
12 Passengers 2 WC
178" WB 23.5" Length
11-20-19

Chassis Specifications:

2020 T350 Transit Chassis

Ford 3.5L V6 Engine

Eco Boost Engine Option Required

GVWR: 10,360

178" Wheel Base

23.5" Overall Length

Automatic 10 Speed Transmission

Four Wheel ABS Brakes

Dual Rear Wheels

Power Steering, Pulse Wipers

240 Amp Alternator Gas

Heavy Duty Suspension

Heavy Duty Springs

25 Gallon Fuel Tank

Steel Belted Radial Tires, 195/75R 16C

Black Front and Rear Bumpers

3-Years - OR - 36,000 Mile Warranty

Front Dash Air Conditioning and Heat

Silver Steel Wheel

Fast Idle

Bus Alignment with Castor and Camber Kit (Documentation due with Delivery)

Route Exhaust to Street side

Extension Valves for Inner Dual Wheels

Forward Collision Avoidance

Lane Departure Warning System

Stainless Steel Wheel Inserts

Body Specifications:

Interior

Interior Headroom- Minimum 74"

Roof Hatch

Modesty Panel at Entry Door and Behind Driver

Plexiglas on top of Driver's Modesty Panel

Gray Gerfloor Rubber Floor Covering

FRP Ceiling and Side Walls

Padded Vinyl in Driver's Area

Yellow Step Nosing

5/8 Marine Grade Plywood

Stanchions at Entry – Powder Coated Yellow

Grab Rails Yellow Powder Coated Mtd on Entry Door Leafs



Creative Bus Sales

Exterior

Front and Rear Mud Flaps
Rear Tow Hooks
Maximum Tint on Passenger Windows
Exterior Paint: Solid White
Anti-ride Rear Step Bumper
Exterior Remote and Heated Mirrors – Both Mirrors Convex

Air Conditioning and Heat

TA712 Super 55K – TA 71 EVAP SMC2S Cond 10 CID Compressor – Dual Compressor
65,000 BTU Rear Heater
Insulated Heater Hoses

Electrical

Electric Passenger Entrance Door with External Key Switch
Rear Center Mounted Brake Lights Wired Independently LED
All Exterior Lighting – LED
All Interior Lighting - LED
Pre-Wire for Two Way Radio and GPS
Switch Panel Located on Engine Cover
4" Round Flush Mount LED Entry Door Light
Door Activated Lights
Rosco Backup Camera System with monitor in Rear View Mirror
Rosco Reverse Warning System
Camera System: REI 3 Internal/1 External Camera Heads, 1 TB DVR. Panic Alarm/Event Marker
Audible and Light Alert System for Wheelchair Deployment

Seating

Total Capacity: 12 Passengers (no aisle seating)
Ford OEM Driver Seat
3 Point Restraints Mid High Freedman Passenger Seats
Level 1 Vinyl Cover for Driver and Passenger Seats
Anti-Vandal Grab Handles on Seat Tops
Grab Rails Mounted Under Foldaway Seats – Yellow Powder Coated

ADA Requirements

Braun Century Ncl9173454-2 800# Automatic wheelchair Lift (34" x 54")
ADA Decals and Vehicle Height Sticker
Double Wheelchair Doors with Windows, Interior Light, and Leaf Spring (Shocks both Doors)
(2) Q-Straint Slide and Click Tie Downs
Storage Pouches – One per Securement System
Ceiling Grab Rails
Yellow Standee Line with "No Standees forward of Yellow Line" sign
Parallel Entry Grab Rails Powder Coated Yellow
Brake/Lift Interlock
Seat Belt on Lift
Modesty Panel at Lift

Safety Options



Creative Bus Sales

5LB Fire Extinguisher Mounted Near Driver
Triangles
Minimum of 16 Unit First Aid Kit
Back Up Alarm
Body Fluid Kit
Interior Convex Mirror 6" x 9"
Decals: "Watch Your Step", "Vehicle Height", "Please Stand Behind Line"

Manuals and Training

"As Built" Wiring Schematics and Parts Manuals (Generic Versions not Acceptable)
On USB Flash Drive
Owner's Manuals Required

Required Warranty Coverage

Chassis: 3 Year or 36,000 Mile
Body: Starcraft 5 Year Limited Warranty
Rear Air Conditioning: 3 Years Unlimited

Note: Bus shall meet all State and Federal DOT standards.

# of 12 Pass	45	45	0	Total
# of 8 Pass	145	0	145	190
Floor Plan	Quantity Proposed- Floor Plan	Ambulatory Seating	W/C Seating	Total
12 Pass Vehicles	23.7%			
6. A (12 ambul)	45	540	N/A	540
6. B (10/1 wc)	0	0	0	0
6. C (8/2 wc)	0	0	0	0
6. D. (4/4 wc)	0	0	0	0
6. D/C. (6/3 wc)	0	0	0	0
Subtotal 12 Pass	45	540	0	540
8 Pass Vehicles	76.3%			
7. A (8 ambul)	0	0	N/A	0
7. B (5/1 wc)	145	725	145	870
7. C (4/2 wc)	0	0	0	0
Subtotal 8 Pass	145	725	145	870
Total Capacity	1,410	1,265	145	1,410
% Ambul vs W/C Seating Cap		90%	10.3%	
			100%	
Vehicles (Ambul/WC)		45	145	190
Fleet %		24%	76.3%	
Total Vehicles	190			100%

# of 12 Pass	45	0	45
# of 8 Pass	145	0	145
Chicago ADA Recommended Seating Capacity	Recommended Quantity- Floor Plan	CDT Ambulatory Seating	CDT W/C Seating
12 Pass Vehicles	23.7%		
6. A (12 ambul)	0	0	N/A
6. B (10/1 wc)	0	0	0
6. C (8/2 wc)	36	288	72
6. D. (4/4 wc)	0	0	0
6. D/C. (6/3 wc)	9	36	27
Subtotal 12 Pass	45	324	99
8 Pass Vehicles	10.0%		0
7. A (8 ambul)	0	0	N/A
7. B (5/1 wc)	87	435	87
7. C (4/2 wc)	58	232	116
Subtotal 8 Pass	145	667	203
Total Capacity	1,293	991	302
% Ambul vs W/C Seating Cap		77%	23.4%
			100%
Fleet (Ambul/WC)		0	190
Fleet %		0%	100.0%
Total Vehicles	190		

**National Express - Starcraft Starlite Pace Production
Schedule**

Week	Receive Purchase Order	Order Special Order Ford Transit Chassis	Production Start	Production Complete	Deliver to Chicago
12/19/2019	X	X			
2/27/2020					
3/5/2020					
3/12/2020					
3/19/2020					
3/26/2020			40		
4/2/2020			40		
4/9/2020			40		
4/16/2020			40		
4/23/2020			40	40	
4/30/2020			40	40	40
5/7/2020			40	40	40
5/14/2020				40	40
5/21/2020				40	40
5/28/2020				40	40
6/4/2020				40	40
6/11/2020					40
6/18/2020					
TOTALS			280	280	280

Equipment ID	Customer	Fleet Code	Type	Vin Number	Meter	Expected to use until week ending
CD2687	0Y COOK DUPAGE TRANS	1951 2019 DODGE CARA	RAMP VAN	2C7WDGBG7KR591876	51	7/17/2020
CD2688	0Y COOK DUPAGE TRANS	1951 2019 DODGE CARA	RAMP VAN	2C7WDGBG2KR596211	51	7/17/2020
CD2690	0Y COOK DUPAGE TRANS	1951 2019 DODGE CARA	RAMP VAN	2C7WDGBGXR591869	51	7/17/2020
CD2682	0Y COOK DUPAGE TRANS	1951 2019 DODGE CARA	RAMP VAN	2C7WDGBG0KR584185	56	7/17/2020
CD2683	0Y COOK DUPAGE TRANS	1951 2019 DODGE CARA	RAMP VAN	2C7WDGBG0KR591881	200	7/17/2020
CD2684	0Y COOK DUPAGE TRANS	1951 2019 DODGE CARA	RAMP VAN	2C7WDGBG3KR591891	200	7/17/2020
CD2685	0Y COOK DUPAGE TRANS	1951 2019 DODGE CARA	RAMP VAN	2C7WDGBG6KR596213	200	7/17/2020
CD2686	0Y COOK DUPAGE TRANS	1951 2019 DODGE CARA	RAMP VAN	2C7WDGBG5KR584182	200	7/17/2020
CD2689	0Y COOK DUPAGE TRANS	1951 2019 DODGE CARA	RAMP VAN	2C7WDGBG2KR591896	391	7/17/2020
CD2676	0Y COOK DUPAGE TRANS	1951 2019 DODGE CARA	RAMP VAN	2C7WDGBG4KR596212	647	7/17/2020
CD2678	0Y COOK DUPAGE TRANS	1951 2019 DODGE CARA	RAMP VAN	2C7WDGBG6KR591884	4,163	7/17/2020
CD2681	0Y COOK DUPAGE TRANS	1951 2019 DODGE CARA	RAMP VAN	2C7WDGBG8KR596214	4,619	7/17/2020
CD2680	0Y COOK DUPAGE TRANS	1951 2019 DODGE CARA	RAMP VAN	2C7WDGBG6KR591870	5,071	7/17/2020
CD2677	0Y COOK DUPAGE TRANS	1951 2019 DODGE CARA	RAMP VAN	2C7WDGBG7KR584183	5,139	7/17/2020
CD2679	0Y COOK DUPAGE TRANS	1951 2019 DODGE CARA	RAMP VAN	2C7WDGBG8KR591868	6,286	7/17/2020
CD2669	0Y COOK DUPAGE TRANS	1951 2019 DODGE CARA	RAMP VAN	2C7WDGBG6KR591898	7,430	7/17/2020
CD2656	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG7JR303742	7,439	7/17/2020
CD2673	0Y COOK DUPAGE TRANS	1951 2019 DODGE CARA	RAMP VAN	2C7WDGBGXR591872	8,381	7/17/2020
CD2653	0Y COOK DUPAGE TRANS	1951 2019 DODGE CARA	RAMP VAN	2C4RDGBG2KR582660	8,740	7/17/2020
CD2648	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C4RDGBG9JR133720	9,455	7/17/2020
CD2672	0Y COOK DUPAGE TRANS	1951 2019 DODGE CARA	RAMP VAN	2C7WDGBG3KR591888	9,705	7/10/2020
CD2671	0Y COOK DUPAGE TRANS	1951 2019 DODGE CARA	RAMP VAN	2C7WDGBG9KR591880	9,836	7/10/2020
CD2662	0Y COOK DUPAGE TRANS	1951 2019 DODGE CARA	RAMP VAN	2C7WDGBG9KR591877	10,006	7/10/2020
CD2657	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG9JR303743	10,515	7/10/2020
CD2650	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG7JR303739	10,800	7/10/2020
CD2675	0Y COOK DUPAGE TRANS	1951 2019 DODGE CARA	RAMP VAN	2C7WDGBG1KR591887	11,166	7/10/2020
CD2654	0Y COOK DUPAGE TRANS	1951 2019 DODGE CARA	RAMP VAN	2C7WDGBG3KR591874	11,387	7/10/2020
CD2666	0Y COOK DUPAGE TRANS	1951 2019 DODGE CARA	RAMP VAN	2C7WDGBG9KR591878	11,702	7/10/2020
CD2652	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG5JR303741	11,852	7/10/2020
CD2664	0Y COOK DUPAGE TRANS	1951 2019 DODGE CARA	RAMP VAN	2C7WDGBG8KR591885	11,887	7/10/2020
CD2670	0Y COOK DUPAGE TRANS	1951 2019 DODGE CARA	RAMP VAN	2C7WDGBG8KR591899	12,126	7/10/2020
CD2667	0Y COOK DUPAGE TRANS	1951 2019 DODGE CARA	RAMP VAN	2C7WDGBG1KR591890	12,176	7/10/2020
CD2668	0Y COOK DUPAGE TRANS	1951 2019 DODGE CARA	RAMP VAN	2C7WDGBG2KR591879	12,357	7/10/2020
CD2674	0Y COOK DUPAGE TRANS	1951 2019 DODGE CARA	RAMP VAN	2C7WDGBG4KR591883	12,445	7/10/2020
CD2655	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG0JR303744	12,555	7/10/2020
CD2663	0Y COOK DUPAGE TRANS	1951 2019 DODGE CARA	RAMP VAN	2C7WDGBG5KR591875	12,885	7/10/2020
CD2659	0Y COOK DUPAGE TRANS	1951 2019 DODGE CARA	RAMP VAN	2C7WDGBG3KR584187	13,026	7/10/2020
CD2660	0Y COOK DUPAGE TRANS	1951 2019 DODGE CARA	RAMP VAN	2C7WDGBG1KR591873	13,224	7/10/2020
CD2651	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG3JR303740	13,389	7/10/2020
CD2665	0Y COOK DUPAGE TRANS	1951 2019 DODGE CARA	RAMP VAN	2C7WDGBGXR591886	13,437	7/10/2020
CD2658	0Y COOK DUPAGE TRANS	1951 2019 DODGE CARA	RAMP VAN	2C7WDGBG8KR591871	13,607	7/10/2020
CD2661	0Y COOK DUPAGE TRANS	1951 2019 DODGE CARA	RAMP VAN	2C7WDGBG2KR591901	13,656	7/10/2020
CD2649	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG5JR303738	13,756	7/10/2020
CD2647	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG3JR303737	24,027	7/10/2020
CD2629	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C4RDGBG5JR140986	27,612	7/10/2020
CD2642	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG4JR303732	31,206	7/10/2020
CD2641	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG2JR303731	32,822	7/10/2020
CD2646	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG1JR303736	34,405	7/10/2020
CD2645	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBGXR303735	35,042	7/10/2020
CD2644	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG8JR303734	35,208	7/10/2020
CD2643	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG6JR303733	36,182	7/10/2020
CD2640	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG0JR303730	36,836	7/10/2020
CD2634	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG5JR303724	37,010	7/10/2020
CD2639	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG4JR303729	37,607	7/10/2020
CD2638	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG2JR303728	38,014	7/10/2020
CD2636	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG9JR303726	38,182	7/10/2020
CD2635	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG7JR303725	39,232	7/10/2020
CD2637	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG0JR303727	39,889	7/10/2020
CD2630	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG8JR303720	42,871	7/10/2020
CD2631	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBGXR303721	43,696	7/10/2020
CD2581	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C4RDGBG8JR140979	43,945	6/26/2019
CD2627	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBGXR303718	44,000	6/26/2019
CD2628	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG1JR303719	44,636	6/26/2019
CD2601	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C4RDGBG2JR133722	44,894	6/26/2019
CD2599	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG3JR141009	45,037	6/26/2019
CD2565	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C4RDGBG2JR140976	45,700	6/26/2019
CD2582	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C4RDGBG4JR140980	45,727	6/26/2019
CD2633	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG3JR303723	45,733	6/26/2019
CD2563	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C4RDGBG7JR140987	45,965	6/26/2019
CD2626	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG8JR303717	46,037	6/26/2019
CD2566	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C4RDGBG4JR140977	46,362	6/26/2019
CD2585	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C4RDGBG6JR140981	46,445	6/26/2019
CD2564	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C4RDGBG1JR140984	46,931	6/26/2019
CD2617	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG7JR303708	47,180	6/26/2019
CD2624	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG7JR303712	47,368	6/26/2019

CD2632	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG1JR303722	47,412	6/26/2019
CD2574	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C4RDGBG5JR140972	48,754	6/26/2019
CD2577	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C4RDGBG9JR140974	48,866	6/26/2019
CD2589	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C4RDGBGXR140983	49,138	6/26/2019
CD2618	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG9JR303709	49,300	6/26/2019
CD2578	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C4RDGBG6JR140978	49,528	6/26/2019
CD2622	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG6JR303716	50,414	6/26/2019
CD2623	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG7JR303711	50,440	6/26/2019
CD2570	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C4RDGBG3JR140985	50,590	6/26/2019
CD2621	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG2JR303714	50,671	6/26/2019
CD2605	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG6JR141005	50,715	6/26/2019
CD2580	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C4RDGBG0JR133721	50,935	6/26/2019
CD2619	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG5JR303710	51,304	6/26/2019
CD2573	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C4RDGBG4JR133723	51,385	6/26/2019
CD2625	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG4JR303715	51,613	6/26/2019
CD2560	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C4RDGBG7JR140973	54,815	6/26/2019
CD2611	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG6JR303702	54,940	6/26/2019
CD2604	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG6JR140999	55,354	6/26/2019
CD2571	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C4RDGBG8JR140982	55,370	6/26/2019
CD2613	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBGXR303704	55,423	6/26/2019
CD2620	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG0JR303713	56,271	6/26/2019
CD2614	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG1JR303705	57,474	6/26/2019
CD2612	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG8JR303703	58,588	6/26/2019
CD2615	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG3JR303706	59,339	6/26/2019
CD2559	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C4RDGBG0JR140975	59,520	6/26/2019
CD2616	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG5JR303707	60,091	6/19/2020
CD2610	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG4JR303701	60,184	6/19/2020
CD2547	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C4RDGBGXHR857381	62,218	6/19/2020
CD2575	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG3JR140989	62,279	6/19/2020
14291	0Y COOK DUPAGE TRANS	F350 2014 FORD E350	SHUTTLE BU	1FDEE3FL5EDB17059	62,392	6/19/2020
CD2583	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG7JR140994	62,394	6/19/2020
CD2607	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG1JR141008	63,303	6/19/2020
CD2608	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG1JR141011	63,994	6/19/2020
CD2591	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG9JR141001	64,707	6/19/2020
CD2598	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBGXJR141007	64,713	6/19/2020
CD2584	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG9JR140995	64,973	6/19/2020
CD2606	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG8JR141006	65,442	6/19/2020
C2530	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C4RDGBG1HR736042	65,631	6/19/2020
CD2603	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG2JR140997	65,907	6/19/2020
CD2567	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG9JR133724	66,111	6/19/2020
CD2602	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG6JR133728	67,016	6/19/2020
CD2540	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C4RDGBG8HR854380	67,628	6/19/2020
CD2600	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBGXJR141010	68,116	6/19/2020
CD2541	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C4RDGBG1HR854382	68,530	6/19/2020
14244	0Y COOK DUPAGE TRANS	F350 2014 FORD E350	SHUTTLE BU	1FDEE3FL1EDA65932	68,546	6/19/2020
CD2593	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG2JR133726	68,636	6/19/2020
CD2596	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG2JR141003	68,673	6/19/2020
C2521	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C4RDGBG0HR736033	68,761	6/19/2020
14297	0Y COOK DUPAGE TRANS	F350 2014 FORD E350	SHUTTLE BU	1FDEE3FL8EDB10011	68,803	6/19/2020
CD2592	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG0JR141002	68,978	6/19/2020
CD2595	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG3JR140992	69,305	6/19/2020
CD2588	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG4JR140998	69,320	6/19/2020
C2519	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C4RDGBG8HR736040	69,832	6/19/2020
C2527	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C4RDGBG4HR736035	69,978	6/19/2020
CD2609	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG3JR141012	70,025	6/19/2020
CD2542	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C4RDGBG2HR855296	70,062	6/19/2020
C2529	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C4RDGBG2HR736034	70,363	6/19/2020
C2501	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C4RDGBG3HR736026	70,625	6/19/2020
CD2579	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG1JR140991	70,684	6/19/2020
CD2594	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG4JR133727	70,813	6/19/2020
CD2586	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG8JR133729	70,846	6/19/2020
CD2561	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C7WDGBG1HR738833	70,855	6/19/2020
CD2590	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG7JR141000	71,072	6/19/2020
14221	0Y COOK DUPAGE TRANS	F350 2014 FORD E350	SHUTTLE BU	1FDEE3FL0EDA55733	71,109	6/19/2020
C2454	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBG7GR152551	71,440	6/19/2020
C2520	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C4RDGBG9HR736032	71,729	6/12/2020
CD2562	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C7WDGBG3HR738834	72,318	6/12/2020
CD2597	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG4JR141004	72,665	6/12/2020
C2528	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C4RDGBGXHR736038	72,949	6/12/2020
C2531	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C4RDGBG6HR736036	73,182	6/12/2020
C2513	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C4RDGBG8HR736037	73,219	6/12/2020
C2526	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C4RDGBGXHR736041	73,344	6/12/2020
C2502	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C4RDGBG7HR736028	74,282	6/12/2020
CD2587	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG0JR140986	74,470	6/12/2020
CD2576	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBGXJR140990	75,170	6/12/2020
CD2568	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG0JR133725	76,340	6/12/2020

C2509	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C4RDGBG1HR736039	76,583	6/12/2020
C2469	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C4RDGBG9HR736029	77,576	6/12/2020
CD2572	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG1JR140988	78,365	6/12/2020
CD2551	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C7WDGBG4HR738826	78,381	6/12/2020
C2467	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C4RDGBG7HR736031	79,095	6/12/2020
CD2557	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C7WDGBG2HR738839	79,633	6/12/2020
C2474	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C4RDGBG5HR736030	79,750	6/12/2020
CD2558	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C7WDGBG8HR738828	80,075	6/12/2020
CD2569	0Y COOK DUPAGE TRANS	1851 2018 DODGE CARA	PASSENGER	2C7WDGBG5JR140993	80,114	6/12/2020
C2466	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C4RDGBG5HR736027	80,407	6/12/2020
C2459	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBG8GR143955	80,967	6/12/2020
C2461	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C4RDGBG3HR736043	81,113	6/12/2020
C2456	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBG4GR139997	81,287	6/12/2020
C2458	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBG9GR152552	81,422	6/12/2020
CD2553	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C7WDGBG4HR738809	83,312	6/12/2020
CD2555	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C7WDGBG0HR738838	84,000	6/12/2020
CD2556	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C7WDGBG9HR738837	85,751	6/12/2020
CD2552	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C7WDGBGXHR738801	86,525	6/12/2020
CD2554	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C7WDGBG8HR738831	87,017	6/12/2020
CD2537	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C7WDGBG6HR738813	88,855	6/12/2020
C2536	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C7WDGBG0HR738810	91,235	6/12/2020
C2532	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C7WDGBG0HR738824	91,674	6/12/2020
CD2544	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C7WDGBG4HR738812	91,884	6/12/2020
CD2545	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C7WDGBGXHR738815	92,227	6/12/2020
C2523	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C7WDGBG0HR738807	92,253	6/12/2020
CD2549	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C7WDGBG9HR738806	92,579	6/12/2020
C2488	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBG7GR340258	93,534	6/12/2020
C2525	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C7WDGBG2HR738825	93,783	6/12/2020
C2481	0Y COOK DUPAGE TRANS	1651B 2016 DODGE CAR	RAMP VAN	2C4RDGBG9GR340245	95,108	6/12/2020
C2483	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBG8GR340253	95,246	6/5/2020
C2505	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C4RDGBG5HR738835	95,495	6/5/2020
C2487	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBG5GR340257	95,707	6/5/2020
23863	0Y COOK DUPAGE TRANS	2013B 2013 INTERNATI	SHUTTLE BU	4DRBUSKP6D8299955	96,098	6/5/2020
CD2538	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C7WDGBG5HR738818	96,098	6/5/2020
C2482	0Y COOK DUPAGE TRANS	1651B 2016 DODGE CAR	RAMP VAN	2C4RDGBG6GR340252	96,114	6/5/2020
CD2539	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C7WDGBG7HR738836	96,896	6/5/2020
C2514	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C7WDGBG3HR738820	96,900	6/5/2020
CD2548	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C7WDGBGXHR738832	97,142	6/5/2020
C2534	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C7WDGBG2HR738808	98,008	6/5/2020
CD2550	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C7WDGBG8HR738800	98,102	6/5/2020
C2503	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C4RDGBG3HR738803	98,538	6/5/2020
C2511	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C7WDGBG1HR738802	98,717	6/5/2020
C2524	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C7WDGBG3HR738817	99,366	6/5/2020
C2518	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C7WDGBG8HR738814	99,593	6/5/2020
C2504	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C4RDGBGXHR738829	99,911	6/5/2020
C2517	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C7WDGBG5HR738804	99,963	6/5/2020
C2522	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C7WDGBG5HR738821	100,059	6/5/2020
C2494	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBG8GR340267	100,554	6/5/2020
C2491	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBG7GR340262	101,738	6/5/2020
C2510	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C7WDGBG7HR738822	101,754	6/5/2020
C2492	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBG2GR340264	101,793	6/5/2020
C2489	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBG9GR340259	101,824	6/5/2020
C2507	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C4RDGBG1HR738816	102,104	6/5/2020
C2508	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C4RDGBG7HR738819	102,519	6/5/2020
C2535	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C7WDGBG2HR738811	102,563	6/5/2020
C2512	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C7WDGBG9HR738823	102,606	6/5/2020
C2460	0Y COOK DUPAGE TRANS	1651B 2016 DODGE CAR	RAMP VAN	2C4RDGBG5GR340260	102,660	6/5/2020
C2500	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBG1GR340272	102,747	6/5/2020
CD2546	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C7WDGBG6HR738827	102,997	6/5/2020
C2515	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C7WDGBG3HR738798	103,152	6/5/2020
C2498	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBGXGR340271	103,536	6/5/2020
C2490	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBG7GR340261	103,636	6/5/2020
C2455	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBG8GR152543	103,977	6/5/2020
23884	0Y COOK DUPAGE TRANS	2013B 2013 INTERNATI	SHUTTLE BU	4DRBUSKP3PD299976	104,074	6/5/2020
C2506	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C4RDGBG7HR738805	104,191	6/5/2020
C2499	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBG3GR340273	104,223	6/5/2020
C2496	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBG1GR340269	104,485	6/5/2020
C2516	0Y COOK DUPAGE TRANS	1751 2017 GRAND CARA	RAMP VAN	2C7WDGBG5HR738799	105,153	6/5/2020
C2468	0Y COOK DUPAGE TRANS	1651B 2016 DODGE CAR	RAMP VAN	2C4RDGBG1GR340238	105,515	6/5/2020
C2442	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBG6GR143954	105,551	5/29/2020
C2472	0Y COOK DUPAGE TRANS	1651B 2016 DODGE CAR	RAMP VAN	2C4RDGBG0GR340246	105,666	5/29/2020
C2486	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBG3GR340256	105,899	5/29/2020
C2497	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBG8GR340270	106,513	5/29/2020
C2484	0Y COOK DUPAGE TRANS	1651B 2016 DODGE CAR	RAMP VAN	2C4RDGBGXGR340254	106,593	5/29/2020
C2495	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBGXGR340268	106,799	5/29/2020
C2493	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBG4GR340265	106,802	5/29/2020

C2478	0Y COOK DUPAGE TRANS	1651B 2016 DODGE CAR	RAMP VAN	2C4RDGBG4GR340248	106,863	5/29/2020
23879	0Y COOK DUPAGE TRANS	2013B 2013 INTERNATI	SHUTTLE BU	4DRBUSKP4DB299971	107,277	5/29/2020
C2444	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBG9GR143947	107,315	5/29/2020
C2462	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBGXGR340240	107,984	5/29/2020
C2464	0Y COOK DUPAGE TRANS	1651B 2016 DODGE CAR	RAMP VAN	2C4RDGBG8GR340236	108,148	5/29/2020
C2480	0Y COOK DUPAGE TRANS	1651B 2016 DODGE CAR	RAMP VAN	2C4RDGBG4GR340251	108,380	5/29/2020
C2451	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBG5GR152547	108,561	5/29/2020
C2485	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBG1GR340255	108,580	5/29/2020
C2475	0Y COOK DUPAGE TRANS	1651B 2016 DODGE CAR	RAMP VAN	2C4RDGBGXGR340237	108,870	5/29/2020
C2479	0Y COOK DUPAGE TRANS	1651B 2016 DODGE CAR	RAMP VAN	2C4RDGBG2GR340250	108,959	5/29/2020
C2449	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBGXGR152544	109,157	5/29/2020
C2447	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBG6GR152542	109,233	5/29/2020
C2430	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBG5GR152550	109,806	5/29/2020
C2473	0Y COOK DUPAGE TRANS	1651B 2016 DODGE CAR	RAMP VAN	2C4RDGBG2GR340247	110,205	5/29/2020
C2448	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBGXGR161762	110,413	5/29/2020
C2465	0Y COOK DUPAGE TRANS	1651B 2016 DODGE CAR	RAMP VAN	2C4RDGBG5GR340274	110,713	5/29/2020
C2476	0Y COOK DUPAGE TRANS	1651B 2016 DODGE CAR	RAMP VAN	2C4RDGBG3GR340242	111,400	5/29/2020
C2471	0Y COOK DUPAGE TRANS	1651B 2016 DODGE CAR	RAMP VAN	2C4RDGBG7GR340244	111,513	5/29/2020
C2453	0Y COOK DUPAGE TRANS	1651B 2016 DODGE CAR	RAMP VAN	2C4RDGBG6GR340266	111,863	5/29/2020
C2463	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBG0GR340263	111,930	5/29/2020
C2452	0Y COOK DUPAGE TRANS	1651B 2016 DODGE CAR	RAMP VAN	2C4RDGBG1GR340241	112,290	5/29/2020
C2457	0Y COOK DUPAGE TRANS	1651B 2016 DODGE CAR	RAMP VAN	2C4RDBGB6GR340235	112,458	5/29/2020
C2470	0Y COOK DUPAGE TRANS	1651B 2016 DODGE CAR	RAMP VAN	2C4RDGBG5GR340243	112,811	5/29/2020
C2477	0Y COOK DUPAGE TRANS	1651B 2016 DODGE CAR	RAMP VAN	2C4RDGBG6GR340249	113,834	5/29/2020
C2443	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBG6GR143937	114,451	5/29/2020
C2300	0Y COOK DUPAGE TRANS	E350 2014 VAN FULL S	SHUTTLE BU	1FTSS3EL8EDA51219	115,336	5/29/2020
C2440	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBG1GR152545	115,962	5/29/2020
C2450	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBG3GR152546	116,307	5/29/2020
C2445	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBG9GR152549	116,431	5/29/2020
C2313	0Y COOK DUPAGE TRANS	E350 2014 VAN FULL S	SHUTTLE BU	1FTSS3EL5EDA51226	116,922	5/29/2020
C2446	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBG2GR143949	117,368	5/29/2020
C2271	0Y COOK DUPAGE TRANS	E350 2014 VAN FULL S	SHUTTLE BU	1FTSS3EL8EDA51222	117,876	5/29/2020
C2441	0Y COOK DUPAGE TRANS	1651B 2016 DODGE CAR	RAMP VAN	2C4RDGBG3GR340239	119,743	5/29/2020
C2439	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBG4GR143953	119,907	5/22/2020
C2437	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBG2GR143952	120,319	5/22/2020
C2301	0Y COOK DUPAGE TRANS	E350 2014 VAN FULL S	SHUTTLE BU	1FTSS3EL3EDA51225	121,583	5/22/2020
C2287	0Y COOK DUPAGE TRANS	E350 2014 VAN FULL S	SHUTTLE BU	1FTSS3EL7EDA51227	124,089	5/22/2020
C2280	0Y COOK DUPAGE TRANS	E350 2014 VAN FULL S	SHUTTLE BU	1FTSS3EL2EDA51216	125,365	5/22/2020
C2304	0Y COOK DUPAGE TRANS	E350 2014 VAN FULL S	SHUTTLE BU	1FTSS3EL4EDA51217	125,708	5/22/2020
C2436	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBG0GR143951	126,249	5/22/2020
C2302	0Y COOK DUPAGE TRANS	E350 2014 VAN FULL S	SHUTTLE BU	1FTSS3EL6EDA51221	126,872	5/22/2020
C2433	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBG7GR143946	127,430	5/22/2020
C2438	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBG1GR161763	127,619	5/22/2020
C2435	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RCGBG9GR143950	127,827	5/22/2020
C2314	0Y COOK DUPAGE TRANS	E350 2014 VAN FULL S	SHUTTLE BU	1FTSS3EL1EDA51224	128,452	5/22/2020
C2303	0Y COOK DUPAGE TRANS	E350 2014 VAN FULL S	SHUTTLE BU	1FTSS3EL6EDA51218	129,039	5/22/2020
C2427	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBGXGR143942	129,268	5/22/2020
C2431	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBG5GR143945	130,116	5/22/2020
C2292	0Y COOK DUPAGE TRANS	E350 2014 VAN FULL S	SHUTTLE BU	1FTSS3ELXEDA51223	131,172	5/22/2020
C2288	0Y COOK DUPAGE TRANS	E350 2014 VAN FULL S	SHUTTLE BU	1FTSS3EL4EDA51220	131,353	5/22/2020
C2428	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBG1GR143943	136,933	5/22/2020
C2426	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBG7GR139993	147,736	5/22/2020
C2424	0Y COOK DUPAGE TRANS	1651 2016 DODGE CARA	PASSENGER	2C4RDGBG8GR143941	151,309	5/22/2020

Task Name (sorted by start date of each group)	Responsible	Accountable	Consulted	Informed	Start	Finish	Status	Notes
Selection And Hiring of Incumbents					MON 11/11/2019	Wed 4/1/2020		
Open house Employees/QA Sessions	Mark Foster	Matt Lundgren	Dan Tracy	Ryan Herda	MON 11/11/2019	Wed 4/1/2020	Scheduled	
Set-up physicals and drug screens	Ryan Devlin	Matt Lundgren	Lisa Maurer	Ryan Herda	Mon 2/3/2020	Wed 4/1/2020	Scheduled	
Set-up driver credential book and files	Lisa Maurer	Ryan Devlin	Matt Lundgren	Mark Foster	Fri 2/14/2020	Wed 4/1/2020	Scheduled	
BTW training for all incumbent bus operators Phase 1 Session	Lisa Maurer	Ryan Devlin	Matt Lundgren	Mark Foster	Wed 2/19/2020	Wed 4/1/2020	Scheduled	
BTW training for all incumbent bus operators Phase 2 Session	Lisa Maurer	Ryan Devlin	Matt Lundgren	Mark Foster	Wed 2/19/2020	Wed 4/1/2020	Scheduled	
Order ID Badge	Lisa Maurer	Lisa Maurer	Matt Lundgren	Mark Foster	Wed 2/26/2020	Wed 4/1/2020	Scheduled	
On-Boarding additional staff	Matt Lundgren	Mark Foster	Dan Tracy	Ryan Herda	Mon 3/9/2020	Wed 4/1/2020	Scheduled	
Orientation meetings/drug testing/employee handbook	Lisa Maurer	Ryan Devlin	Matt Lundgren	Mark Foster	Wed 3/11/2020	Wed 4/1/2020	Scheduled	
Complete training files	Lisa Maurer	Ryan Devlin	Matt Lundgren	Mark Foster	Mon 3/16/2020	Wed 4/1/2020	Scheduled	
Distribute uniforms	Lisa Maurer	Lisa Maurer	Lisa Maurer	Ryan Herda	Mon 3/17/2020	Wed 4/1/2020	Scheduled	
Open enrollment - employee benefits	Bill Wolter	Matt Lundgren	Dan Tracy	Mark Foster	Wed 3/18/2020	Wed 4/1/2020	Scheduled	
Incumbent training (make up session)	Lisa Maurer	Ryan Devlin	Matt Lundgren	Mark Foster	Wed 3/18/2020	Wed 4/1/2020	Scheduled	
Order uniforms	Lisa Maurer	Matt Lundgren	Matt Lundgren	Mark Foster	Tue 3/18/2020	Wed 4/1/2020	Scheduled	
Distribute ID badges	Lisa Maurer	Lisa Maurer	Lisa Maurer	Mark Foster	Wed 3/18/2020	Wed 4/1/2020	Scheduled	
Contract					Wed 11/13/2019	Wed 4/1/2020	Scheduled	
Execute Agreement with Pace	Mark Foster	Matt Lundgren	Dan Tracy	Ryan Herda	Wed 11/6/2019	Wed 4/1/2020	Scheduled	
Obtain business license	Susan Grills	Mark Foster	Matt Lundgren	Deanna McCollian	Wed 11/6/2019	Wed 4/1/2020	Scheduled	
Start-up meeting with Pace	Mark Foster	Matt Lundgren	Dan Tracy	Ryan Herda	Wed 11/20/2019	Wed 4/1/2020	Scheduled	
Signed Contract	Mark Foster	Matt Lundgren	Judith Crawford	Wayne Nishimura	Wed 12/11/2020	Wed 4/1/2020	Scheduled	
Confirm insurance certificates received	Mark Foster	Matt Lundgren	Dan Tracy	Wayne Nishimura	Mon 3/2/2020	Wed 4/1/2020	Scheduled	
Obtain and provide insurance certificates	Wayne Nishimura	Mark Foster	Matt Lundgren	Wes Gibson	Mon 3/16/2020	Wed 4/1/2020	Scheduled	
Contract/Service Start Date	Mark Foster	Matt Lundgren	Dan Tracy	Pace	Wed 4/1/2020	Wed 4/1/2020	Scheduled	
Transition Meetings & Related Tasks					Wed 11/6/2019	Wed 4/1/2020	Scheduled	
Establish weekly transition meetings with Pace	Mark Foster	Matt Lundgren	Dan Tracy	Ryan Herda	Tue 11/12/2019	Wed 4/1/2020	Scheduled	
Develop client contact protocol	Mark Foster	Matt Lundgren	Dan Tracy	Ryan Herda	Wed 12/11/2019	Wed 4/1/2020	Scheduled	
Review passenger complaint/commendation policies	Mark Foster	Matt Lundgren	Dan Tracy	Ryan Herda	Wed 4/1/2020	Wed 4/1/2020	Scheduled	
Facilities					Fri 7/12/2019	Wed 4/1/2020	Scheduled	
Take possession and begin set-up of New Facility	Mark Foster	Matt Lundgren	Wes Gibson	Ryan Herda	Fri 7/12/2019	Fri 7/12/2019	Scheduled	
Set up safety data sheets (SDS)	Ryan Devlin	Wes Gibson	Mark Foster	Ryan Herda	Fri 7/12/2019	Fri 7/12/2019	Scheduled	
Meet with Pace to establish move in dates	Mark Foster	Matt Lundgren	Wes Gibson	Deanna McCollian	Fri 7/12/2019	Fri 7/12/2019	Scheduled	
Purchase Projector/Screen/Speakers	Mohammed Khan	Matt Lundgren	Lisa Maurer	Mark Foster	FRI 7/12/2019	Fri 7/12/2019	Scheduled	
Purchase Television for Training room and employee lounge	Mohammed Khan	Matt Lundgren	Lisa Maurer	Mark Foster	Fri 7/12/2019	Fri 7/12/2019	Scheduled	
Install back up generator	Wes Gibson	Matt Lundgren	Deanna McCollian	Mark Foster	Fri 7/12/2019	Fri 7/12/2019	Scheduled	
Talk with all current vendors	Mark Foster	Matt Lundgren	Julie Frieders	Barb Kehe	Wed 12/1/2019	Wed 4/1/2020	Scheduled	
Create facility key control log	Matt Lundgren	Matt Lundgren	Lisa Maurer	Mark Foster	Wed 2/12/2020	Wed 4/1/2020	Scheduled	

Fleet Servicing					Wed 11/6/2019	Wed 4/1/2020	Scheduled
Order WIFI service/equipment	Ryan Herda	Matt Lundgren	Mark Foster	Ryan Herda	Fri 7/12/2019	Fri 7/12/2019	Scheduled
Order vehicles	Matt Lundgren	Mark Foster	Mark Foster	Janette Matza	FRI 11/1/2019	Wed 4/1/2020	Scheduled
Purchase vehicle cleaning supplies	Wes Gibson	Matt Lundgren	Mark Foster	Ryan Herda	Wed 11/6/2019	Wed 4/1/2020	Scheduled
Order Zonar	Ryan Herda	Tom St. Martin	Mark Foster	Ryan Herda	Wed 11/6/2019	Wed 4/1/2020	Scheduled
Order office equipment/shop equipment for new facility	Janette Matza	Ryan Herda	Matt Lundgren	Mark Foster	Wed 2/5/2020	Wed 4/1/2020	Scheduled
Purchase Service Truck	Wes Gibson	Matt Lundgren	Mark Foster	Janette Matza	Wed 2/12/2020	Wed 4/1/2020	Scheduled
Review Pace daily out-of-service procedures and PMI requirements	Wes Gibson	Matt Lundgren	Mark Foster	Ryan Herda	Wed 2/19/2020	Wed 4/1/2020	Scheduled
Order DriveCam	Ryan Herda	Tom St. Martin	Mark Foster	Ryan Herda	Wed 2/19/2020	Wed 4/1/2020	Scheduled
Order "Operated By" Stickers for revenue vehicles	Wes Gibson	Matt Lundgren	Mark Foster	Ryan Herda	Wed 2/19/2020	Wed 4/1/2020	Scheduled
Post Title VI policy statement in all buses	Wes Gibson	Matt Lundgren	Mark Foster	Ryan Herda	Wed 2/19/2020	Wed 4/1/2020	Scheduled
Fuel logs in place	Wes Gibson	Matt Lundgren	Mark Foster	Ryan Herda	Wed 3/4/2020	Wed 4/1/2020	Scheduled
Order/print all vehicle maintenance forms required by Pace	Wes Gibson	Matt Lundgren	Mark Foster	Ryan Herda	Wed 3/4/2020	Wed 4/1/2020	Scheduled
Order accident kits for all vehicles	Wes Gibson	Matt Lundgren	Mark Foster	Ryan Devlin	Wed 3/4/2020	Wed 4/1/2020	Scheduled
Install Dates - Zonar and DriveCam	Ryan Herda	Tom St. Martin	Mark Foster	Ryan Herda	Wed 3/11/2020	Wed 4/1/2020	Scheduled
Train local staff and vehicle operators on Zonar	Tom St. Martin	Ryan Herda	Matt Lundgren	Mark Foster	Wed 3/18/2020	Wed 4/1/2020	Scheduled
Submit fleet list with VINs to home office	Ryan Herda	Matt Lundgren	Wes Gibson	Ryan Herda	Wed 3/18/2020	Wed 4/1/2020	Scheduled
Spare keys for support vehicles	Wes Gibson	Matt Lundgren	Mark Foster	Lisa Maurer	Wed 3/18/2020	Wed 4/1/2020	Scheduled
Registrations/insurance cards on every bus	Wes Gibson	Matt Lundgren	Mark Foster	Wayne Nishimura	Wed 3/25/2020	Wed 4/1/2020	Scheduled
Install "Operated By" stickers on all revenue vehicles	Wes Gibson	Matt Lundgren	Mark Foster	Wes Gibson	Wed 3/25/2020	Wed 4/1/2020	Scheduled
Accident kits on every bus	Wes Gibson	Matt Lundgren	Ryan Devlin	Mark Foster	Wed 3/25/2020	Wed 4/1/2020	Scheduled
Human Resources					Wed 11/6/2019	Wed 4/1/2020	Scheduled
Hire local management team	Matt Lundgren	Mark Foster	Ivy Posada	Sean Helsel	Wed 11/6/2019	Wed 4/1/2020	Scheduled
Hire frontline supervisors	Matt Lundgren	Mark Foster	Ivy Posada	Sean Helsel	Wed 11/6/2019	Wed 4/1/2020	Scheduled
Establish payroll procedures/payroll dates	April Berman	Pete Williams	Najm Ali	Mark Foster	Wed 11/6/2019	Wed 4/1/2020	Scheduled
Establish health benefit plan for employees	Bill Wolter	Matt Lundgren	Dan Tracy	Mark Foster	Wed 11/6/2019	Wed 4/1/2020	Scheduled
401(k) enrollment	Bill Wolter	Matt Lundgren	Dan Tracy	Mark Foster	Wed 11/6/2019	Wed 4/1/2020	Scheduled
Seniority list posted	Mark Foster	Matt Lundgren	Dan Tracy	Ryan Herda	Wed 11/6/2019	Wed 4/1/2020	Scheduled
Information Technology					Wed 11/6/2019	Wed 4/1/2020	Scheduled
Oracle org creation	Mohammed Khan	Matt Lundgren	Dan Tracy	Ryan Herda	Wed 7/12/2019	Wed 4/1/2020	Scheduled
Work with Pace to identify and set up all IT needs	Mohammed Khan	Matt Lundgren	Dan Tracy	Ryan Herda	Wed 11/6/2019	Wed 4/1/2020	Scheduled
Setup Computers for Beacon	Mohammed Khan	Matt Lundgren	Ryan Herda	Ryan Herda	Wed 11/6/2019	Wed 4/1/2020	Scheduled
Set-up e-mail for local staff	Mohammed Khan	Matt Lundgren	Dan Tracy	Ryan Herda	Wed 11/6/2019	Wed 4/1/2020	Scheduled
Set-up after-hours voice mail	Mohammed Khan	Matt Lundgren	Gena Ray	Adam Silbernagel	Wed 11/6/2019	Wed 4/1/2020	Scheduled
Inspect any Pace furnished property	Mohammed Khan	Matt Lundgren	John D'Anca	Adam Silbernagel	Wed 11/6/2019	Wed 4/1/2020	Scheduled
Order cell phones/Laptops	Mohammed Khan	Matt Lundgren	Dan Tracy	Ryan Herda	Wed 2/19/2020	Wed 4/1/2020	Scheduled
Ensure computers are working effectively	Mohammed Khan	Matt Lundgren	John D'Anca	Adam Silbernagel	Wed 2/19/2020	Wed 4/1/2020	Scheduled
Ensure standard back-up protocols in place	Mohammed Khan	Matt Lundgren	Dan Tracy	Ryan Herda	Wed 3/18/2020	Wed 4/1/2020	Scheduled

Reporting					Wed 11/13/2019	Wed 4/1/2020	Scheduled
Understand data and reporting requirements as outlined in the RFP	Matt Lundgren	Mark Foster	Hira Uddin	Ryan Herda	Wed 2/12/2020	Wed 4/1/2020	Scheduled
Review required reports with Pace	Mark Foster	Matt Lundgren	Matt Lundgren	Janette Matza	Wed 2/12/2020	Wed 4/1/2020	Scheduled
Evaluate and update invoice and management report	Mark Foster	Matt Lundgren	Matt Lundgren	Janette Matza	Wed 3/18/2020	Wed 4/1/2020	Scheduled
Discuss due dates for all reports	Mark Foster	Matt Lundgren	Matt Lundgren	Janette Matza	Wed 3/18/2020	Wed 4/1/2020	Scheduled
Accounting/bookkeeping training	Janette Matza	Matt Lundgren	Matt Lundgren	Mark Foster	Wed 3/18/2020	Wed 4/1/2020	Scheduled
Dispatch					Wed 4/1/2020	Wed 4/1/2020	Scheduled
Training session for dispatchers (SOP, procedures)	Mark Foster	Matt Lundgren	April Berman	Hira Uddin	Wed 3/11/2020	Wed 4/1/2020	Scheduled
Telephone Doctor Training for frontline supervisors	Mark Foster	Matt Lundgren	April Berman	Hira Uddin	Wed 3/11/2020	Wed 4/1/2020	Scheduled
Customer service training as outlined in proposal	Matt Lundgren	Mark Foster	April Berman	Hira Uddin	Wed 3/11/2020	Wed 4/1/2020	Scheduled
Develop/assign dispatch schedules	Matt Lundgren	Mark Foster	April Berman	Hira Uddin	Wed 3/11/2020	Wed 4/1/2020	Scheduled
Develop/assign Safety/Street Supervisors' work schedules	Matt Lundgren	Mark Foster	April Berman	Hira Uddin	Wed 3/25/2020	Wed 4/1/2020	Scheduled
Daily bus assignment/down board	Matt Lundgren	Mark Foster	April Berman	Hira Uddin	Wed 3/25/2020	Wed 4/1/2020	Scheduled
Review vehicle maintenance plan/OOS	Matt Lundgren	Mark Foster	April Berman	Hira Uddin	Wed 3/25/2020	Wed 4/1/2020	Scheduled
Review open/close procedures	Matt Lundgren	Mark Foster	April Berman	Hira Uddin	Wed 3/25/2020	Wed 4/1/2020	Scheduled
Post dispatch procedures	Matt Lundgren	Mark Foster	April Berman	Hira Uddin	Wed 3/25/2020	Wed 4/1/2020	Scheduled
Administration					Wed 11/6/2019	Wed 4/1/2020	Scheduled
Meet/set up clinic for physical / drug and alcohol testing	Ryan Herda	Matt Lundgren	Matt Lundgren	Ryan Herda	Wed 1/8/2020	Wed 4/1/2020	Scheduled
Order facility posters	Ryan Herda	Matt Lundgren	Dan Tracy	Ryan Herda	Wed 1/8/2020	Wed 4/1/2020	Scheduled
Train local staff on Oracle and Compass	Becky Leonard	Ryan Herda	Matt Lundgren	Mark Foster	Wed 1/8/2020	Wed 4/1/2020	Scheduled
Order worker's compensation certificate of insurance	Mark Foster	Matt Lundgren	Dan Tracy	Ryan Herda	Wed 3/11/2020	Wed 4/1/2020	Scheduled
Order vehicle insurance cards	Mark Foster	Matt Lundgren	Dan Tracy	Ryan Herda	Wed 3/11/2020	Wed 4/1/2020	Scheduled
Distribute Dispatcher job description	Matt Lundgren	Lisa Maurer	Matt Lundgren	Ryan Herda	Wed 3/11/2020	Wed 4/1/2020	Scheduled
Order office supplies	Matt Lundgren	Lisa Maurer	Matt Lundgren	Ryan Herda	Wed 3/11/2020	Wed 4/1/2020	Scheduled
Distribute Safety/Street Supervisor job descriptions	Matt Lundgren	Lisa Maurer	Matt Lundgren	Ryan Herda	Wed 3/18/2020	Wed 4/1/2020	Scheduled
Post team organization chart	Matt Lundgren	Mark Foster	Dan Tracy	Ryan Herda	Wed 3/25/2020	Wed 4/1/2020	Scheduled
Complete personnel files	Lisa Maurer	Matt Lundgren	Dan Tracy	Ryan Herda	Wed 3/25/2020	Wed 4/1/2020	Scheduled

Petro Vend 200 Fuel Island Terminal

Part of OPW's new PV Family of Fuel Control Solutions, the Petro Vend 200 Fuel Island Terminal (PV200) offers many a la carte options that provide state-of-the-art fuel control to commercial fleets.

The PV200, in conjunction with OPW's FSC3000™ Fuel Site Controller, leverages OPW's long history of innovation in fuel management to provide advanced 24-hour fuel control to unattended commercial fleet fueling operations, big or small. The PV200 simplifies fuel management for a wide variety of commercial applications including trucking, school transport, government, military, industrial and business operations.

Engineered with scalability in mind, the PV200 is a future-proof fuel island terminal that provides fleet managers flexibility for changing needs.

To learn more about the PV Family of Solutions, please visit www.opwglobal.com/PV-Family.

Petro Vend 200 Fuel Island Terminal



Serving these industries and many others...



Versatile

Options including an integrated or external FSC3000™, dual card reader support and three pedestal heights accommodate a variety of operational needs



User-friendly

Menu-driven set-up at the terminal simplifies configuration, and graphics guide users through common data entry tasks



Durable

Featuring a thermostatically controlled heater and aluminum construction, the PV200 is engineered to withstand harsh outdoor environments



Easy to Service

The PV200's components are designed to be quickly and easily removed for simplified service calls

Features

- ◆ Compatible with OPW's FSC3000 Fuel Site Controller, which tracks and reports fueling transactions
- ◆ Integrated FSC3000 for installations where no building is available
- ◆ 7-inch color display
- ◆ Optional receipt printer
- ◆ Dual card reader operation enables users to take advantage of two of the three following card readers:
 - ◆ Optional Magnetic Stripe Card Reader
 - ◆ Optional Proximity Card Reader
 - ◆ Optional ChipKey® Reader
- ◆ Optional Wireless Petro-Net™ communication reduces installation costs
- ◆ Cardless/keyless access allows drivers to fuel using a quick keypad entry
- ◆ 3 pedestal sizes are available, including sizes that meet Americans with Disabilities Act requirements